

ANNEXURE D



City Development Strategy

Executive Report

18 January 2008

Buffalo City Municipality CITY DEVELOPMENT STRATEGY

1. The future of Buffalo City

All of us have an idea of how we would like to see the world, and specifically our own living environment, develop in the future in order to enable us as individuals and as communities to lead decent lives. There are many actors and factors, internationally, nationally and locally that influence our lives and living conditions. Examples of these are governments at all levels, the private sector with its enterprises and businesses, civil society and its communities and finally and most importantly all individuals in the manner they engage in their own lives.

The South African society, its settlements and people are exposed to a number of challenges most of them following international trends. The gradual shift in the economic characteristics and spatial economy, the simultaneous urbanization process and changes in settlement pattern, the environmental challenges are some of the factors that have a global as well as a local influence. Buffalo City is no exception thereto. This comes on top of wide-spread poverty and unemployment and inadequate health, safety and security which obviously are the main issues to deal with.

But Buffalo City also contains a number of strengths to build upon for growth and development. A coastal location, unspoilt nature, a well-performing automotive industry and the status of being the capital of the Eastern Cape Province are a few of these comparative advantages to exploit in order to combat poverty. Unfortunately, the impact of most developmental interventions made today will take a long time to show.

Buffalo City Municipality, as the main stakeholder at the local level in this developmental process, has in a participatory process developed a vision for the future, which reads as follows:

A people-centred place of opportunity
where the basic needs of all are met
in a safe, healthy and sustainable environment

This Vision serves as a long-term, but at times somewhat abstract, "guiding star" for service delivery and developmental work that is undertaken by the BCM, mainly through its Integrated Development Plan (IDP) and the implementation thereof.

The time horizon of the IDP is in principle short and medium term, up to 5 years. This is too limited a time period for making substantial progress towards the Vision's long-term objectives, especially considering the quite complex social, economic and physical environments, which our South African municipalities constitute. A much more far-reaching, holistic and inclusive approach is required to bridge the gap between the Vision and the IDP, if the opportunities and challenges of Buffalo City are to be met in a sustainable way. A City Development Strategy is needed.

2. What is a CDS?

As indicated above, there is a need to apply a more strategic approach to facilitate the fulfilment of the long term visions and goals. The concept of City Development Strategies has therefore been developed and applied in some cities/municipalities. The Cities Alliance (supported by UNDP, WB and UN-Habitat) and, specifically in South Africa, the Cities Network has been instrumental in the facilitation of such a process. Thereby a scenario is defined for the City and its economic growth, environmental and poverty reduction objectives, with clear priorities for action and investments.

A City Development Strategy can be given contents and structure in many ways. There is no set standard to follow. BCM has opted to formulate the contents of its CDS with the following main characteristics:

- A road map for the future with a long term perspective of 20-25 years
- Integrated with and giving direction to the short/medium term IDP
- Overall focus on poverty alleviation based on growth and development
- Clear focus on a selection of action areas
- Positioning of the municipality in the regional and national context
- Requiring tight interaction between the various spheres of government
- Building on private/public partnerships (PPP)
- Engaging in the new economy - the knowledge and information society, higher education etc
- Taking into account national and international trends, opportunities and threats

Based on international experiences successful cities are cities that:

- Are well integrated and addressing the needs of the poor
- Provide high quality living conditions and experiences
- Are well connected to the region and rest of the world
- Are well governed and managed
- Are environmentally and socially sustainable

The structure of the CDS has, along the above characteristics, therefore been framed around the parameters of productivity, inclusivity, good governance and sustainability, all along the methodology applied by SA Cities Network as shown in the graphic below:

BCDS strategic intervention framework



The CDS is consequently striving to provide a common point of reference for the various stakeholders and guide short-term action within a long-term logic. The CDS is also trying to identify interventions with the highest leverage potential and to get all actors to pull in the same direction. In applying a long term perspective the CDS is also aimed at anticipating future shocks and contextual changes.

3. How does the CDS relate to the Vision and the IDP?

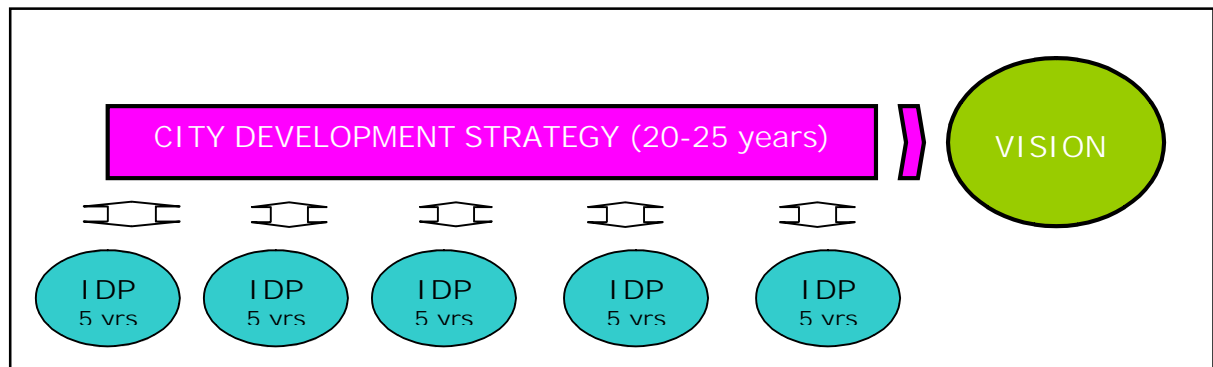
Buffalo City's planning system builds on a hierarchy of plans, where the IDP is the overall strategic and comprehensive plan forming the "umbrella" for a number of sector plans. The strategic character of the IDP has now been reinforced by making the long term objectives of the City Development Strategy (CDS) part of it.

As indicated earlier the CDS should be seen as a road map for the future with a long-term perspective of 20-25 years. The CDS has a different, but complementary focus to the IDP. Where the IDP is focused at providing a statutory framework to comprehensively guide the municipal budget and activities over a 5-year period, a CDS is focused on a selective set of initiatives that, over 20-25 years, serve to provide a coherent framework of action for all role players, the state, the municipality, private investors and the communities. A CDS thus complements and integrates with the IDP and forms an important direction-giving element of the IDP to bridge the gap and give substance to the Vision. But the CDS/IDP also informs and is informed by sector plans, most importantly by the Local Economic Development Strategy (LEDS), which has been prepared in parallel to the CDS.

Further to that, and being based on a set of national, provincial and district strategies, the CDS localizes and operationalises these within the BCM context. The National Spatial Development Perspective, the

Provincial Growth and Development Strategy and the Amathole District's IDP and Economic Development Strategy all have a bearing on the CDS.

The graphic below illustrates the relationship between the CDS, the IDP and external strategies and policies relevant to BCM.



4. What has been done so far?

The preparation of the first-generation City Development Strategy started in mid-2006 and a series of strategic planning sessions, so called Rapid Planning Sessions (RPI), were held, culminating in a first CDS document as well as revised versions. The themes for the sessions were Going for Growth; Connecting Spatial Economy; Institutional Alignment; and Healthy Infrastructure Foundation. A BCM core CDS team steered the work, which was undertaken by a group of consultants with ODA as the lead consultants.

A CDS conference was held in March 2007. Based on the outcome, the first draft was refined and resulted in a new draft CDS in May 2007, the main features and objectives of which were introduced in the IDP2007/2008 and the CDS can therefore be regarded as adopted by the Council in principle. That version of the CDS was workshopped with Councillors on 27 July 2007.

Based on the outcome of the workshop and drawing on input from other parties, another draft was prepared in October 2007, in order to arrive at a more structured document and in order to align the strategy better with the IDP and provincial and national policies and strategies. This Executive Report is a condensed version of that report.

In developing the CDS a great deal of research and consultative work has been undertaken. Many generations of IDPs, imbizos, the Quality of Life Survey, ward surveys and other studies have added to the platform on which the CDS is built. There are also a number of indispensable key informants to the process like the United Nation's Millennium Development Goals, the National Growth and Development Summit, the AsgiSA, National Spatial Development Perspective (NSDP), the Eastern

Cape Province Growth and Development Plan (EC PGDP) and the Amathole Growth and Development Plan.

The result of the planning activities will now be described in the following chapters.

5. The state of Buffalo City - situation analysis and key issues

Many important international and national trends provide the contextual background to how BCM can begin to create its future. Some of these are:

- **Universal urbanisation**
The world population is steadily increasing and more than 50% of us live in urban areas and with a concentration to the coastal areas. The rural areas are now relatively less populated than the urban, and the urbanisation process is irreversible. This global trend applies to Buffalo City as well.
- **Rise of the service economy**
A shift in the economy is taken place, spatially and in terms of production characteristics and labour requirements. Agro-based production and manufacturing is now supplemented and partly transforming into a service industry requiring high skill levels. The locational factors for services sector investments and growth are fundamentally different from before, which is important to note for the future development of Buffalo City.
- **Shift in the pace of growth to smaller cities**
Buffalo City is from the national perspective a mid-sized city and from an international perspective a small town. This category of towns tends to attract growth, provided an attractive living environment can be offered. Buffalo City holds in that respect a comparative advantage in terms of a coastal location, an attractive and relatively unspoilt environment, a well-performing automotive industry and the status of being the capital of the Eastern Cape Province.
- **Rural and urban areas becoming more integrated**
The dividing line between urban and rural is starting to blur. A major trend of relevance to Buffalo City is the phenomenon of in situ urbanisation. Rural settlements are starting to function like suburbs of the larger urban areas in the vicinity. This change in settlement patterns and functions will have major implications for service and infrastructure provision.
- **Urbanisation of poverty**
A trend that emerges in tandem with the changing economy is the

urbanisation of poverty. Historically the process of urbanisation has been associated with a growth in economic opportunity because of a link between urbanisation and industrialisation, but this is no longer the case. The rise of the service economy and creative sector leads to urbanisation without income growth for people, who cannot satisfy the demand for a highly-skilled labour force. Buffalo City also faces the challenge of accommodating in its functional region an increasing number of poor people, who require municipal services and economic opportunities.

- **Unequal manifestation of growth**
Background studies to the National Spatial Development Perspective (NSDP) show a very uneven distribution of economic activities and concentrations resulting in an unequal spread of growth and opportunities. Inequality and deepening social division also manifest themselves within the city itself. Linked to these trends is the growing realisation that entire cities can become isolated and economically irrelevant if they fall outside the geographical areas benefiting from growth. Current projections and policies of the NSDP do not suggest major changes in this pattern, which reinforces the tendency towards concentrated growth in the major urban regions. The key challenge for smaller cities like Buffalo City would be to find ways to improve their relative position in the spatial economy through targeted interventions.
- **City in a Region**
Often, when referring to a city, people talk about an administrative entity and not an economically defined functional area. Until the year 2000, local government entities in South Africa had very little in common with the functional areas of the urban concentrations of which they were part. The function of Buffalo City extends well beyond the border of the municipality, which has an environmental and economic footprint that encompasses a much larger area. Many analytical and strategic initiatives are beginning to focus on functional regions and place less emphasis on the administrative boundaries.

There are also a number of higher level risks and uncertainties, which are necessary to take into consideration when developing a strategy for the future. An overview of these follows below:

- **Environmental risks**
Global warming is now commonly accepted as one major threat to the earth. It will for example impact on weather conditions, water availability, and preconditions for agricultural production and cause a rise in sea levels with heavy impact on some coastal

regions. Fossil fuel shortages will limit growth potential for long distance destinations and their competitiveness. Pollution and environmental degradation will result in losses in productive capacity and attractiveness.

- Social risks and instability

The HIV/Aids pandemic is the most immediate risk to social instability causing disruptions and pain to families and communities and resulting in a dramatic increase in orphans and street children, to mention a few of the social consequences. Beyond that, it strikes hard at the workforce of society and weakens the economic prospects adding to the risks of concentrated poverty. Other social pathologies constituting risks are crime, violence and social exclusion.

- Economic recession

From an economic perspective some risk factors are related to currency instability and inflation which might lead to widespread disinvestment and state disinvestment in key economic infrastructure. Social and political instability might contribute to this and result in a decline in competitiveness and regional recession.

- Poor governance

Corruption and poor service delivery undermines the credibility of the state. Poor state credibility leads to a democratic deficit undermining democracy and investment confidence. A weak local government leads to low investor confidence for both state and private sector decisions. Poor governance leads to poor economic performance.

In summary and in a more localised perspective for BCM and its region, the following issues appear to be the most pertinent to focus upon for the future strategy.

- ❑ Widespread poverty and unemployment
- ❑ Concentration of poverty through urbanisation
- ❑ Low growth in the economy, public sector dependency
- ❑ Limited use of the comparative advantages
- ❑ Changing characteristics of the economy, transition hampered by deficiencies in labour force skills
- ❑ Low standard of infrastructure for transportation and communication
- ❑ Deferred maintenance of technical services infrastructure
- ❑ Substantial housing shortage combined with infrastructure shortage
- ❑ Limited economic and social integration
- ❑ Unsustainable use of natural resources and environmental risks
- ❑ Inadequate public sector responses to the challenges
- ❑ Insufficient cooperation between stakeholders
- ❑ Insufficient municipal resources, financial and human capital

6. Strategic responses and interventions

Based upon the above identification of key issues facing BCM and its region, of which poverty reduction is at the forefront, the CDS suggests a battery of strategic responses and interventions to apply.

The following principles have been guiding the proposed responses and interventions:

- o Impacting on poverty through growth:

The CDS aims to turn the area into an engine of equitable (shared) economic growth and development and thereby have a direct impact on poverty reduction. Improved governance and cooperation with stakeholders in all spheres of government, as well as in the private sector and civil society, is a prerequisite for that.

- o Building ladders for social and economic mobility:

Breaking the grip of poverty requires a concerted focus on improving social conditions and creating the preconditions for shared economic prosperity. The CDS encourages a framework for development that contains progressive steps for people to move from poverty to relative prosperity.

- o Better urban development leads to less rural poverty:

A successful Buffalo City is intrinsically linked to relieving rural poverty, within the municipal area as well as within its regional hinterland. The CDS encourages growth and development of a functional region as much as it is supportive of the urban core, consisting of East London-Mdantsane-Bhisho/King William's Town. The CDS argues that better urban development means less rural poverty.

- o Creating indirect impact:

Buffalo City controls only some of the key variables influencing the successful implementation of its strategic agenda. The CDS emerges in an environment of complex government structures, multiple development agencies and often competing interests from stakeholders. BCM as an institution thus needs to find a way to influence institutional behaviour, rather than limiting the CDS to the implementing of specific projects within its control. The CDS approach is that of indirect impact – creating a conceptual framework through the CDS to which other actors, private and public, have to react and respond.

- o Investing in key infrastructure creates shared growth:

High impact transformative projects can illustrate intent and create wide-ranging momentum. Investment in transformative public infrastructure can generate economic multipliers and thereby achieve accelerated shared growth and stimulate economic activity in the

private sector through increased investor confidence and unleashing of economic energy. Such economic activity depends on the availability of more than just basic municipal services, and has to incorporate foundational economic infrastructure such as airports, road links, rail connectivity and ports.

Flowing from the above principles the strategic responses and interventions can be grouped into a set of areas for intervention, which corresponds in all essential aspects to the framework model used by SA Cities Network:

6.1 A progressive City Development Strategy

A progressive City Development Strategy is the vehicle to use in order to achieve in more concrete terms what the Vision for BCM aspires to. This will require a structured and organized approach to the implementation of the strategic intervention agenda. Impacting on poverty through public-led investment requires an unprecedented level of inter-agency and intergovernmental cooperation. Cooperation with stakeholders at other governmental levels will have to be intensified. Alliances have to be built and developed with the private business sector and the communities have to be brought on board.

6.2 A well-governed City

A well-governed City means in this context that a clear and transparent agenda for the long term strategic work is formulated in cooperation with all stakeholders and communicated to all parties affected by the development process. A well-governed city is dependent on a reciprocal approach by other government spheres and agencies. Increased community feedback and engagement and improved customer reciprocity are other mitigating measures to apply in a democratic and well-governed city.

It also means that quality basic services are provided through a financially sound and clear investment framework, which is aligned with the interventions by other public sector providers of basic services. A key premise in Buffalo City's approach is to rally public resource allocation and to inform private sector investment decisions that the future can be planned and shaped through intervention. Concentrated investment is a key element of the CDS's approach.

In a situation where the finances are limited and not even enough to maintain what is already there, consequently not allowing adequate provision of basic services for all, further efforts must be made by the municipality to increase the revenue base and the revenue collection as well as identifying and getting access to further external resources.

6.3 A well-connected City

A well-connected City in a region means that BCM is “put on the map” provincially and nationally and made easily accessible, in and out, for goods and people through all means of transport. This would mean the facilitation of a key investment package into the East London Port as a precondition for retaining current manufacturing agglomeration economies of scale, ensuring the success of the IDZ and strengthening the export capacity of future Umzimvubu Catchment and Timber Investment initiatives. It would also mean the facilitating of investments in regional/national road and railroad links e.g. R72 and railway link to Coega. A well-connected City also refers to air transport, for example in terms of investment into the East London Airport, in particular allowing airfreight capacity to increase as well as improved passenger flight schedules.

Heavy rail, deep water ports, container terminals, highways, major dams and airports are not infrastructure that appears overnight. Most South African cities (and Buffalo City is no exception) have not had any foundational infrastructure investments in decades. It is therefore critical that the CDS informs the investment plans of state owned enterprises (SOEs) and feeds into Asgi-SA project selection by provincial and national authorities influencing key infrastructure decisions. South Africa is investing R372bn through its Asgi-SA initiative. It becomes critically important that the expenditure focus of this state-led investment is generally well-chosen and in particular, targets the kind of projects in Buffalo City that would achieve the desired impacts.

But a well-connected City also refers to internal connectivity and accessibility as well. This requires activation of the implementation of the Integrated Transport Plan for BCM including the transport corridor with feeder system, connecting the urban nodes along the “spine” of Buffalo City stretching from East London via Mdantsane, King William’s Town/Bhisho to Dimbaza.

The telecommunication and IT systems should become internationally compatible, facilitating access to broadband and/or other state-of-the-art technologies.

6.4 A productive City

A productive City with a sound economy built on a solid infrastructure foundation is one fundamental precondition for shared and accelerated growth and development. This requires maintenance and recapitalization of municipal technical infrastructure as well as well-planned, serviced and activated land reserves. This will include the release of critical sites for industrial and commercial activities generally and specifically for the tertiary knowledge economy.

For any region, the challenge to compete nationally and with other regions and meet the environmental and social challenges depends largely on the health and vitality of its urban nodes. In Buffalo City there is an urban core consisting of East London, Mdantsane, and Bhisho/King William's Town. Each of these urban nodes plays a different role that, in line with the principles of the NSDP, requires enhancement to serve the success of the region as a whole. Buffalo City's economy remains anchored in East London, but the city has invested significant resources in the past decade in the creation of infrastructure in Mdantsane to facilitate the transition from a marginalised township into an integrated suburban town.

Bhisho, the capital of the Eastern Cape, is in effect a decentralised office precinct housing the Provincial Legislature and Administration, but requires additional investment in order to diversify its viability as a decentralised node. One way to improve Bhisho is through exploring linkages with King William's Town. As a long-standing regional services centre King William's Town provides an important service support to surrounding rural areas – thus allowing the exploration of projects that would strengthen its regional services role. Further on, CBD revitalization in East London, King William's Town and Mdantsane are essential components of a vibrant city life.

All in all, a productive city is only achievable if the city is attractive in all aspects i.e. both for work, for living and for leisure. Therefore the promotion of good housing/living environments and public spaces/streetscape is essential as well as good recreational opportunities.

Unlocking crucial parcels of land in the city and making these the location of capital and knowledge-intensive investments is imperative for the successful realization of the CDS. The municipality currently contains several strategic sites, some of them owned by SOEs, which are either locked into low land use practices or are in prime locations and not utilized appropriately.

Such key sites are:

- Bhisho to King William's Town corridor
- Land parcels in Mdantsane
- The Sleeper Site
- West Bank and Race Track area
- Nahoon Mouth
- Various other land areas on the beach front

The Buffalo City Development Agency (BCDA) is tasked with the development of the beachfront and Quigney area, the upgrade of the CBD and the ensuring of sustainable development. It also promotes several supporting programmes such as the urban development zone

(UDZ) tax incentives, the location of the Fort Hare University Campus in East London and Propnet land transfers. The BCDA is thus a very important role-player within its area of mandate to facilitate the land development process.

Buffalo City Municipality contains an Industrial Development Zone (IDZ) that is linked to the East London port. The IDZ concept is aimed at attracting new investment in export industries and supporting these industries with world-class infrastructure, services and logistics networks. A further development of this concept and area would be beneficial.

Finally the productivity of the area is heavily reliant on the sustainable, sufficient and reliable supply of energy which BCM must assist in ensuring.

6.5 An enabling and inclusive City

On the more socially-oriented side of strategic interventions is the need to invest in people in terms of education (from primary to tertiary level) and skills development. The availability of skilled labour is essential for development, especially of the tertiary sector of the economy. Human development has also, in itself, a value for a dignified life.

Of paramount importance is also the need to incrementally dismantle the legacy of the apartheid society over time and to build social programmes aimed at facilitating social integration and cohesion across the board. Facilitation of strong community structures and inclusiveness and a transparent and participatory approach are important components of this.

Safety and security in terms of crime, violence (communal as well as domestic) is a prerequisite for people's sense of freedom and capability of taking part in workplace and community life. With respect to housing, the building of sustainable communities is critical and the release of critical sites for exploring a range of housing modalities could contribute thereto as well as the creation of more housing delivery modes and options.

In addressing the social consequences of the HIV/Aids pandemic, it is important to intensify the mitigation programmes and thereby join hands with all other role- players

Finally, access to proper income-earning opportunities might be the most important factor for the individual's sense of living a dignified life.

6.6 A sustainable City

Through a concerted effort on environmental consciousness and application in theory and practice, a number of avenues could be

explored for translation into new areas of the economy at the same time as contributing to the environmental sustainability of the area. This goes across many components of the strategy but would include the development of a strategy on urban development from a climate, energy-efficiency and environmental perspective and the utilization of wind and solar power for energy production.

A strong environmental profile of BCM would also open up for the development of environmentally- oriented industries in the City and also stimulate research & development in a triple helix model between the universities, the municipality and the business community. Needless to say it would mean a responsible contribution from the BCM side to the global issues of greenhouse gas emission and resulting effects associated with climate change and global warming. The device of "thinking globally and acting locally" should be applied.

Infrastructure creation and spatial development should be following sustainable development and environmental management best practices.

Strongly linked to the environmental sustainability is the social sustainability, which would be reinforced by the promotion of social and cultural values and activities. Examples of this can be architecture, townscape, streetscape, public art, greening, signage etc. Hand in hand with this goes the promotion of sport as a driver of public health and well-being. The 2010 soccer event could thereby be utilized as a driver of BCM as a sports hub to the benefit of tourism development.

Finally the physical/technical aspects of safety and security, i.e. risks for disasters, pollution and contamination of the environment (water, air and ground) need to be managed properly in order to build an attractive, safe and sustainable society.

7. A proposed intervention agenda

All of the above components of the strategic intervention agenda, stemming from a set of key informants, speak very well to the 6 key objectives as expressed in the IDP. They also are well-aligned with the Key Performance Areas articulated by DPLG. Flowing from that, the BCM 6 key objectives, the CDS strategic interventions and a number of selected actions for instilling of momentum in the strategic development process are presented below in the form of a table.

It must be noted, though, that the grouping of the various suggested interventions under one specific intervention area is not always possible. The issues dealt with are not isolated from each other, but are more often strongly interlinked. Hence the responses proposed are interlinked as well. That is however the nature of a complex society that a municipality represents and cross-cutting effects, positive or negative, of any measure must always be taken into account.

It is also important to note that this type of strategic, long-term planning cannot be reduced to a list of projects since the long-term strategy, the CDS, must rather be seen as a holistic framework (road map) guiding the formulation of the IDP, the SDF and other relevant sector plans, programmes and projects.

BCM KEY OBJECTIVES	CDS Strategic Interventions	Short term action for long term effects
<p>Good Governance BCM1 Local, Provincial & National stakeholders support and work together to achieve the vision for Buffalo City.</p>	<p>Well Governed City</p> <ul style="list-style-type: none"> ▪ Formulate a CDS and action plan for the reinforcing of the IDP and the building of Partnerships with Public and Private Sector Stakeholders ▪ Conduct regular reviews and refinements of the CDS and its programmes with stakeholders ▪ Establish a City-scorecard through which the BCM can report its progress to social partners and stakeholders; and ▪ Create a forum for ongoing stakeholder engagement on the future of Buffalo City. 	<p>1.1 Establish structures for the required interaction with the public and private stakeholders; (surrounding local municipalities, district municipality and the Province and National stakeholders as well as major representatives for the private sector). Design organizational set up, steering function, task teams, working procedures and processes for the overall development strategy and for the various sector activities (specified below).</p> <p>1.2 Seek agreement with external stakeholders on issues and activities to be part of a common action plan.</p> <p>1.3 Establish monitoring system (scorecard) for CDS progress.</p> <p>1.4 Formulate and adopt a Communication Strategy for the CDS.</p>
<p>Financial Viability and Management BCM2 Effective, efficient, co-ordinated financial management and increased revenue - enabling BCM to deliver its mandate*.</p>	<p>Well Governed City</p> <ul style="list-style-type: none"> ▪ Increase "tax" base and explore further revenue sources ▪ Develop a clear and transparent public investment framework based on the CDS logic, and report against it; ▪ Apply a structured and focused investment pattern 	<p>2.1 Set up task team for exploring further revenue sources internally and externally.</p> <p>2.2 Develop an investment framework for CDS implementation in cooperation with other levels of government and agencies.</p> <p>2.3 Prioritize investments geographically and functionally for optimal leverage.</p>
<p>Institutional Capacity and Municipal Transformation/ BCM3 BCM's institution is capacitated and structured to enable efficient, effective, and sustainable service delivery.</p>	<p>Well Governed City</p> <ul style="list-style-type: none"> ▪ Create a clear framework articulating the city's leadership agenda on development through the lens of the CDS; ▪ Link the 5-year terms of office deliverables and priorities to the CDS through the IDP and Budget; ▪ Develop an institutional office environment that is conducive to efficient and effective service delivery 	<p>3.1 Develop the CDS continuously and translate long term objectives into concrete projects and activities to be made part of the IDP.</p> <p>3.2 Capacitate and engage councillors and staff at all levels in developmental thinking and cooperation.</p> <p>3.3 Review and reinforce organisational structure and adapt to strategic development as well as sustainable service delivery. Strengthen the IDP/CDS function.</p> <p>3.4 Undertake a feasibility study and, if positive, implementation plan on the concentration of the administration in East London to one Civic Centre.</p>

<p>Local Economic Development BCM4 BCM creates an enabling environment for an economy that is growing, diversifying, generating increasing number of sustainable employment opportunities and contributing to increased incomes and equality.</p>	<p>A Well Connected City in a Region</p> <ul style="list-style-type: none"> ▪ Create regional linkages between Buffalo City and the larger Eastern Cape and facilitate investments in regional road links ▪ Facilitate a key investment package into the East London port as a precondition for retaining current manufacturing agglomeration economies of scale, ensuring the success of the ELIDZ and strengthening the export capacity of future Umzimbuvu Catchment and Timber Investment initiatives ▪ Encourage investments into the East London Airport, in particular to encourage airfreight capacity to increase ▪ Ensure rail link upgrades to Coega allowing ease of future access into the national rail network ▪ Enabling access to new broadband infrastructure 	<p>4.1 Compile and study existing investment plans for the harbour, the regional/national roads and railroads network. Analyse the combined transport system against a set of scenarios for economic development, identify short term and long term weaknesses. Lobby for rectification of these, short term as well as long term solutions as per 4.4.</p> <p>4.2 Compile and study existing investment plans for the airport(s) infrastructure and operations, analyse together with other transportation plans and a set of scenarios for economic development. Follow process as for 4.1.</p> <p>4.3 Compile and study existing investment plans for telecommunication, broadband etc. Investigate the need for action and formulate an IT/communication development plan.</p> <p>4.4 Commission, if so required as a result of the above various reviews and analyses, a long-term comprehensive development plan for the connectivity of BCM. (Integrated transportation plan, ITP, all modes).</p> <p>4.5 Align the LED strategy further with the CDS and make them work together.</p>
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<p>Local Economic Development BCM4 BCM creates an enabling environment for an economy that is growing, diversifying, generating increasing number of sustainable employment opportunities and contributing to increased incomes and equality.</p>	<p>A Productive City</p> <ul style="list-style-type: none"> ▪ Create the preconditions for shared and accelerated growth ▪ Ensure recapitalization of municipal infrastructure ▪ Maintain (technical) infrastructure ▪ Ensure reliable and sufficient energy supply ▪ Provide quality municipal services in a financially sustainable and transparent manner. ▪ Facilitate urban renewal in the urban core ▪ Serviced and activated land reserve through SDF ▪ CBD revitalization in East London, King William's Town and Mdantsane. ▪ Release "critical sites" for industrial and commercial activities generally and specifically in the tertiary knowledge economy ▪ Promote good housing/living environments and public spaces/streetscape ▪ Engage in Human resource development ▪ Promote Business development and growth of Trade and Investment 	<p>4.7 Review the Tourism Master Plan and facilitate implementation.</p> <p>4.8 Compile a full inventory of all municipal technical services and establish the need for recapitalization and/or maintenance. Formulate a realistic plan for the long term investments/maintenance.</p> <p>4.9 Make a wall to wall audit of services provided (all categories) and formulate a realistic programme for rectifying deficiencies. Differentiate between basic services and higher order services.</p> <p>4.10 Explore the concept of Triple Helix and identify a viable project around a Science Park to be set up as a pilot together with Fort Hare, WSU and the private sector. (cf Sustainability 6.2) Assess the Berlin industrial area in this context.</p> <p>4.11 Stimulate Research & Development through the development of a Science Park.</p> <p>4.12 Initiate a process for CBD revitalization in East London, King William's Town and Mdantsane through the building of alliances with the property owners and the business communities in the areas. Engage the BCDA where appropriate.</p> <p>4.13 Encourage the BCDA to build alliances with the property owners and the businesses within its mandate area. Investment, maintenance, activities etc</p> <p>4.14 Set up clear policies for the release of serviced land for productive investments in designated areas.</p> <p>4.15 Intensify the Sustainable Human Settlements' project (cf Sustainable communities' project in NMBM).</p> <p>4.16 Implement various initiatives according to LEDS aimed at business development, trade and investment.</p> <p>4.17 Embark upon a programme of branding BCM and surrounding area as a destination for tourism and investment.</p>
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<p>Basic Service Delivery and Infrastructure/ BCM5 Buffalo City is well structured, efficient and supports sustainable human settlements, thus enabling residents to meet their physical, social, developmental, environmental, cultural & psychological needs. (live, work & play)</p>	<p>An Inclusive City</p> <ul style="list-style-type: none"> ▪ Good opportunities provided for education and skills development (from primary to tertiary level) ▪ Dismantle the Apartheid City over time. Enable an equitable, efficient and more efficient urban form through directing spatial and economic development. ▪ De-concentrate pockets of poverty by concentrating investment into areas of opportunity. ▪ Release critical sites for exploring a range of housing modes and options. ▪ Build social programmes aimed at facilitating social integration (soft agenda complementary to a spatial structuring agenda) 	<p>5.1 Interact with the Provincial Department of Education in order to facilitate the development of schools in BCM to top class. Initiate cooperation between the industrial / business community, BCM, private schools and public schools at all levels.</p> <p>5.2 Establish guidelines for appropriate mixes of low, medium and high cost housing areas in town planning schemes.</p> <p>5.3 Review the stereotype zoning regulations and allow development more adapted to the actual conditions on site. Mixed uses etc.</p> <p>5.4 Mobilize property owners, business people, and entrepreneurs together with the municipality to join in organized partnership for the upliftment of urban core areas. (cf 4. above)</p> <p>5.5 Establish a special integration function in the Special Programmes Department. Prepare integration policy and strategy and socially oriented implementation programmes. Instigate reference forum. Make the function compulsory for review of town planning schemes etc.</p> <p>5.6 Utilize the Community Support Centres for the formulation and implementation of social programmes in the respective areas. Continue the establishment of centres/meeting places around the municipality. Encourage active participation by the communities.</p> <p>5.7 Intensify the fight against the spread of HIV/Aids and its effects on people's well-being and possibilities to take part in the social life and development. Join hands with the Provincial stakeholders as well as with the civil society, NGOs, CBOs, churches etc</p>
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<p>BCM6 BCM has a safe, healthy and sustainable environment protected for the benefit of present and future generations through securing ecologically sustainable development and use of natural resources, whilst promoting justifiable social and economic development.</p>	<p>A Sustainable City</p> <ul style="list-style-type: none"> ▪ Environmental consciousness ▪ Safety and security ▪ Promotion of sports and related tourism etc ▪ Building of triple helix partnerships ▪ Promotion of social and cultural values and activities 	<p>6.1 Formulate strategy on urban development from a climate and environmental perspective (Carbon dioxides, transportation, energy efficiency, wind and solar power)</p> <p>6.2 Investigate feasibility of establishing an Environmental Science park based on cooperation between Fort Hare ecological faculty to be, the municipality and the relevant businesses.</p> <p>6.3 Intensify the Keep BCM clean campaign.</p> <p>6.4 Promote good architecture, town-/streetscape, public art, greening, signage etc</p> <p>6.5 Engage together with other stakeholders in the fight against crime.</p> <p>6.5 Utilize the 2010 for promotion of sport as a driver of public health and well-being as well as a driver of BCM as a sports hub to the benefit of tourism development.</p>
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8. Institutional arrangements for CDS implementation.

In order to set the long term development strategy in motion and achieve results, it was agreed at the Mayoral Strategic Session on 22-23/11 2007 that BCM needs to align the institution to the task of implementing the CDS and to establish the necessary structures and processes for the required actions as well as interactions with stakeholders external to BCM. It has also from the very beginning stood out as a precondition for success that the CDS and its process and actions are fully embraced by the BCM leadership at the highest political and administrative level.

Two distinct types of projects/activities will be implemented; projects/activities that are predominantly internal and those, which are joint external-internal respectively. Partly different structures and processes will have to be formed and followed.

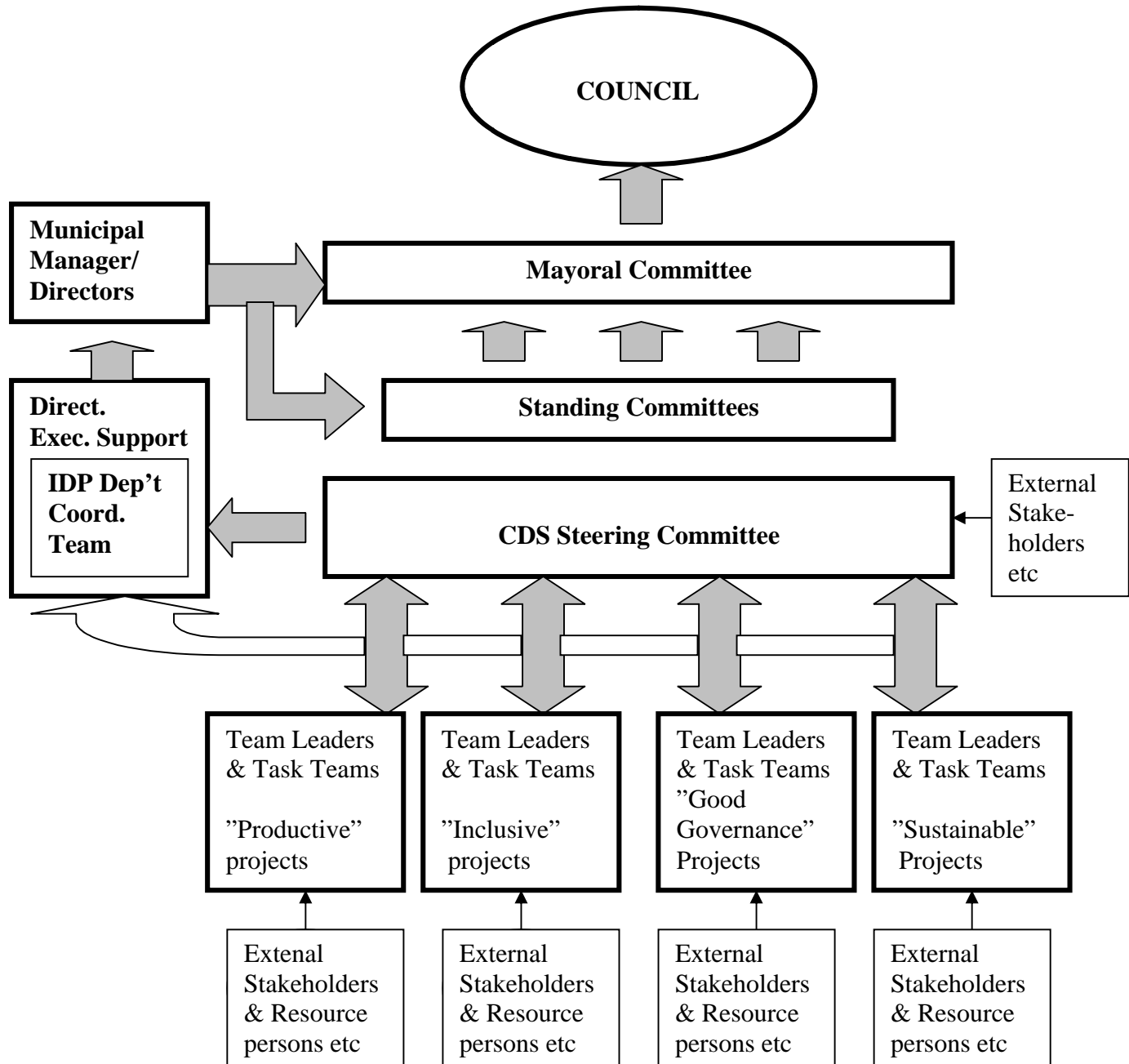
The proposed institutional arrangements have, based on the outcome of the above referred to Strategic Session, been designed with the main features as follows:

- An effort has been made to limit the number of additional structures but rather build upon existing ones, which means that in general terms all CDS projects and activities shall form part of the IDP planning and implementation system and processes.
- Each project/activity shall be run and managed by a dedicated Task Team headed by a Team Leader, in most instances coming from the relevant line department. For joint project with external stakeholders, representatives for these should be co-opted. Expert panels or reference fora might be established, when so required.
- A Steering Committee dealing with all CDS related projects shall be formed. This Committee will be formed around the Standing Committee IDP/BI/PMS with the MM and relevant Directors co-opted. For joint projects with external stakeholders, representatives for these should be co-opted.
- The process for major decisions to be taken will follow the established system for decision-making.
- The coordination and facilitation of the CDS planning and implementation process shall rest with the Directorate of Executive Support Services specifically with the IDP Department, where a small inter-departmental Coordination Team will be formed. To meet that function the staffing of the department must be reinforced by a CDS coordinator.

The roles and responsibilities of the various functions of the CDS institutional structure, where not part of the already existing system, will be as follows on the table below and as shown in the figure illustrating the principles for the CDS institutional arrangements.

	Responsibility
<p>CDS Steering Committee Composition: Formed around the Standing Committee for IDP/BI/PMS with additional membership by Mayoral Committee councillors, the MM and relevant Directors or nominees. External stakeholder representatives co-opted as appropriate.</p>	<ul style="list-style-type: none"> • Selection and prioritization of the most pertinent and critical projects/activities to be undertaken. • Allocation of responsibility for the implementation of the individual projects/activities including specifically defined goals and timelines. • Guidance and steering of the individual projects/activities.
<p>CDS/IDP Department & CDS Coordination Team Composition: Core staff of the IDP department with line department officials co-opted forming an inter-departmental Coordination Team.</p>	<ul style="list-style-type: none"> • Coordination, monitoring and reporting on progress of the all various projects/ activities. • Compilation of annual reports on progress and evaluation against the set objectives of the CDS/IDP. • Communication of progress to stakeholders and the general public.
<p>CDS Project Task Teams Composition: Interdepartmental Task Teams to be established for each project. Headed by Team Leader from relevant line department. For joint projects with external partners relevant external representatives co-opted as appropriate. Expert panels or reference groups to be established when so required.</p>	<ul style="list-style-type: none"> • Implementation and management of project activities. • Submission of progress reports and final reports.

Principles for the CDS institutional arrangements



9. Conclusion and the way forward.

As indicated earlier, the CDS should be seen as a component of the city's ongoing strategic planning through the Integrated Development Planning, and complementing the strategic planning process, giving content to BCM's long-term vision as expressed in the 6 Key Objectives, through the identification of selected focus areas and interventions.

What has been prepared so far is a first-generation long-term strategic plan for the future. It is intended to be a compelling scenario of what has to be done and what could be achieved through the concerted action by all stakeholders. The way forward is obviously not an easy one; it requires initiatives, cooperation and resources to reduce and combat poverty and increase growth. The CDS therefore constitutes a joint agenda to act upon by all stakeholders including government, business and communities.

A number of actions have been suggested, out of which a more limited initiatives would be required to set the long-term strategies in motion within the short term. A selection of priority interventions has to be made. It is envisaged that a much more comprehensive and specified action programme will be developed over the next period to come. It is, however, once again important to remember that the concrete actions will have to be made part of the IDP planning process. The CDS is not meant to have a free-standing capital budget and implementation programme of its own. For further research and studies, however, a provision in the 2008/2009 budget would have to be made.

Finally, even if the CDS has a long-term strategic perspective, action on its objectives needs to be taken today in order to meet the future. The most pressing action to take is to align the institution to the task and to start to build the necessary formal and informal alliances with stakeholders outside the municipal sphere. Only then can the appropriate structures and organization be shaped, which would be required for initial joint actions as well as further development of the CDS.