

3. Vision, Goals and Objectives

This chapter outlines the vision, goals and objectives that guided the CUP planning process. Reference is made mainly to the following documents i.e. The *CUP Project Description*, March 1999, the *Inception Report* and the *Modified Project Description*.

3.1 Vision

Normally a development planning process benefits from having a vision formulated as a guiding tool for the long-term aspirations of the community for which the planning is undertaken. In this Draft CUP it has not been possible to formulate such a vision, mainly because of the complex administrative situation now at hand. The CUP was originally intended to cover the combined areas of King William's Town TLC and TRC. That area has, as a consequence of the municipal demarcation, changed to cover *only* the TLC area plus *a reduced part* of the TRC area, with the prospect that this reduced area is to be merged with other municipal areas by end-2000.

Therefore, and in accordance with the modified project description for the CUP, this draft plan does not go into the strategic and long-term vision formulation that rather should be a matter for the new Council of Buffalo City.

3.2 Goals and Objectives

Within the overall goal of poverty alleviation the CUP Project Proposal identifies two main goals, which the planning should focus upon. The *first* goal is to outline strategies for sustainable development and the use of resources. The *second* overall goal is to improve the environment and the living conditions of the people. These are broad goals that encompass a great variety of areas of concern and relate to all activities within the CUP process.

Within these goals, the **main objectives** of the project are related to economic, social and environmental aspects of the long-term planning and development process, and could be summarised as follows:

- **To strengthen *local economy and labour market***

The present situation, characterised by a high unemployment rate, skewed economic structure, under-utilised capital investments and inequality in terms of income distribution is unsustainable and is a fundamental cause of mounting social conflicts. Consequently, the development and support of the local economy in a diversified manner and the re-establishment of businesses and service provision as well as support to the informal sector, tourism and urban agriculture are key objectives of the CUP study.

- **To promote *integration and urban renewal***

The settlement structure of the King William's Town area represents a striking example of the segregation, fragmentation and complexity of the development resulting from apartheid ideology. Therefore, integration will have to include functional, economic, social, administrative and cultural aspects. Integration of rural and urban areas constitutes a challenge of considerable magnitude and deserves therefore particular efforts and resources.

- **To improve *environmental conditions* in support of local and global sustainable development**

Sustainable development encompasses environmental, economic and social conditions and these should be addressed in a co-ordinated approach. Sustainable practices in, for example, industrial production, housing and infrastructure provision, waste management and farming, all form part of the requirements. Environmental conditions represented in the green (or open space) structure, local housing environment, air and water quality, energy supply and mode of transport are aspects to be addressed. Sustainable utilisation of the natural as well as the built environment through protection and conservation will also be incorporated.

- **To support *gender equality* and *inclusion* of disadvantaged groups**

Applying a gender perspective and involving disadvantaged groups in the planning and development process are important components in the CUP process. There are a number of aspects related to this study objective:

Firstly, there is a need to identify the disadvantaged groups and in which way their needs and rights are limited or hindered in the planning and development process. *Secondly*, it is necessary to identify how access to and participation in the preparation process of the CUP for the disadvantaged groups can be supported and improved. *Thirdly*, the gender equality and involvement of disadvantaged groups in the society will be an issue throughout the project period.

- **To support *increased co-ordination* between different sectors and administrative levels and to *strengthen public participation***

This objective has implications for the planning process generally and for the administration of the project. It is of great significance that the various departments within the King William's Town TLC co-operate in the planning and development efforts. Teamwork and multi-sectoral approaches are promoted. Co-operation and co-ordination between the King William's Town TLC and TRC, Amatola District Council and the Provincial Government are important components of the planning process. Special attention has to be paid to the interdependence between King William's Town and East London in light of the imminent amalgamation.

3.3 Critical Development Issues

3.3.1 The Need for Setting of Priorities

Given the vast and overwhelming demands for development and the limited capacity of local authorities to accommodate these demands, choices and priorities for resource distribution have to be made. In order to avoid unrealistic expectations, trade-offs need to be made early in the planning process. Setting of priorities should start at the outset of the planning process and should be dealt with at regular intervals during the planning process. Early prioritisation will also serve to create a strategic focus from the outset and minimise the risk for deadlock and conflicts later on in the process.

In the planning process it has to be accepted, that not everything that is desirable can be achieved immediately. Instead, focus must be placed on those areas, which will bring maximum benefit to most people, within the limitation of available resources.

3.3.2 Prioritised Issues

The Goals and Objectives agreed upon for the comprehensive urban planning projects provides a clear guidance to what should be the focus of the planning process. From the project description and the goals and objectives set therein and from general local knowledge, the following issues have emerged to be the central theme of the planning process:

- Local Economic Development
- Transport and Communication
- Environment
- The Consequences of HIV/AIDS
- The Inter-action King William's Town - East London
- Rural-urban Inter-action

All these six issues are fundamental as core components for achieving sustainability in the long-term development process of the society. In Section C Synthesis and Proposals these critical development issues are elaborated upon in some depth.