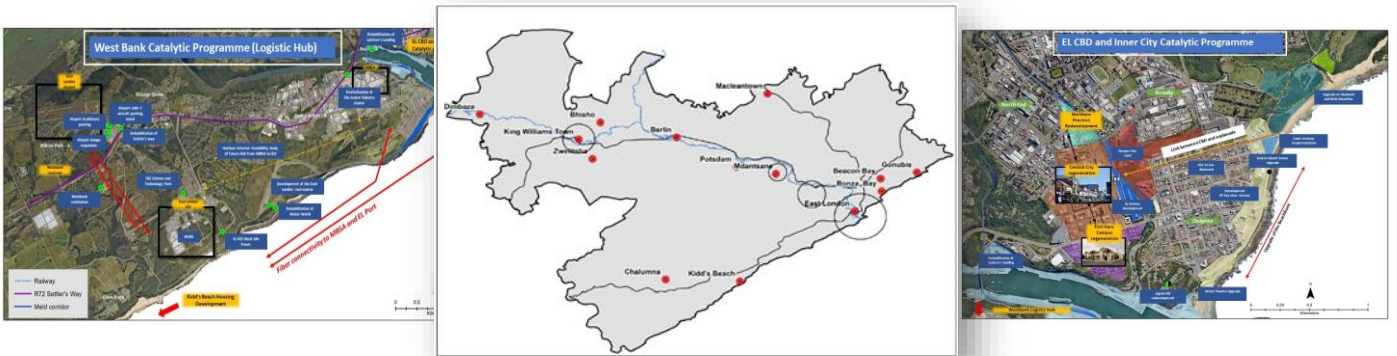




DRAFT BUILT ENVIRONMENT PERFORMANCE PLAN 2020-21 V02



09 JUNE 2020

ACRONYMS

ACSA	Airport Company South Africa	ISDG	Infrastructure Skills Development Grant
AFS	Annual Financial Statements	IUDF	Integrated Urban Development Framework
AG	Auditor General	IWMP	Integrated Waste Management Plan
AMEU	Association of Municipal Electricity Utilities	IZ	Integration Zone
BCMDA	Buffalo City Municipal Development Agency	KWT	King William's Town
BCMM	Buffalo City Metropolitan Municipality	LED	Local Economic Development
BEPM	Built Environment Progression Model	LSDF	Local Spatial Development Framework
BEPP	Built Environment Performance Plan	LVC	Land Value Capture
BEVC	Built Environment Value Chain	MELD	Mdantsane-East London Development
BKCOB	Boarder Kei Chamber of Business	MFMA	Municipal Financial Management Act
BOD	Board of Directors	MGDS	Metro Growth and Development Strategy
CBD	Central Business District	MRF	Material Recovery Facility
CBF City	Budget Forum	MSA	Municipal Systems Act
CIDMS	City Infrastructure Delivery Management System	mSCOA	Municipal Standard Chart of Accounts
CCTV	Close Circuit Television	MSDF	Metropolitan Spatial Development Framework
CID	City Improvement District	MTREF	Medium Term Revenue and Expenditure Framework
CIF	Capital Investment Framework	MTSF	Medium-Term Strategic Framework
CS	Community Survey	MUHF	Mdantsane Urban Hub Framework
CSIP	Capacity Support Implementation Plan	NDP	National Development Plan
CSP	Cities Support Programme	NDPG	Neighbourhood Development Partnership Grant
CURA	Central Urban Renewal Area	NDPW	National Department of Public Works
DBSA	Development Bank of Southern Africa	NMT	Non-Motorised Transport
DORA	Division of Revenue	NT	National Treasury
DV	Duncan Village	NTGN	National Treasury Guidance Note
DVRI	Duncan Village Re-Development Initiative	NUSP	National Upgrade Support Programme
DWAF	Department of Water Affairs and Forestry	NWC	North West Corridor
EC	Eastern Cape	PBV	Purpose Built Vehicle
ECSEC	Eastern Cape Socio-Economic Consultative Council	PIU	Project Implementation Unit
EL	East London	PMM	Precinct Management Model
ELIDZ	East London Industrial Development Zone	PPF	Project Preparation Facility
EPMO	Enterprise Project Management Office	PRASA	Passenger Rail Agency of South Africa
ERP	Enterprise Resource Planning	PTIG	Public Transport Infrastructure Grant
FMG	Financial Management Grant	PTISG	Public Transport Infrastructure and System Grant
GDP	Gross Domestic Product	SANS	South African National Standard
GRAP	Generally Recognised Accounting Practice	SANRAL	South African National Roads Agency
HDA	Housing Development Agency	SDBIP	Service Delivery and Budget Implementation Plans
HDI	Human Development Index	SDF	Spatial Development Framework
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome	SIPDM	Standard for Infrastructure Procurement and Delivery
HRD	Human Resource Development	SOC	State Owned Company
HSDG	Human Settlements Development Grant	SPLUMA	Spatial Planning and Land Use Management Act 2013
IBC	Invest Buffalo City	SPV	Special Purpose Vehicle
ICDG	Integrated City Development Grant	SRA	Special Rating Area
ICR	Inner-City Regeneration	STP	Science and Technology Park
ICT	Information and Communications Technology	TOD	Transit-Oriented Development
IDP	Integrated Development Plan	UDZ	Urban Development Zone
IDZ	Industrial Development Zone	UID	Urban Improvement District
IGR	Inter-Governmental Relations	UNS	Urban Network Strategy
INEP	Integrated National Electrification Grant	USDG	Urban Settlements Development Grant
IPTN	Integrated Public Transport Network	WTP	Water Treatment Plan
		WWTW	Waste Water Treatment Works

TERMINOLOGY

The following terminology is taken from the National Treasury Guidance Note: BEPP Framework v.5.5 08/2017.

Catalytic Urban Development Programmes

Catalytic urban development programmes and associated projects are programmes that:

- a) Enable integration, that is mixed and intensified land uses where the residential land use caters for people across various income bands and at increased densities that better support the viability of public transport systems;
- b) Are strategically located within integration zones in metropolitan municipalities; and are game changers in that the nature and scope of the projects are likely to have significant impact on spatial form and unlock economic activity.
- c) Involve major infrastructure investment;
- d) Require a blend of finance where a mix of public funds is able to leverage private sector investment as well as unlock household investment;
- e) Require specific skills across a number of professions and have multiple stakeholders.

Catalytic development programmes are an ensemble of related projects (public: municipal, public: non-municipal and private (Public Private Partnerships, Special Purpose Vehicles, and pure private development projects) needed to be implemented within a specific spatial targeted area and from which the total intergovernmental project pipeline is updated for all public-sector projects in the programme.

The catalytic programme development process delivers a series of built environment projects to be implemented by either national, provincial, municipal or private sector which will progressively put cities on the path to achieving compact cities and transformed urban spaces and are therefore outcomes led.

Densification

Increased use of space, both horizontally and vertically, within existing areas/properties and new developments, accompanied by an increased number of units and/or population threshold.

Economic/Employment Node

Employment or economic nodes are localised urban agglomeration economies with the highest number of jobs per unit of area (job densities). They are the primary urban destinations and therefore are mostly located on major transit routes and accessible via a variety of transport modes. In terms of land use, employment nodes can either be mixed – a cluster of office, retail, industrial, community and residential land uses; or uniform - homogenous land uses such as industrial or office complexes. Building heights and land coverage in economic nodes are much higher compared to average urban places. In terms of life cycle stage, they can be segmented into emerging (township nodes or urban hubs), established (decentralised commercial nodes) and declining nodes (CBDs). Size and catchment area of economic nodes are characterised into a descending hierarchy, e.g. Regional, CBD, Metropolitan, Suburban and Neighbourhood.

Human Settlements Development

The Department of Human Settlements defines a human settlement as a developed and/or developing human community in a city, town or village – with all the social, material, economic, organisational, spiritual and cultural elements that sustains human life. Human settlement development refers to the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities within a space and/or areas providing for economic opportunities, health, educational and social amenities in which all citizens and permanent residents of the Republic, within a municipal space will, on a progressive basis, have access to permanent residential structures with secure tenure, internal and external privacy and providing adequate protection against the elements; and potable water, adequate sanitation facilities and domestic energy supply.

Informal Settlement

The National Upgrading of Informal Settlements Programme refers to two UN Habitat definitions of Informal Settlements. An 'Informal Settlement' exists where housing has been created in an urban or peri-urban location without official approval. Informal settlements may contain a few dwellings or thousands of them, and are generally characterised by inadequate infrastructure, poor access to basic services, unsuitable environments, uncontrolled and unhealthy population densities, inadequate dwellings, poor access to health and education facilities and lack of effective administration by the municipality. (NUSP 2013, taken from UISP Consolidation Document-2014).

Another definition in use which is similar to the above is: "Residential areas where 1) inhabitants have no security of tenure vis-à-vis the land or dwellings they inhabit, with modalities ranging from squatting to informal rental housing, 2). the neighbourhoods usually lack, or are cut off from,

basic services and city infrastructure and 3) the housing may not comply with current planning and building regulations and is often situated in geographically and environmentally hazardous areas". The UN-Habitat (2015).

Integrated Planning

Integrated planning refers to the co-operation of different sector department, different spheres of government, parastatals and the private sector in order to achieve publicly participated and accepted development outcomes.

Intensification / Mixed Land Use

Achieving a greater spectrum of land uses (commercial, industrial, residential or social) through the increased use of space, both horizontally and vertically, within existing areas or properties and new developments, within a TOD precinct, resulting in increased population thresholds that support public transport ridership, walkability, economic development and inclusivity.

Integration Zone (IZ)

The Urban Network consists of a number of Integration Zones. Each zone is a part of a city or city region-wide TOD network. An integration zone is a spatial planning element facilitating spatial targeting of investment aimed at spatial transformation. Each zone consists of a transit spine connecting two anchors via mass public transport (rail/bus) e.g. the CBD and an 'urban hub' (township node with the best investment potential). It can also comprise of the CBD and another primary metropolitan business node. Between the two Integration Zone anchors area limited number of Integration Zone intermediate nodes that are strategically located at key intersections connecting to marginalised residential areas (townships and informal settlements) and economic nodes (commercial and industrial nodes) via feeder routes. The Urban Hub connects to secondary township nodes within the marginalised peripheral township. The Integration Zone includes a hierarchy of TOD precincts located and prioritised within the structure of the nodes described above.

Intergovernmental Project Pipeline

The intergovernmental project pipeline consists of both catalytic and standard projects (not all projects, only that of a strategic/priority nature) within the metropolitan space whether it is a project of the national, provincial or metropolitan government, or that of a public entity. The main purpose of the pipeline is for it to incorporate projects from all spheres and entities to prioritise collective public investment in particular spaces.

Land Value Capture (LVC) / Land Based Financing

A policy and regulatory mechanism that allows a public entity to "capture" a portion of the increased value (direct or indirect) of land resulting from either investment in infrastructure or the allocation of use rights by the public sector.

Marginalised Areas

Marginalised areas are areas, primarily residential in function with related land uses, which are in decline and/or where people are deprived. These are areas that are typically informal settlements and dormitory residential townships in need of redress. These are areas that do not tend to be the focus of the private sector developers and will thus require some kind of intervention from government to start with if they are to flourish as liveable neighbourhoods with high accessibility to the broader urban network.

Mixed Land Use

A mix of land uses or achieving greater spectrum of land uses. More specifically it relates to an area of existing or proposed horizontal and/or vertical integration of suitable and compatible residential and non-residential land uses within the same area or on the same parcel of land; implies contextually appropriate intensity of land uses that should facilitate efficient public transport and a vibrant local urban environment.

Spatial Planning and Land Use Management

The following definitions are the same definitions used in SPLUMA Act 16 of 2013.

"Land" means any erf, agricultural holding or farm portion, and includes any improvement or building on the land and any real right in land;

"Land development" means the erection of buildings or structures on land, or the change of use of land, including township establishment, the subdivision or consolidation of land or any deviation from the land use or uses permitted in terms of an applicable land use scheme.

“Land use” means the purpose for which land is or may be used lawfully in terms of a land use scheme, existing scheme or in terms of any other authorisation, permit or consent issued by a competent authority, and includes any conditions related to such land use purposes.

“Land use management system” means the system of regulating and managing land use and conferring land use rights through the use of schemes and land development procedures;

“Spatial development framework” means a spatial development framework referred to in Chapter 4 of SPLUMA;

“Zone” means a defined category of land use which is shown on the zoning map of a land use scheme. (Not the same as Integration Zone as in UNS)

The spatial planning system consists of the following components:

- a) Spatial development frameworks to be prepared and adopted by national, provincial and municipal spheres of government;
- b) Development principles, norms and standards that must guide spatial planning, land use management and land development;
- c) The management and facilitation of land use contemplated in Chapter 5 of SPLUMA through the mechanism of land use schemes; and
- d) Procedures and processes for the preparation, submission and consideration of land development applications and related processes as provided for in Chapter 6 of SPLUMA and provincial legislation.

A municipal spatial development framework must assist in integrating, coordinating, aligning and expressing development policies and plans emanating from the various sectors of the spheres of government as they apply within the municipal area. Spatial development frameworks must outline specific arrangements for prioritising, mobilising, sequencing and implementing public and private infrastructural and land development investment in the priority spatial structuring areas identified in spatial development frameworks.

Spatial Targeting

A built environment investment prioritisation approach where specific areas are prioritised for investment at a range of geographic scales, within an urban system, to achieve particular development outcomes. Spatial Targeting is an approach recommended by the National Development Plan.

Spatial Transformation

The legacy of apartheid – communities segregated from one another based on race (and class)- as well as the impacts of the legacy of the modernist trend of city building based on the automobile and functional separation of land uses have left South Africa with cities that are inefficient, inequitably developed, and expensive – environmentally, socially and fiscally – to live in and to manage. The NDP states that a national focus on the spatial transformation of our cities should, by 2030 ensure that a larger proportion of the population should live close to places of work and travel distances and costs should be reduced, especially for poor households. Urban systems – hard (physical structures and networks) and soft (governance systems including urban management and land use management) that facilitate and enable compact cities and transformed urban spaces of social and economic inclusion on an equitable basis are key levers to overcome the debilitating impact of distance and separation on the fortunes of the individual, household, business and the state, as well as the environment and the resilience of the system as a whole. The equitable redistribution of resources within cities, as well as building systems that facilitate affordable and safe access to the full ambit of resources that makes urban living productive are critical to spatial transformation.

Transit-Oriented Development (TOD)

TOD directs public and private investment to areas of maximum public access in a city, doing it in a way that creates liveable environments. In the context of the BEPP, included in TOD would be spatially targeted areas. TOD is designed to maximize access to rapid/frequent public transport and encourage ridership.

The symbiotic relationship between land use, built form and public transport lies at its core. From a transport perspective TOD is focussed on promoting sustainable public transport while minimising the travel mode share of private motor vehicles and the negative externalities of this mode including reduced rates of private car parking. From a spatial development perspective, the focus is on mixed land use and increased residential densities in an improved public environment (high quality public spaces and streets, which are pedestrian and cyclist friendly) with high pedestrian accessibility within 500 metres to transit stations/TOD precinct.

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SECTION A: INTRODUCTION

PROFILE OF THE BUFFALO CITY METROPOLITAN MUNICIPALITY

Buffalo City Metropolitan Municipality (BCMM) presents, since 2011, as a Category A Metropolitan Municipality along the eastern seaboard of the Eastern Cape Province, with a population of 884 000 (IHS Markit Regional eXplorer, 2018), residents across the urban, rural and peri-urban settlements that constitute the municipal jurisdiction. In this respect BCMM comprises the urban coastal area of East London, the Midland region of Mdantsane, and the inland urban region of King Williams Town and Dimbaza as well as the numerous rural areas surrounding the urban areas. BCMM also houses the Eastern Cape’s provincial capital in Bhisho.

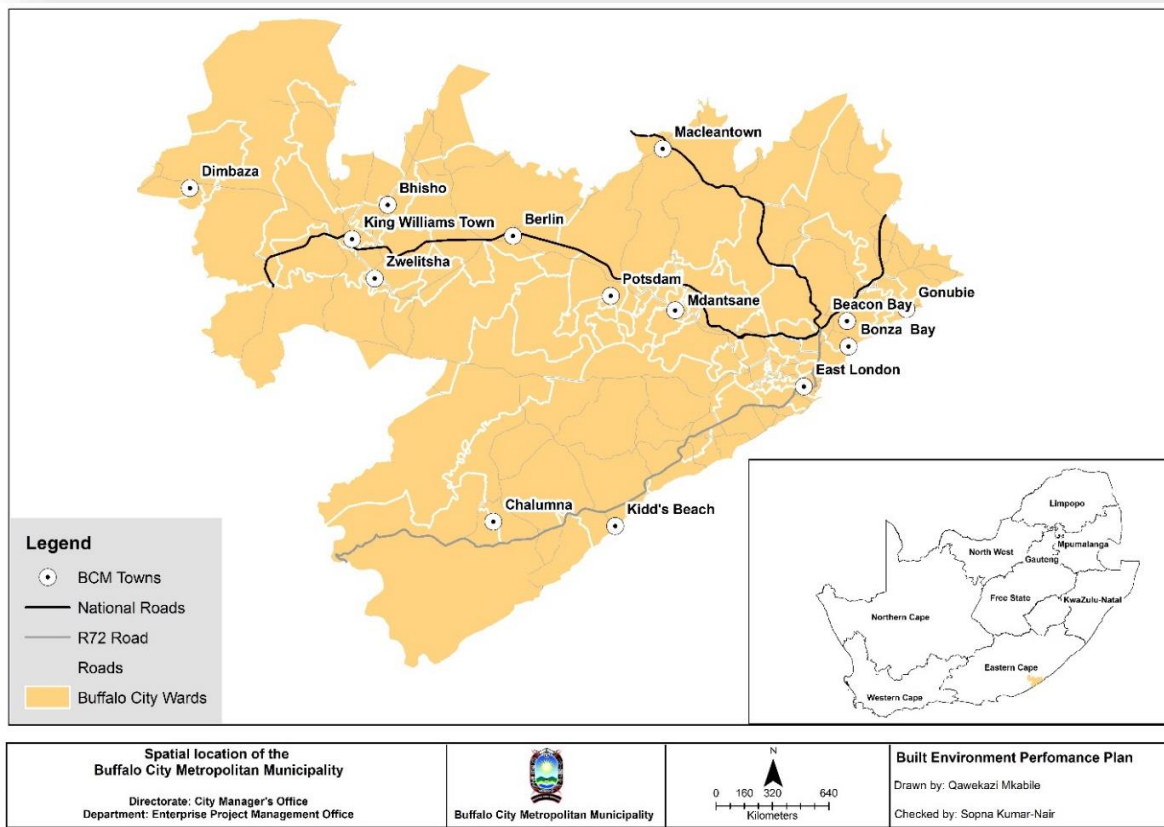


Figure A.1: Spatial location of BCMM (Source: BEPP 2019-2020)

Demographic and Service Delivery Profile

In terms of population, the Buffalo City Metro accounts for 12.2% of the 7.22 million population of the Eastern Cape. As the major urban centre of the eastern part of the Eastern Cape, the BCMM has over the time reduced the levels of service provision backlogs in terms of electricity

connection, sanitation and water service backlogs, despite facing a growing challenge with respect to the growth of informal dwellings and settlements in the municipal area.

In this respect, the latest statistics from the IHS Markit statistical survey for BCMM it is seen that in 2008 the number of households without electrical connection in the BCMM was 71 300, which has decreased annually at -8.16% per annum to 30 400 in 2018. In terms of access to piped water inside the yard, 96,29 % of households had access to piped water in 2018. Similarly, when looking at the sanitation backlog over time, it can be seen that in 2008 the number of households without hygienic toilets in BCMM was 73 700. This has decreased annually at a rate of -7.5% to 33 800 in 2018. Overall refuse removal however has seen a decline with the number of households with no formal refuse removal having increased annually at 0.43% per annum from 85 600 households in 2008 to 89 400 in 2018. This bears correlation with the growing total number of households within the municipality which has increased at an annual rate of 1.75% from 2008 to 2018. When looking at the formal dwelling unit backlog over time, it can be seen that the number of households not living in a formal dwelling was 64 100 and has increased annually at 0.30% to 66 100 in 2018.

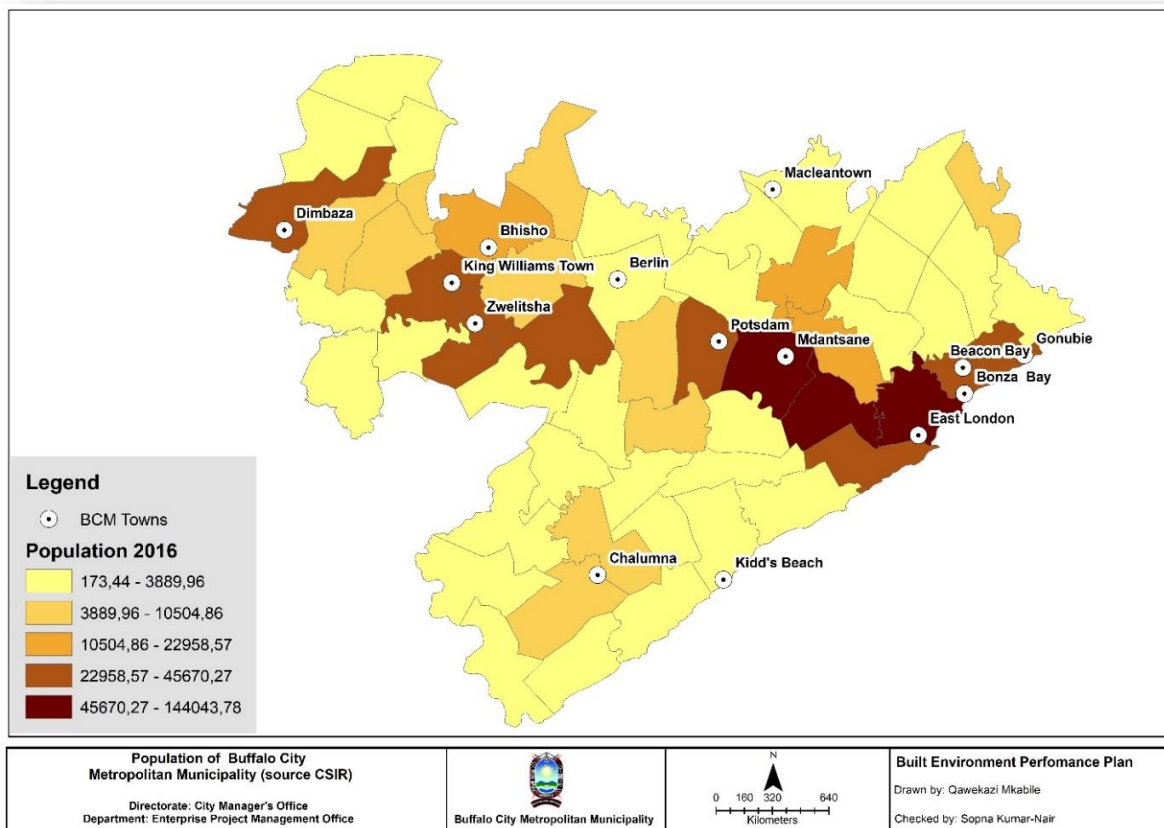


Figure A.2: Population distribution in Buffalo City Metropolitan Municipality (Source: Council of Scientific and Industrial Research 2016)

The following is a summary of the Socio-Economic profile of the BCMM according to the IHS Markit Regional eXplorer statistical overview for BCMM, 2018.

Gross Domestic Product (GDP)

In 2018, the BCMM achieved an annual growth rate of 2.56% which is a significantly higher GDP growth than the Eastern Cape Province's 0.78% as well as higher than that of South Africa, where the 2018 GDP growth rate was 0.79%. It is expected that the BCMM will grow at an average annual rate of 1.55% from 2018 to 2023. The average annual growth rate of the Eastern Cape Province and South Africa is expected to grow at 1.03% and 1.04%.

The community services sector which includes government services is the largest within BCMM accounting for 35.68% of the total GVA in the metropolitan municipality's economy. The tertiary sector including Trade, Transport, Finance and Community Services contributes the most to GVA at 74%. Within the secondary sector including manufacturing, electricity and construction, the electricity sector is expected to grow the fastest at an average of 16.04 % annually. The community services sector is estimated to be the largest sector within the BCMM in 2023 with a total share of 24.5% of the total GVA.

Human Development Index (HDI)

The HDI is a composite statistic used for ranking by level of Human development. In 2018, BCMM had an HDI of 0.672 compared to the Eastern Cape with HDI of 0.601 and 0.659 of National Total. This translates to better human development for Buffalo City compared to South Africa.

Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1. The Gini Coefficient for BCMM stood at 0.635 as compared to 0.623 for the EC province in 2018. This value still indicates inequality within the Metro despite the improvement as compared to previous years. The Gini coefficient for the whole of South Africa was 0.629 in 2016.

Poverty level

In 2018, there were 492 000 people living in poverty, using the upper poverty line definition, across BCMM. This is 5.40% lower than the 520 000 in 2008. The percentage of people living in poverty has decreased from 65.58% in 2008 to 55.66% in 2018, which indicates a decrease of 9.92 percentage points.

Education level

Within BCMM, the number of people without any schooling decreased from 2008 to 2018 with an average annual rate of -4.34%, while the number of people within the 'matric only' category, increased from 128,000 to 168,000. The number of people with a 'matric and certificate/diploma' increased with an average annual rate of 3.75%, with the number of people with a 'matric and Bachelor's' degree increasing with an average annual rate of 5.55%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Employment status

In 2018, Buffalo City employed 244 000 people which is 16.65% of the total employment in Eastern Cape Province (1.47 million), 1.50% of total employment in South Africa (16.3 million). Employment within Buffalo City increased annually at an average rate of 1.39% from 2008 to 2018.

Buffalo City Metropolitan Municipality employs a total number of 244 000 people within its metropolitan municipality. In Buffalo City Metropolitan Municipality, the economic sectors that recorded the largest numbers of employment in 2018 were the community services sector with a total of 61 300 employed people or 25.1% of total employment in the metropolitan municipality. The trade sector with a total of 57 700 (23.6%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 166 (0.1%) is the sector that employs the least number of people in Buffalo City Metropolitan Municipality, followed by the electricity sector with 2 300 (0.9%) people employed.

Unemployment rate

In 2018, there were a total number of 118 000 people unemployed in Buffalo City, which is an increase of 40 300 from 77 800 in 2008. The total number of unemployed people within Buffalo City constitutes 14.99% of the total number of unemployed people in Eastern Cape Province. The Buffalo City Metropolitan Municipality experienced an average annual increase of 4.27% in the number of unemployed people, which is better than that of the Eastern Cape Province which had an average annual increase in unemployment of 4.38%.

In 2018, the unemployment rate in Buffalo City Metropolitan Municipality (based on the official definition of unemployment) was 31.75%, which is an increase of 5.41 percentage points. The unemployment rate in Buffalo City Metropolitan Municipality is lower than that of Eastern Cape.

The unemployment rate for South Africa was 27.35% in 2018, which is an increase of -2.94 percentage points from 24.41% in 2008.

TRANSFORMING THE BUFFALO CITY METROPOLITAN MUNICIPALITY

In the 2020-2021 Built Environmental Performance Plan, which is envisaged to be the final BEPP for the Metro, BCMM continues to focus attention on those areas that would drive **economic growth** and facilitate **spatial transformation** in order to alleviate the challenges of sluggish economic growth and access to amenities which ultimately impacts the quality of life of the person on the ground. Focus is placed on catalytic programmes and projects which prioritise planning and budgets in areas of need including marginalised residential areas, strengthened public transport as well as in economic nodes which enhance logistics, business, trade and industry. Improved quality of life and living are addressed through its continued focus on integrating public transport with human settlement planning and projects.

The BEPP summarizes BCMM's Built Environment Value Chain and associated activities which will drive desired outcomes of compact and transformed urban spaces that are economically and socially viable, liveable and sustainable. The 2020-2021 BEPP further provides an update on the city's integrated Climate Response Planning. The National Treasury Supplementary Guidance Note for the BEPP 2019/20 – 2020/22 provides a framework for the phased integration of these priorities into each of the focus areas of the BEPP (CSP, 2018).

Section A of the document outlines the role and purpose of the BEPP as well as its relationship to other statutory plans and institutional systems in place to support the implementation and monitoring of key spatial transformation interventions of the City. With the proposed phasing out of the BEPP in 2020-2021, the planned way forward for the institutionalisation of the process, content and approach of the BEPP within the BCMM is further defined and discussed.

Section B of the document discusses the key spatial transformational strategies and the approach taken to spatial prioritization of areas for intervention. The section also addresses planning initiatives in place as they relate to spatially targeted and prioritized areas. As per the revised National Treasury Supplementary Guidance Note (2018), this section further includes a compilation of the necessary baseline information and GIS layers that inform the identification of climate risk zones within spatial targeting areas, as well as the institutional arrangements in place for the incorporation of CR&R experts into the transversal processes of the BEPP.

Sections C unpacks the Catalytic Land Development Programmes identified for the City, and the development of integrated planning and preparation around each catalytic programme. The

section also outlines inter-governmental projects and partnerships with other spheres of government and state- owned enterprises. Sections D and E reflect on the resourcing to fund these programmes as well as the regulatory reform processes the city is currently undertaking.

Successful project implementation relies on working urban management systems and processes being in place. Section F of the document addresses the status quo and planned actions around Urban Management for prioritized precincts of the City. Existing initiatives, strategies, partnerships and institutional arrangements in place for securing resources for implementation are discussed. This section also outlines the current regulatory reforms underway within the city which aim to remove barriers to investment within spatially targeted areas and precincts of BCMM.

The document concludes with the consolidation of all BEPP sections into a Theory of Change. This section also reports on BCMM's progress with Transformational Indicators in terms of Circular No. 88 of the MFMA Act No. 56 of 2003.

A1. ROLE AND PURPOSE OF THE BUILT ENVIRONMENT PERFORMANCE PLAN

The Built Environment Performance Plan is a strategic spatial planning tool that provides an integrated investment rationale, plan and process for the implementation of priority catalytic programmes and projects within the city. Amongst its many roles, it is first and foremost a spatial transformation tool which, through the above targeted catalytic programmes and projects aims to transform the Metro's built environment into a more compact, liveable, integrated, inclusive, productive and sustainable place.

The ultimate impact of spatial transformation is anticipated to be:

- A reduction in poverty and inequality.
- Enabling of faster and more inclusive urban economic growth.
- Improved quality of life, through access to: public and social amenities, safe and efficient public transport and diverse housing options.

The BEPP is envisaged to achieve the above through the setting up of short term investment plans which build towards a long term coherent investment logic. The institutional role of the BEPP is to create a common platform, which engages both municipal sector departments as well as national and provincial spheres including state owned enterprises, in order that energy, efforts and funding is pooled and aligned to create programmes and projects that are of greater collective impact. This is achieved through an ongoing interdepartmental as well as

intergovernmental conversation. 'The BEPP is intended to be the reference point for national and provincial spheres and other key stakeholders to make informed decisions in the built environment, led by municipal planning. The national and provincial departments and state-owned entities will be able to see the impact of their investment as it relates to other sectors in terms of cumulative local outcome and impact.' (National Treasury Guidance Note: BEPP Framework v.5.5, 2017).

Through the above shared platform, the BEPP provides an opportunity to align various grant funding and is also an eligibility requirement / instrument for compliance and submission purposes for the following infrastructure grants:

- **ICDG:** Integrated City Development Grant, Schedule 4B (specific purpose allocations to municipalities);
- **USDG:** Urban Settlements Development Grant, Schedule 4B (supplements municipal budgets), which will include the newly ringfenced Upgrading Informal Settlements Programme Grant.
- **HSDG:** Human Settlements Development Grant, Schedule 5A (specific purpose allocations to provinces);
- **PTNG:** Public Transport Network Grant, Schedule 5B (specific purpose allocations to municipalities);
- **NDPG:** Neighbourhood Development Partnership Grant, Schedule 5B (Capital Grant), Schedule 6B (Technical Assistance)
- **INEP:** Integrated National Electrification Grant, Schedule 5B (specific purpose allocations to municipalities) – now to be integrated into the USDG in 2019-2020.

A2. BEPP IN RELATION TO OTHER STATUTORY PLANS

As described below, the BEPP is designed as a planning tool that will align, refine and consolidate the metro's existing planning instruments through a focused investment strategy and implementation plan that will enable fast tracked and inclusive economic growth.

The BEPP is complimentary to the metro's other strategic documents, including the Metro Growth and Development Strategy which provides the strategic frame and vision for the city, the Municipal Spatial Development Framework, the Integrated Public Transport Network Plan, the Integrated Human Settlements Plan all of which align with and feed into the Integrated Development Plan and Budget. It is envisaged that through its spatially targeted programmes

and projects, the BEPP will serve as 'change' instrument which can effect desired changes in the City's other strategic documents.

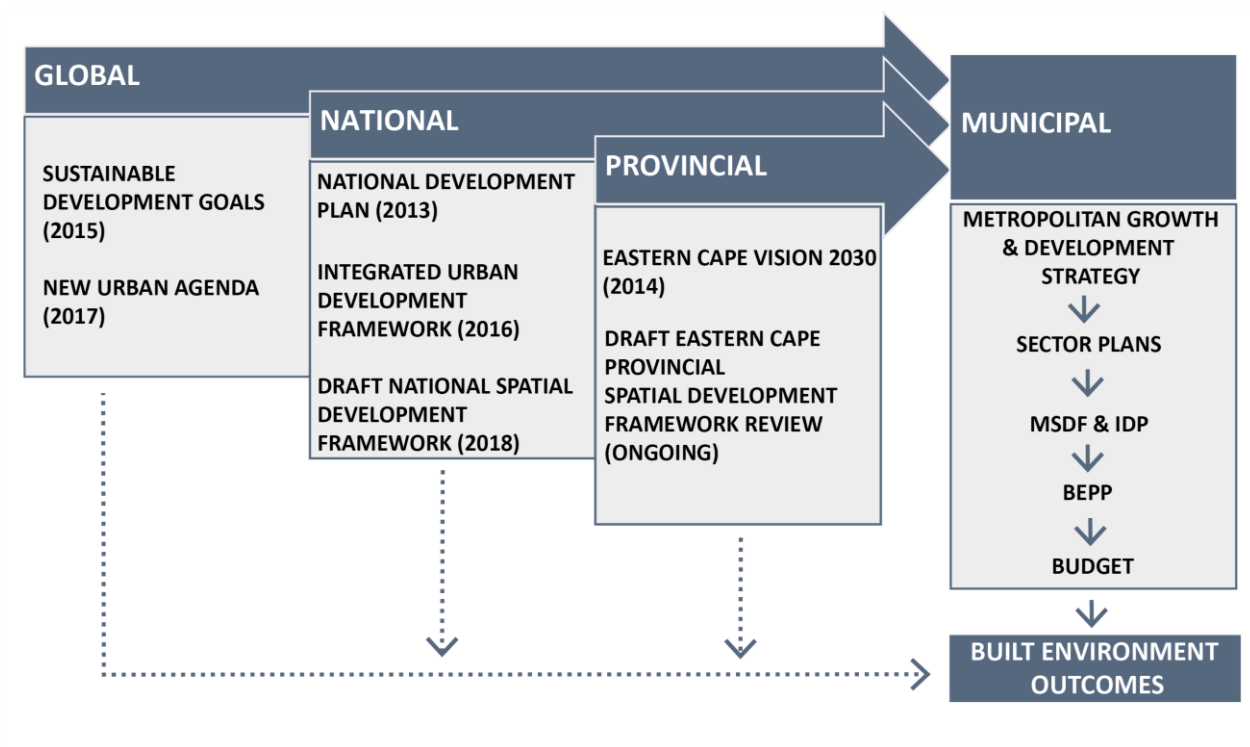


Figure A.3: Relationship with strategic documents (Source: BCMM BEPP 2019-2020)

The following documents and data sources were used in the formulation of the 2020-2021 Built Environment Performance Plan:

BCMM Documents:

- BCMM Draft BEPP 2019/20.
- BCMM IDP Review 2019/20.
- Metropolitan Growth and Development Strategy 2015.
- BCMM Spatial Development Framework Review 2013.
- BCMM 2019/20 SDF Review Presentation (February 2020).
- BCMM Draft Urban Settlements Development Grant Plan 2020.
- BCMM Draft Informal Settlement Upgrade Grant Plan 2020.
- BCMM Draft Integrated Sustainable Human Settlement Plan 2018.
- BCMM Integrated Public Transport Network Plan 2018.
- BCMM Transport Register (2016-17) 2018.
- BCMM Climate Change Strategy 2014.
- BCMM Coastal Vulnerability Assessment 2019.

- BCMM Integrated Environmental Management Plan 2015.
- BCMM Sub-National Cost of Doing Business 2018.
- BCMM ULI Advisory Services Panel Report, 2014.
- BCMDA - A University Town in Buffalo City, Concept Note and Implementation Proposal, 2019

Local Spatial Development Frameworks/Spatial Policy completed since SDF of 2003:

- Vincent Berea LSDF (2004).
- Mt Ruth Framework Plan (2005).
- Quenera LSDF (2005).
- Urban Edge Policy Framework (2008).
- Bonza Bay LSDF (2008).
- Duncan Village LSDF (2009).
- Beach Front LSDF (2010).
- Gonubie Main Road LSDF (2012).
- Bhisho KWT LSDF (2013).
- Mdantsane LSDF Review (2013).
- Vincent Berea LSDF Review (2013).
- Mdantsane Industrial Feasibility Study (2015).
- Sleeper Site Framework Plan (2016).
- Mdantsane Urban Hub Precinct Plan (2016).
- West Bank LSDF (2004).
- Mount Coke Dimbaza LSDF (2008).
- Kwelera LSDF (2013).
- Newlands LSDF (2015).

National and Provincial Documents:

- National Development Plan, 2013.
- Spatial Planning & Land Use Management Act (Act 16 of 2013).
- National Treasury Core Guidance Note for the Built Environment Performance Plan v5.5, 2017.
- National Treasury Supplementary Guidance Note for the Built Environment Performance Plan (BEPP) 2019-20 – 2020-2022: Integrating Climate Response Priorities into BEPP, 2018.
- Mainstreaming Climate Responsiveness into City Plans, Budgets and Grant Conditions, BEPP Guidance Note, 2018.

- Concept Note for the Built Environment Value Chain and Progression Model, 23 September 2016.
- DORA 2019 including the grant frameworks of the relevant infrastructure grants.
- The Guidelines for the Implementation of the Integrated City Development Grant, May 2013 and as updated.
- Guidance Notes, toolkits and other relevant documents relating to the Neighbourhood Development Programme.
- Framework for Spatial Investment in Human Settlements prepared by CSIR, 31 March 2015 Plan, August 2014.
- Framework for the Urban Settlements Development Grant, 2019.
- Programme Management Upgrading Toolkit: Preparing to Scale up Informal Settlement Upgrading in South Africa, 2017.
- National Human Settlements Spatial Plan, August 2014 and as updated.
- Green Book, Adapting South African Settlements to Climate Change, CSIR 2019.
- Eastern Cape Vision 2030, 2014.
- Draft Eastern Cape Provincial Spatial Development Plan, 2018.

A3. ALIGNING THE BEPP WITH IDP AND BUDGET

Circular No. 88 (Nov 2017) of the MFMA Act No. 56 of 2003, introduced a new set of integrated indicators that rationalise planning and reporting requirements for the MTREF budget cycle. The Built Environment Performance Plan was identified as the most appropriate planning instrument to measure transformational outcomes that focus on the extent of spatial transformation in the city. Integration and alignment between the BEPP and broader city strategies and budget therefore becomes critical in ensuring that transformational outcomes are realised and delivered. Circular No. 88 identifies City Transformational Outcomes as:

- Targeted investments in integration zones;
- Reduction in urban sprawl;
- New housing options with social diversity; and
- Affordable and efficient public transport services.

The above transformational outcomes align with BCMM's Key Strategic Pillars found in the Metro Growth and Development Strategy (MGDS) as well as the Integrated Development Plan (IDP). These include: an innovative and productive city, a green city, a connected city, a spatially integrated city and a well-governed city. In addition to the above the 2019-20 IDP review introduced 47 Key Focus Areas (KFAs) which further promote each of the five key strategic outcomes.

The transformational outcomes of the BEPP are cross-cutting and have an impact on the five strategic outcomes as well as emerging KFAs in areas that relate to the performance of the built environment. The key areas where the four transformational outcomes of the BEPP align with BCMM’s strategic planning outcomes contained in the MGDS and the IDP as well as its linkage to the 2020-21 draft budget is shown through the diagram below. The capital budget amounts indicated encompass the broad outcomes contained in the aligned MGDS & IDP outcome areas and are not indicative of BEPP outcomes alone.

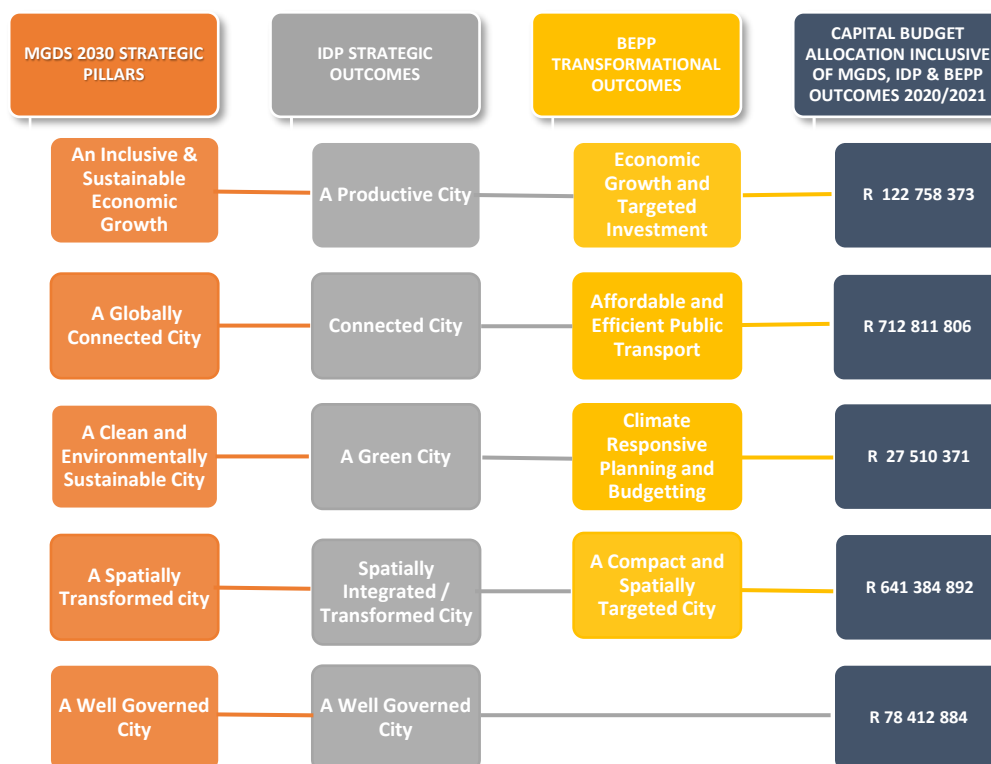


Figure A.4: Diagram of the relationship between the BEPP, IDP, MGDS and Budget (Source: BCMM Draft BEPP 2020-21_V02)

A4. INTEGRATING CLIMATE CHANGE RESPONSIVENESS INTO THE BEPP

The Supplementary Guidance Note for the BEPP 2019/20 to 2020/2022 (October 2018) outlines the guidelines for integrating Climate Change priorities into the BEPP. BCMM’s Integrated Environmental Management Planning (IEMP) unit, under Executive Support Services has prepared a BCMM Climate Change Strategy in 2014. The study outlined climate change impacts, risks and associated responses for BCMM. The study also included a climate change impact and risk matrix which provides a rating for the key risks, adaptive capacity and vulnerability within BCMM. The IEMP unit has further recently completed a Coastal Areas Risk and Vulnerability Assessment (2019).

Through joint initiatives of the EPMO as secretariat to the BEPP, as well as the IEMP unit, a multi-disciplinary climate team has been assembled in the city, comprising officials from the IEMP unit, Spatial Planning and Development (SPD) unit, the Disaster Management unit, GIS unit as well as the EPMO. An integrated Terms of Reference for a city-wide Climate Change Risk and Vulnerability Assessment (CRVA) was prepared in early 2019 and a high-level draft document prepared in-house is currently in place. The city is in the process of closing the gaps in the above study with support from the CSIR via National Treasury's City Support Programme (CSP). It is envisaged that the CSIR would further assist the city to interpret the information and findings from the CRVA in order to identify targeted interventions and adaptation actions that would need to inform strategic planning and budgeting going forward.

A5. INSTITUTIONALISING THE BEPP

A5.1 The Influence of the BEPP on the IDP and Budget

The catalytic land development programmes outlined in the BEPP have been confirmed as city priorities both in the 2019/20 and 2020/21 Mayoral and Council Lekgotla's which set priorities for the 2020/21 financial year. In the process of formulating the 2020/21 IDP and budget, meetings have taken place between the EPMO (as the technical driver of the BEPP within BCMM), Executive Support Services (GM responsible for IDP) and representatives for budget planning (Finance). The IDP Strategic Workshops for 2020/21 included a budget checklist in which Directorates were required to prioritise projects based on Mayoral Lekgotla priorities, BEPP linkage to catalytic programmes and projects as well as linkage to Audit Improvement Plans and Auditor General findings.

Catalytic land development programmes identified in the BEPP have through the above processes been incorporated into the 2020-2021 IDP and 2020-2021 Budget processes of BCMM. The spatial targeting of areas and budgeting for catalytic projects within programmes has been strengthened through enhanced coordination and integration of projects within individual catalytic programmes.

A5.2 The Influence of the BEPP on the SDF Review

The Spatial Planning and Development (SPD) Directorate, which coordinates and prepares the SDF, has representation on the BEPP Task Team which is a team of inter-departmental representatives from all sectors of the BCMM. The 2019-20 BEPP identified the West Bank

corridor / smart logistics hub as a new catalytic programme prioritizing the Port-MBSA-IDZ-Airport link as an area with far reaching economic potential to be targeted for further economic infrastructure and human settlement development. This proposed spatial prioritisation has been reflected and reinforced in the proposed SDF Review which further develops the integrated opportunities aligned to the development of this programme.

All five of the packaged catalytic land development programmes as well as the intergovernmental project pipeline in the 2019-20 and 2020-21 BEPP inform the SDF programme of projects. The final SDF Review document is scheduled to be completed by July 2020.

A5.3 Institutional arrangements in place for managing transversal management priorities

Managing transversal priorities and projects within the City is achieved through the BEPP Task Team which, as mentioned above, is an inter-departmental Task Team that meets on a regular basis to discuss and coordinate Catalytic Land Development Programmes of the city. The EPMD convenes and serves as secretariat to the BEPP Task Team.

The 2018-19 BEPP process first initiated the formation of a BEPP oriented technical Inter-Governmental Task Team which includes representation from National Department of Public Works, Provincial Treasury, as well as state owned enterprises such as the BCMDA, the Port Authorities, ACSA, SANRAL, PRASA and Eskom. This task team has continued to meet on a quarterly / twice a year basis to address targeted infrastructure planning and budgeting issues which in turn informs the development of the intergovernmental project pipeline of the BEPP.

Strategic activities planned and undertaken as part of preparing for the 2020-21 BEPP are outlined in the 2020-21 process plan table below. All scheduled BEPP Task Team and IGR meetings as per the BEPP Process Plan and timelines have been conducted with fair attendance from invited stakeholders (see minutes of meetings attached in Annexures 6 & 7). Additional meetings were held on a one on one basis where stakeholders were unable to attend the collective IGR sessions. Where stakeholders attended and took part in meetings, genuinely interactive sessions were had and discussions on joint planning and budgeting were fruitful.

2020-2021 BEPP PROCESS PLAN

QUARTER 1 ACTIVITIES: JULY -SEPTEMBER 2019	RESPONSIBLE	DATES
Update 2020-21 BCMM Task Team Representatives Database – Signed letter of authority from the City Manager.	BCMM BEPP Secretariat (EPMO)	12 th July 2019
BCMM BEPP Technical Task Team Meeting 1: <ul style="list-style-type: none"> • Introduction of CSP 2 team and outcomes • Overview of proposed CLDP coordination • BEPP Best Practice Lessons from CSP-IGR Perspective • Update on Climate Risk and Vulnerability Assessment 	BCMM BEPP TASK TEAM	22 nd July 2019
National Treasury BEPP Evaluation and Initiation of 2020/21 BEPP Process	National Treasury & EPMO	19 September 2019
Preparation of 2020-21 BEPP Process Plan	EPMO	September 2019
West Bank Catalytic Programme stakeholders meeting.	GTAC, EPMO & SPD	30 August 2019
QUARTER 2 ACTIVITIES: OCTOBER – DECEMBER 2019	RESPONSIBLE	DATES
BEPP Technical Task Team Meeting 2: <ul style="list-style-type: none"> • Sectoral feedback from National Treasury • Feedback on Catalytic Programme Projects. • Feedback on BCMDA Projects. • Feedback on Climate Risk and Vulnerability Assessment • Presentation from Invest Buffalo City: contribution to the inner-city catalytic programme. 	EPMO	8 October 2019
Preparation of BEPP inputs into the Mayoral Lekgotla Session: <ul style="list-style-type: none"> • Review of strategic objectives for service delivery and development. 	Executive Mayor's Office	10-20 th October 2019
BEPP Catalytic Programmes: Inputs into Budget Workshops	Budget and Treasury	11-15 th November (as per IDP Process Plan)

Planning Alignment Task Team Meeting	National Treasury	12 November 2019, 27 th November 2019
C-88 Metro Support Forum Meeting	National Treasury	15 November 2019
IDP Guidelines Workshop (Transitioning out of the BEPP and incorporating BEPP milestones into the IDP.	National Treasury	4 December 2019
BEPP IGR Session 1: BCMM Catalytic Programmes: <ul style="list-style-type: none"> • Presentations from IGR Partners (SOE's PRASA, SANRAL, IDZ, ACSA, TRANSNET) • Integration on Catalytic Programmes 	EPMO	9 December 2019
QUARTER 3 ACTIVITIES: JANUARY – MARCH 2020	RESPONSIBLE	DATES
BEPP inputs into the National Treasury Budget Benchmarking Presentation	EPMO / BEPP Task Team	07 th -11 th January 2020
BEPP IGR Task Team Meeting 2: Joint Planning Session with Provincial Departments: <ul style="list-style-type: none"> • Sharing of information on BCMM current and planned catalytic programmes and projects. • Presentations from Provincial Departments. 	EPMO & National Treasury	12 th February 2020
BCMM IGR FORUM Meeting: <ul style="list-style-type: none"> • Presentation on the SDF (BCMM) • Presentation on the Catalytic Programmes (BCMM) • Presentation on the District Development Model (DDM) (COGTA) • Presentation from Provincial Treasury 	ESS, EPMO & National Treasury	21 February 2020
Compilation of Draft BEPP and Annexures	EPMO with inputs from the BEPP Task Team	March 2020
BEPP inputs into the National Treasury 2020-2023 MTREF Budget in terms of the National Treasury Reporting Requirements.	BTO	13 th March 2020

Council Meeting: Tabling and Adoption of the Draft BEPP 2020/21	BTO	31 st March 2020
Submit Draft BEPP to National Treasury	EPMO	31 st March 2020
QUARTER 4 ACTIVITIES: APRIL – JUNE 2020	RESPONSIBLE	DATES
BEPP Task Team Meeting 4: <ul style="list-style-type: none"> Final Update BEPP Targets and Indicators in terms of updates to C-88. Final Update: Progress with Catalytic Programmes and Projects Update: Aligned Public Transport, Housing & Economic Development projects. Update: Land release Strategies Update: Regulatory Reform Actions 	EPMO / BEPP Task Team	April 2020
Top Management Meeting: Consideration of final 2020/21 BEPP	EPMO	15 May 2020
Council Workshop on Final 2020/21 BEPP for Adoption	EPMO & BTO	13-14 th May 2020
Council Meeting: Review Approval of the BEPP	EPMO & BTO	27 th May 2020
Submit Final 2020/21 BEPP to National Treasury with Council Resolution	EPMO	29 th May 2020

A5.4 Project Preparation for selected key catalytic land development programmes and projects (leverage of investment through partnerships)

In order to move towards accelerated implementation of catalytic programmes and projects, the EPMO has internally restructured its existing resources in order to enhance capacity dedicated to planning and management of complex catalytic programmes. The BCMM has established an agency (BCMDA) who has been mandated to plan and implement a number of strategic projects which fall within Catalytic Programme areas of the city. The EPMO and the Agency are currently working jointly in a complementary manner on a number of initiatives which are envisaged to result in implementable projects which aim to deliver visible impacts in the short to medium term. The EPMO will play a strategic coordinating role in catalytic programme preparation focusing on internal BCMM coordination, budgeting and implementation of projects which are largely grant funded, with the BCMDA playing a more decisive role in catalytic project implementation relating to those requiring the leveraging of private investment and promotion of external partnerships.

A5.5 Technical support from CSP

In order to support and accelerate catalytic and strategic programme and project implementation, strategic technical support is required to be assembled to assist the City. This includes support around project value assessment and management; business case development and due diligence; transaction advisory and financial structuring; as well as governance models and framework design. In order to move catalytic projects closer to implementation, the CSP has been approached to make such support available. This will supplement the GTAC technical support being provided to the BCMM.

Further areas identified for CSP support are around the roll out and institutionalisation of the City Infrastructure Delivery and Management System (CIDMS) for BCMM. The BCMM through the support of GTAC has appointed a service provider to undertake a Built Environment Business Process Mapping (BPM) for the city which will analyse current built environment processes in order to steer the city towards an asset management system that is compliant with the requirements of SANS 55001 as well as National Treasury's CIDMS regulatory requirements, including Municipal Standard Chart of Accounts (mSCOA), Generally Recognised Accounting Practice (GRAP), Spatial Planning and Land Use Management Act (SPLUMA) and Standard for Infrastructure Procurement and Delivery (SIPDM) / Circular 77.

A further proposed area of support to the metro would be to assist with undertaking a residential property market study in order to enable the city to have a better understanding of the dynamics of the local residential property market, as well as to map out existing supply vs need for the different residential properties' offerings in the Metro over and above fully subsidised housing. These include the analysis of the Social Housing, CRU, BNG, and FLISP/Gap unit market. This gap is required to be closed in order to inform the completion of the draft Integrated Human Settlements Plan which has been prepared by the City.

A5.6 Monitoring the BEPP outcomes

Both the BEPP Task Team and the IGR Technical Task Team are convened on a quarterly and twice-yearly basis respectively to report on BEPP implementation, identify bottlenecks and solutions, and escalate those issues which cannot be resolved technically to the City Manager and Council for resolution. Quarterly BEPP Performance Reports are prepared by the BEPP Task Team secretariat (EPMO).

A5.7 Submission of Draft 2020-21 BEPP V02 Document to Council

Revised versions of the Draft BEPP 2020-2021, the Draft IDP and Draft MTREF have been prepared in readiness for Council approval. The Final BEPP 2020-21 will be submitted together with the Final IDP and Final MTREF at the Council Meeting scheduled to take place in June 2020.

SECTION B : SPATIAL PLANNING & TARGETING

SPATIAL PLANNING BACKGROUND

The National Development Plan

The National Development Plan (NDP) advocated “a national focus on **spatial transformation**”. Chapter 8 was specifically called ‘Transforming Human Settlements’. The NDP introduced five broad normative principles to guide the formulation of a national spatial framework, to inform urban and rural development policies, to strengthen spatial planning instruments, and to help build institutional capabilities for spatial governance at Local, Provincial and National levels. The principles are: spatial justice; spatial sustainability; spatial resilience; spatial quality; spatial efficiency.

Beyond the broad principles, the NDP understood the spatial transformation of cities in terms of three of the elements of urban structure i.e. – jobs, housing and transport. It suggested that there were five ways in which these elements could be used to promote urban restructuring:

- To reduce travel costs and distances,
- To prevent further development of housing in marginal places,
- To increase urban densities and reduce sprawl,
- To improve public transport and the coordination between transport modes, and
- To shift jobs and investment towards dense peripheral townships.

Spatial transformation will clearly mean different things in different local contexts, depending on the socio-economic composition and physical characteristics of the area. Nevertheless, several **general principles of urban efficiency** and good design seem relevant to most situations:

- Mixed-use development instead of mono-functional settlements,
- Mixed-income residential schemes rather than exclusive housing schemes,
- Public transport-oriented projects rather than private car-oriented projects,
- Improved public spaces and opportunities for walking rather than private cars,
- Higher density developments rather than low density sprawl,
- Brownfield (re)development, renewal and retrofitting of old buildings rather than new greenfield development,

- An emphasis on affordable housing in well-located areas, i.e. in and around transport nodes and corridors.
- Public consultation and popular involvement in area-based planning to ensure more of a people-based perspective, and less of a prescriptive, top-down approach.

Integrated Urban Development Framework (IUDF)

The IUDF is the government's policy position to guide the future growth and management of its urban areas. It seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve goals of economic development, job creation and improved living conditions for all.

The IUDF is a response to and builds on various chapters in the National Development Plan, more specifically Chapter 8 which deals with "Transforming human settlements and the national space economy". To achieve this transformative vision, four strategic goals are introduced.

- **Spatial Integration:** To forge new spatial forms in settlement, transport, social and economic areas.
- **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices.
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The above strategic goals give rise to a series of policy levers, the implementation of which depends on its integration into municipal development planning tools such as the SDF, IDP and BEPP. The nine policy levers include:

- **Integrated Urban Planning and Management:** the prudent use of land and natural resources to build sustainable communities.
- **Integrated transport and mobility:** the development of efficient urban form centred around integrated transport, which supports economic and social development.
- **Integrated and sustainable human settlements:** redressing the prevailing apartheid geography, restructuring cities, shifting ownership profiles and choices, and creating more humane, safe living and working conditions.

- **Integrated urban infrastructure:** the development of resource efficient urban infrastructure that provides for both universal access and more inclusive economic growth.
- **Efficient land governance and management:** growing investments through land and property resulting in inclusive, multi-functional urban spaces.
- **Inclusive economic development:** Cities and towns that are dynamic and efficient, foster entrepreneurial and innovation, sustain livelihoods, enable economic growth and generates the tax base needed to sustain and expand public services and amenities.
- **Empowered active communities:** Cities and towns that are home to socially and culturally diverse citizens, who are actively involved in the city.
- **Effective urban governance:** Managing the intergovernmental dynamics within the city.
- **Sustainable finances:** Cities and towns that are supported by a fiscal framework that acknowledges the developmental potential and pressures of urban spaces and manages finances effectively and efficiently in order to access necessary resources and partnerships for inclusive urban growth.

BCMM given its jurisdiction within a predominantly rural development context, the IUDF's emphasis on the rural-urban continuum and the ability of urban areas to respond to in-migration in a manner that optimises the urban dividend stresses the need to focus on poverty alleviation, job creation and the creation of more liveable settlements especially for marginalised and informal settlements within the metropolitan area.

Metropolitan Growth and Development Strategy Vision 2030 (MGDS)

The Metropolitan Growth and Development Strategy identifies five strategic pillars for the realisation of realistic, achievable and measurable goals for the Metro:

- An inclusive and sustainable economic growth.
- A globally connected city.
- A clean and environmentally sustainable city.
- A spatially transformed city and a well governed city.
- A well governed city.

Key city initiatives pertaining to each of the above strategic pillars are summarised in the Table below:

STRATEGIC PILLAR	KEY CITY INITIATIVES
An inclusive and sustainable economic growth	<ul style="list-style-type: none"> • Improving the Sub-national cost of doing business to unlock property investments (automation and investment centre/one-stop shop). • Investment strategy with GTAC (to build on improved investor sentiment towards the city (MBSA, Yekani, ELIDZ). • Sleeper site development (project preparation and financing model) through BCMDA with CSP. • Youth employment initiative (with Harambee). • New property development to build revenue base (e.g. Kidds Beach). • Blue flag beaches for tourism.
A globally connected city	<ul style="list-style-type: none"> • Continued roll-out of free Wi-Fi hotspots. • Optimize benefit of IOX undersea cable and proposed data centre (align to SMART City concept). • Procure and institutionalize enterprise resource planning system and related automation of key business processes (aligned to MsCOA). • Continued engagements with Transnet and DPE on container terminal and port expansion funding model. • Engage SANRAL on N2-R72 by-pass (key for Integration Zone 1 / Primary Integration Zone).
A clean and environmentally sustainable city	<ul style="list-style-type: none"> • Institutional reconfiguration (new service delivery model for waste management). • Re-tool waste management (fleet, skips, mobile transfer stations etc.) • Design and funding model for integrated waste management facilities (transfer stations). • Waste economy development (buy-back centres and SMMEs). • Define new approach to energy Independent Power Producers.
A spatially transformed city	<ul style="list-style-type: none"> • Development of EPMO for transversal integration and catalytic programme co-ordination. • Reeston Tunnel to unlock NW Corridor development (Amalinda Junction). • Fitzpatrick Road re-alignment and City-to Sea Boulevard (for Sleeper Site development). • Finalization of and integration between IPTNP, ISHSP, and SDF. • SPLUMA readiness (Implementation of Tribunals). • New capacities leveraged for PPPs, innovative funding models (through BCMDA and partnerships with CSP)

	<ul style="list-style-type: none"> • Development of new nodes for revenue enhancement (Kidds Beach, Quenera).
<p>A well governed city</p>	<ul style="list-style-type: none"> • Audit improvement plan and risk management. • Automation (enterprise resource planning system). • City branding and communications. • Culture change and performance excellence (partnership with MBSA and GTAC) including for Council. • Roll-out of revenue enhancement strategy (including billing system improvements, aggressive strategy to reduce municipal debt, and cost-cutting measures). • Integrated customer relations management system.

Source: BCMM Executive Support Services and GTAC

BCMM Spatial Development Framework: BCMM SDF Review 2020

The draft 2020 SDF Review confirms the vision of Buffalo City playing the role of a City-in-a-Region.

The core elements of the City are its roles as a University Town; a hub for Green Energy production and innovation; a centre of Industrial Development with an innovative and world-class motor industry cluster at its heart; and a city that offers a rich lifestyle experience through the quality of its natural environment, the range of social, cultural and leisure activities offered in the area, and the excellence of its public infrastructure and social institutions.

The SDF Review has served to strengthen, align and refocus where needed, the spatial priorities and programmes. Key aspects include:

- Continued compliance with SPLUMA requirements.
- Alignment and integration of BEPP Catalytic Priorities into the broader spatial framework of BCMM.
- Refocusing the BCMM spatial priorities with an emphasis on facilitating and enabling the many new 4th Industrial Revolution based economic opportunities that have emerged within the West Bank Economic Corridor – now being referred to as the West Bank Logistics and Innovation Hub.
- Further promoting BCMM as a University Town and emphasizing the role that the universities have as place makers and linking this to the economic opportunities within the West Bank logistics and innovation hub.
- Refocusing on the need for efficient, walkable and compact cities.

- Introducing the concept of Mass Housing Development to enable the development of housing at scale that will facilitate opportunities to achieve and create mixed economic developments using a cross subsidization model.
- Refocusing on the need to build road linkages between marginalised communities and areas of economic opportunity.
- Identifying the needs of the new rural areas that have been recently incorporated into BCMM.

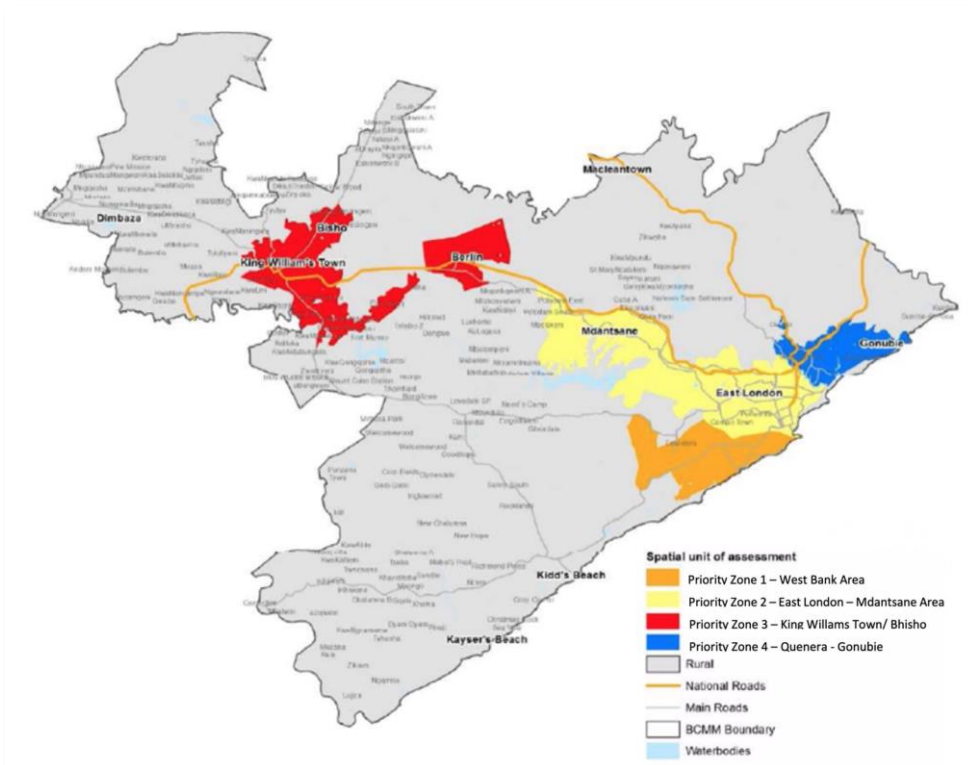


Figure B.1: BCMM SDF Review 2020: Spatial Reprioritisation (Source: Draft BCMM SDF Review, 2020)

B1. SPATIAL PLANNING & SPATIAL TARGETING

B1.1 BCMM Urban Network Strategy: Proposed Integration Zones

The spatial proposals contained in the 2020 SDF are aligned to the Urban Network Strategy concept as defined by National Treasury. The Urban Network Strategy aims to bring together **three key elements** into an integrated framework (NT Guidance Note, 2017). See Figure B.4 below:

1. Economic nodes / Areas of Employment
2. Marginalised Residential Areas and Informal Settlements
3. Strategic Public Transport Corridor linking the above two elements.

'The Urban Network Plan, and specifically the identification of prioritised spatial targeting areas, provides a mechanism for integrated planning and in particular, the spatial alignment of investments in public transport and housing' (NT Guidance Note, 2017). Along this concept, the Buffalo City Urban Network Strategy identifies two such spatially targeted areas within BCMM namely, Primary Integration Zone and Secondary Integration Zone.

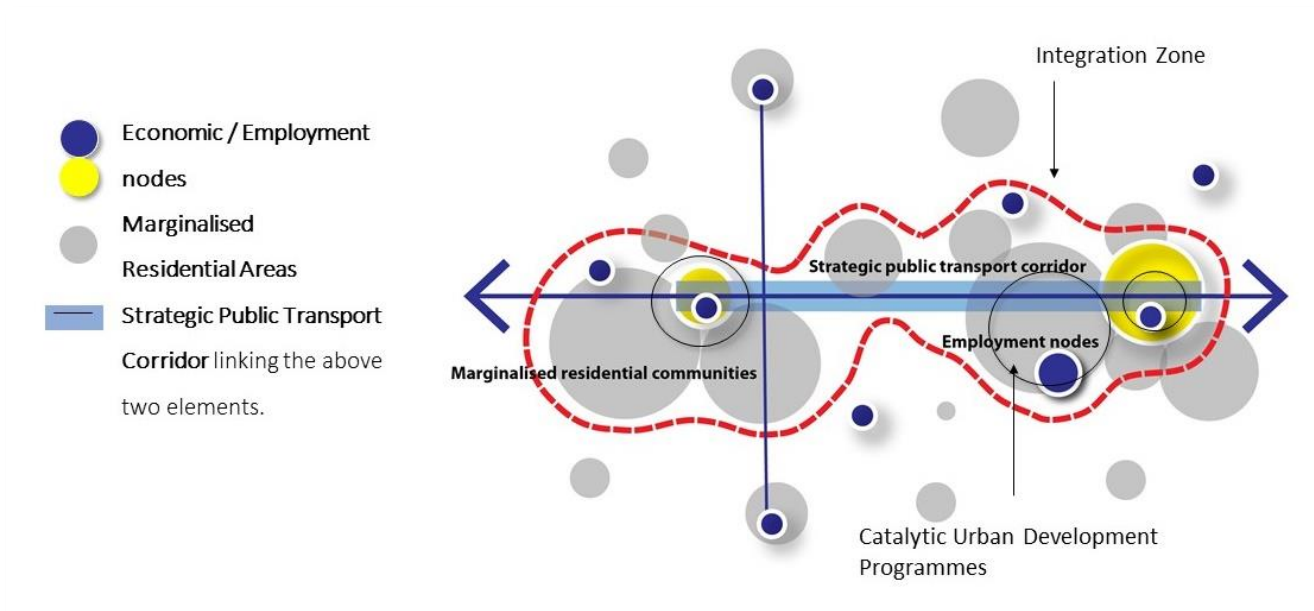


Figure B.2: Spatial Targeting Concept: Structuring Elements: Public Transport Corridors and Nodes (Source: BCMM BEPP 2019-20)

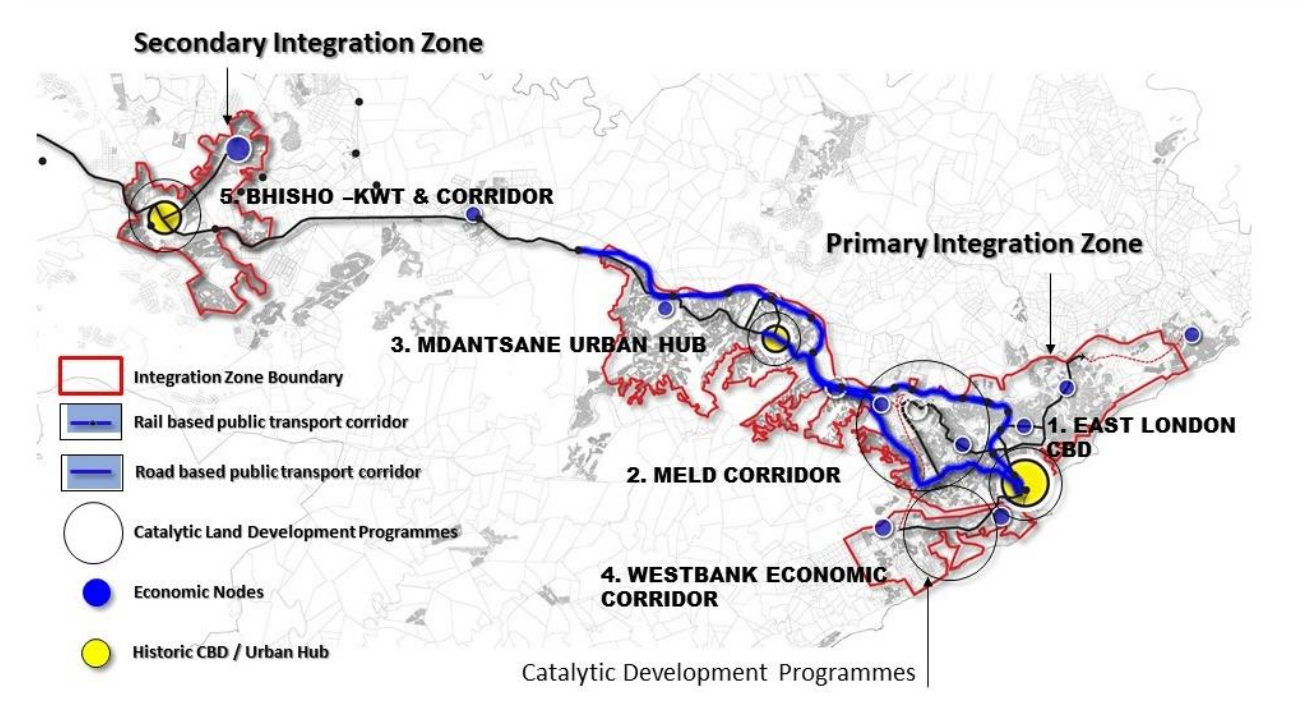


Figure B.3: Spatial Targeting: BCMM Urban Network Strategy (Source: BCMM BEPP 2019-20)

B1.1.1 BCMM Integration Zones

Following a meeting and discussions with National Treasury, Neighbourhood Development Planning (NDP) on the 24th October 2018, the Integration Zones for BCMM were reworked to better respond to current contextual needs and informants as well as to address comments from NDP and Treasury arising from the 2018-19 BEPP submission. The above changes remain as is in the 2020-21 BEPP.

The rework around the integration zones acknowledges that a number of key corridors over and above the **MELD Corridor** influence and hold potential for the future spatial and economic transformation of the City. An acknowledgement of key strategic and investment related hubs structured along Settler's Way / the R72 westwards from the CBD, highlights the **Port – MBSA – IDZ – Airport** hub as an additional catalytic programme area within the primary integration zone. This programme is broadly termed in this BEPP as the **West Bank Economic Corridor**. The 2020 review of the SDF of the municipality has further prioritised this area as the top priority for the focussing of investments within the city.

The City – Vincent – Beacon Bay – Gonubie link corridor is also acknowledged as a key future growth corridor within the primary integration zone. The integration zone boundaries for the primary integration zone remain the same in 2020-21. The boundaries were streamlined and shrunk in the 2019-20 process to strengthen spatial targeting objectives of the BEPP.

Similarly, the secondary integration zone boundaries remain the same in 2020-21. The boundaries were amended in 2019-20 to include marginalised residential areas and townships surrounding the nodes of Bisho and King William's Town. These were previously neglected in the earlier iterations of the Secondary Integration Zone.

B1.1.2 Primary Integration Zone

The Primary Integration Zone for BCMM, is therefore formed around and includes the following strategic focus areas:

1. The East London CBD & Inner City
2. The MELD Corridor (Central)
3. Mdantsane Urban Hub
4. West Bank Economic Corridor (Port – MBSA – ELIDZ – Airport).

The above strategic focus areas are not presented in order of prioritisation rather in terms of their spatial sequencing.

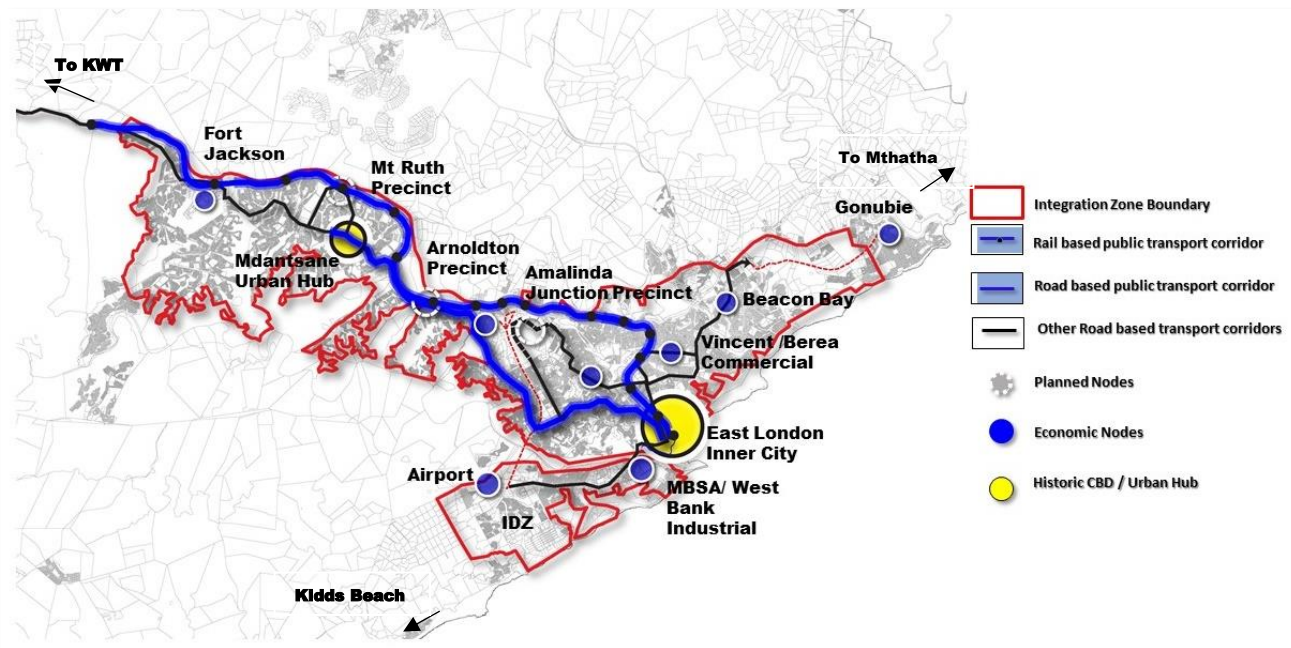


Fig B.4: Spatial Targeting: Primary Integration Zone (Source: BCMM BEPP 2019-20)

The **East London CBD** is the central point and origin of BCMM’s movement network. The CBD is connected to outlying townships by means of a primary movement network which is formed by the **MELD Corridor**. The **Mdantsane Urban Hub** forms a primary destination on the MELD corridor and is located within BCMM’s largest and the country’s second largest township, Mdantsane. The area contains the bulk of BCMM’s population and is subjected to critical infrastructure backlogs, which severely hinder the progress of development.

The MELD Corridor

The area termed the East London – Mdantsane Corridor (MELD) was identified as early as 1996 as being the area straddling the main transportation routes (roads and railway) linking the BCMM’s largest township, Mdantsane to the East London Central Business District. The **Mdantsane Urban Hub** forms a primary destination on the MELD corridor and is located within the township of Mdantsane. The area contains the bulk of BCMM’s population and is subjected to critical infrastructure backlogs, which severely hinder the progress of development.

The MELD Corridor stands out as the key public transport corridor within BCMM and is the busiest artery serving the Primary Integration Zone. This is based on the following criteria and characteristics:

- Existing and future public transport passenger demand – this corridor has the highest passenger demand in Buffalo City.
- Operations – this corridor also provides the most operationally efficient service within Buffalo City and therefore the most cost effective.
- In terms of the development and planning framework proposed by Buffalo City, this corridor is the key strategic transport corridor for the city.

The Rail system and the Bus and Taxi Route in combination with the rest of the public transport routes result in most residents within the Integration zone being within 1km of public transport. BCMM's largest housing projects including **Duncan Village** and **Reeston** are situated on the MELD Corridor. Apart from the upgrade of the MELD Corridor itself, one of the key projects associated with the MELD concept is the **N2/R72 Road bypass** and the **Buffalo River Bridge**. The Buffalo River Bridge will reduce travel time for workers travelling from this area to the West Bank node.

The West Bank Economic Corridor

The **East London CBD - R72 / Settler's Way- to Airport link** has been identified as a major public transport route in the BCMM Integrated Public Transport Network Plan (IPTN, 2018). The area has also been identified as Priority Zone 1 in the SDF Review (2020) document currently being finalised, refer Figure B.1 above. Strategic economic nodes along the West Bank R72 / Settler's Way corridor include **Mercedes Benz South Africa (MBSA)**, the **East London Industrial Development Zone (ELIDZ)**, the **Airport** and the **Port of East London**. The area houses projects of significant scale and impact which play a role in job creation as well as in modifying upstream and downstream economic activities. Further objectives in the future development of the area include the integration of socio-economic priorities such as the development of well-located mixed-use residential activities as well the forging of direct access and linkage of the area to previously marginalised communities. The earlier mentioned **N2/R72 Road bypass** and the **Buffalo River Bridge** are two such linkages. The package of above priorities makes this area a key strategic programme within the Primary Integration Zone.

Subsequent to the 2019-20 BEPP, a series of documents and initiatives such as the SDF Review (2020) together with efforts to consolidate a BCMM funding application towards the **Budget Facility for Infrastructure (BFI)** has placed emphasis on the West Bank Economic Corridor / Logistics Hub as a priority area of focussed investment for the city. The BFI is a national reform initiative to the **budget process** and supports the execution of national priority projects through

the establishment of specialised structures, procedures and criteria for **committing fiscal resources to public infrastructure** spending (Global Infrastructure Hub, National Treasury, 2018).

Other Strategic Integrated Public Transport Routes identified in the 2018 BCMM Integrated Public Transport Network Plan (IPTN) of significance to the Primary Integration Zone include the **East London CBD - R72 / Settler's Way- to Airport link** as well as the **R72- Devereaux Avenue, Beaconhurst Drive link** eastwards to **Gonubie**.

B1.1.3 Secondary Integration Zone

The Secondary Integration Zone for BCMM, is formed around and includes the following focus areas;

- King Williams Town (KWT) – Bhisho – Zwelitsha zone including the R63 corridor between KWT and Bhisho

This Integration Zone is made up primarily of the historic CBD / hub of King Williams Town (KWT) and surrounding townships of Ginsberg, Zwelitsha and Breidbach. As indicated in Figure B.12 below the Secondary Integration Zone incorporates the administrative hub of Bhisho which forms a strategic employment node within this Zone. The **R63 KWT- Bhisho Corridor** forms an important public transport route within the Secondary Integration Zone. Other strategic economic nodes surrounding the Secondary Integration Zone include **the Dimbaza Industrial Area** to the west and the **Berlin Green Energy Hub** to the East. Both the above areas though outside the secondary integration zone, are located close to Railway station nodes within the area and are earmarked as areas for the promotion for investment and enhanced job creation.

This area is additionally surrounded by and serves a large rural hinterland population therefore plays an important role and function within the rural to urban continuum as envisaged in the IUDF.

King William's Town has been identified as a key secondary regional service node within the metropolitan context. As noted in the 2013 SDF, King William's Town is a strong and vital Rural Service Centre providing goods and services to the rural hinterland areas. Bhisho retains its prominence as the Provincial Capital of the Eastern Cape and this status remains the main driver of investment in the area.

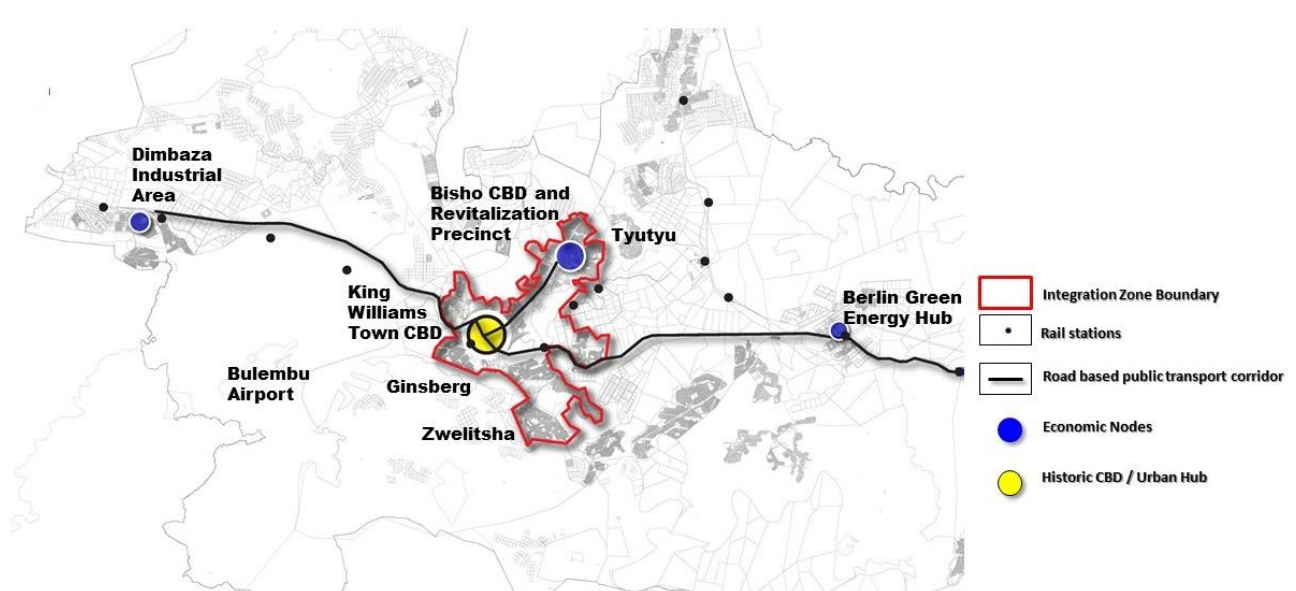


Figure B.5: Spatial Targeting: Secondary Integration Zone (Source: BCMM BEPP 2019-20)

The Secondary Integration Zone is subject to critical infrastructure/service backlogs, which severely hinders progress with the development of the corridor.

The Bisho / KWT LSDF contains the following key objectives:

- A strong focus needs to be encouraged on improving public transport and further road linkages between the central urban areas of King William’s Town and Bisho and the rural hinterland
- The linking of King William’s Town and Bisho spatially is a priority in the short-medium term in order to attain urban coherence and functional efficiency.
- Emphasis is to be placed on the upgrading and urban renewal of existing townships and urban environments in the area.

B1.2 BCMM Integrated Public Transport Plan

B1.2.1 BCMM Transport Register

The BCMM Transport Register which was completed in February 2018 identified the following trends in transport modal splits for work related trips. The predominant transport mode for work related trips in the BCMM area during a typical weekday morning peak period in 2013 was by taxi (43%), followed by private car/truck (29%), walking (21%), train (5%) and bus (2%).

- In comparison to the 2003 data, overall there has been a 5% decline in work trips via public transport, whilst there has been a 4% increase in work trips via private transport and walking respectively.
- Nearly a third of all work trips were made via private transport in 2013, which corresponds well with the provincial average of 33%.
- Considering the decline in work trips via public transport, there appears to be a modal shift from public transport to private transport and walking in the BCMM area.
- The 2013 NHTS for work related trips consisted of approximately 65 000 more trips in comparison to the 2003 NHTS.

The following trends were reported in transport modal splits for educational trips.

- The predominant transport mode for education related trips in the BCMM area during a typical weekday morning peak period in 2013 was by walking (56%), followed by taxi (25%), private car/truck (10%), bus (6%) and train (2%).
- In comparison to the 2003 data, overall there has been a 15% increase in education trips via public transport, whilst there has been a 14% decline in education trips via walking, with private transport remaining unchanged.
- The 56% of walk trips to educational facilities was lower than the provincial average of 75% in 2013.
- Considering the decline in education trips via walking, there appears to be a modal shift from walking to public transport in the BCMM area, with taxi use showing the biggest increase (+10%).
- The 2013 NHTS for education related trips consisted of approximately 53 000 more trips in comparison to the 2003 NHTS.

B1.2.2 BCMM Integrated Public Transport Network Operations and Implementation Plan (2018)

The BCMM IPTN Operations and Implementation Plan has undergone a series of consultative processes. Various proposals and options have been considered for implementation. Based on the budget implications of the various options and the non-availability of funding for the implementation of a full-fledged IPTN system, a hybrid approach has been favoured over the roll out of a full-fledged IPTN Network in the Metro. The hybrid approach considers the provision of Trunk Services only with feeder routes being serviced by existing independent operators, through the coordination of an operating company. The current proposal looks at a 3-year transition phase and 8-year period for the roll out of IPTN services. The first phase of the project

is planned to cover the MELD Corridor and the second phase will cover the Zwelitsha – Bisho – King William’s Town Corridor. The above proposed plans have however been negatively impacted by the withdrawal of the Public Transport Network Grant (PTNG) for BCMM, which has implications for the completion of the remaining phases of a number of key projects that have been initiated.

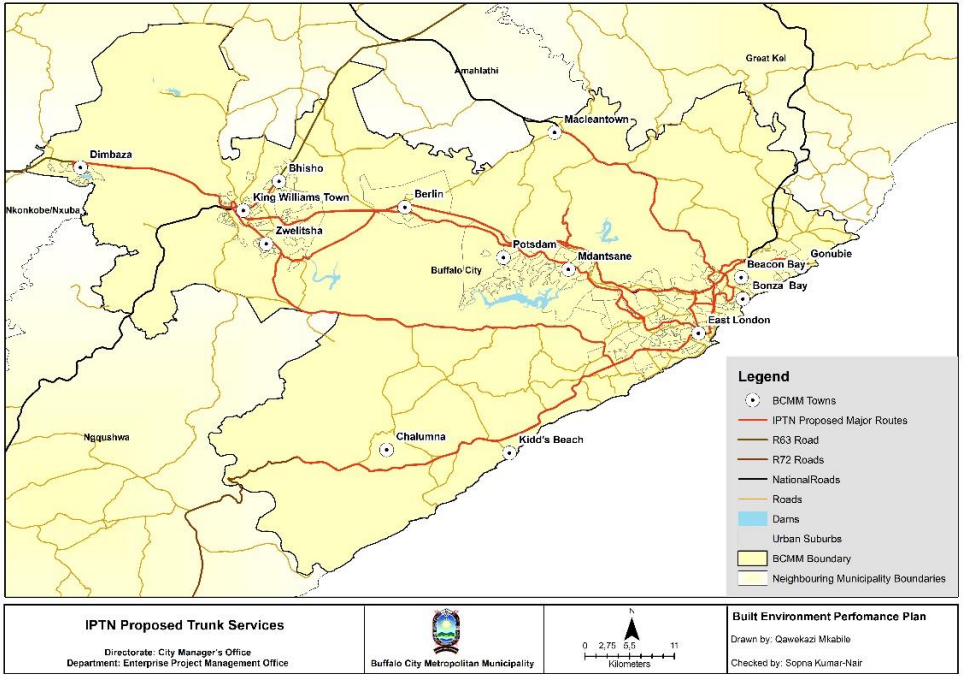


Figure B.6: Proposed Trunk Services only IPTN (Source: BCMM IPTN: 2018)

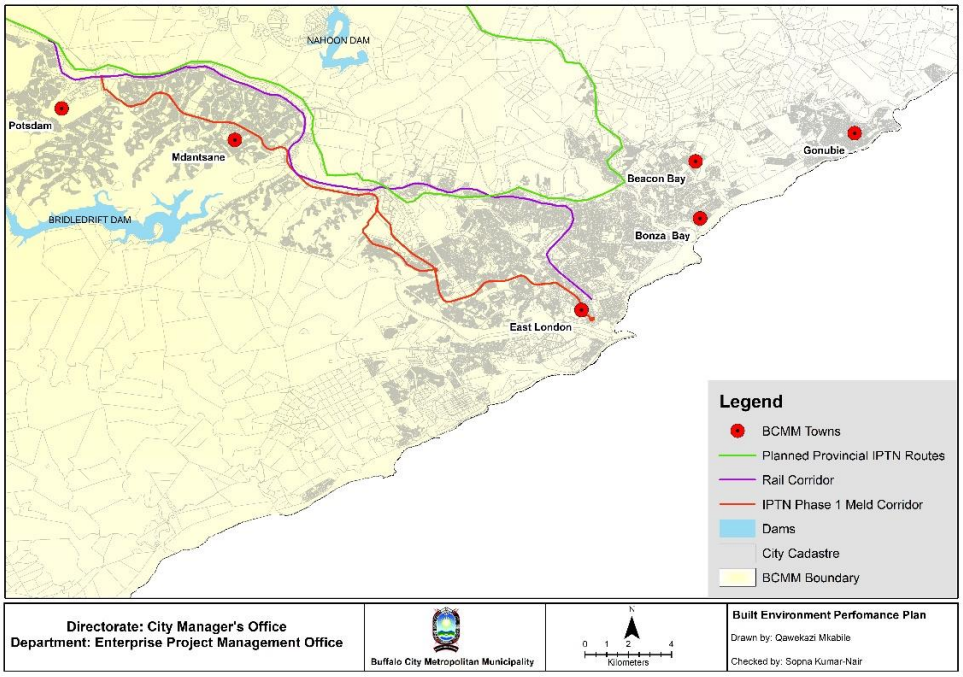


Figure B.7: IPTN Trunk Services: Phase 1 MELD Corridor (Source: BCMM IPTN: 2018)
 Green routes indicate planned Provincial IPT Routes, Red routes indicate the BCMM IPTN and Purple indicates the Rail Corridor

B1.3 Marginalised Residential Areas

The implementation of the infrastructure components of BCMM's settlement planning projects are primarily funded through the Urban Settlements Development Grant (USDG) as well as the Informal Settlements Upgrading Programme Grant (ISUPG). The 2019-20 national budget introduced what is called an "Upgrading Informal Settlements Programme (UISP) Window" for 2019/20 where 20% of the USDG has to be spent on informal settlement upgrades. How this funding is allocated within a broader integrated spatial logic, will determine the extent of transformation possible for these settlements. In addition to informal settlements, there are other marginalised residential areas where people are deprived and in need of opportunities. These areas are typically not the focus of private developers and are likely to require intervention from government, in order to flourish as neighbourhoods.

Buffalo City Metropolitan Municipality's draft review of its Integrated Sustainable Human Settlements Plan (ISHSP) has largely focused on the demand and needs around state subsidised housing. It has been noted that further extensive work on the analysis of needs around the remaining residential property market is vital in order to promote the development of a greater mix of housing types and options within the Metro. This will align the needs of the residential market as well as provide a holistic vision to meet desired impacts of spatial transformation.

The key findings of the BCMM Informal Settlement Study (2010) are as follows:

- Total of 154 informal settlements within the Urban Edge
- Total of approx. 41,238 informal dwellings (excludes backyards dwellings)
- Duncan Village – Approx. 20,000 informal dwellings
- East London KWT – 13,352 informal dwellings
- Mdantsane – 7,886 informal dwellings
- Population: ±155,080 in informal settlements (Excluding back yards dwellings)

Figures B.8a, 8b and 8c indicate the location of all the urban and inland informal settlements.

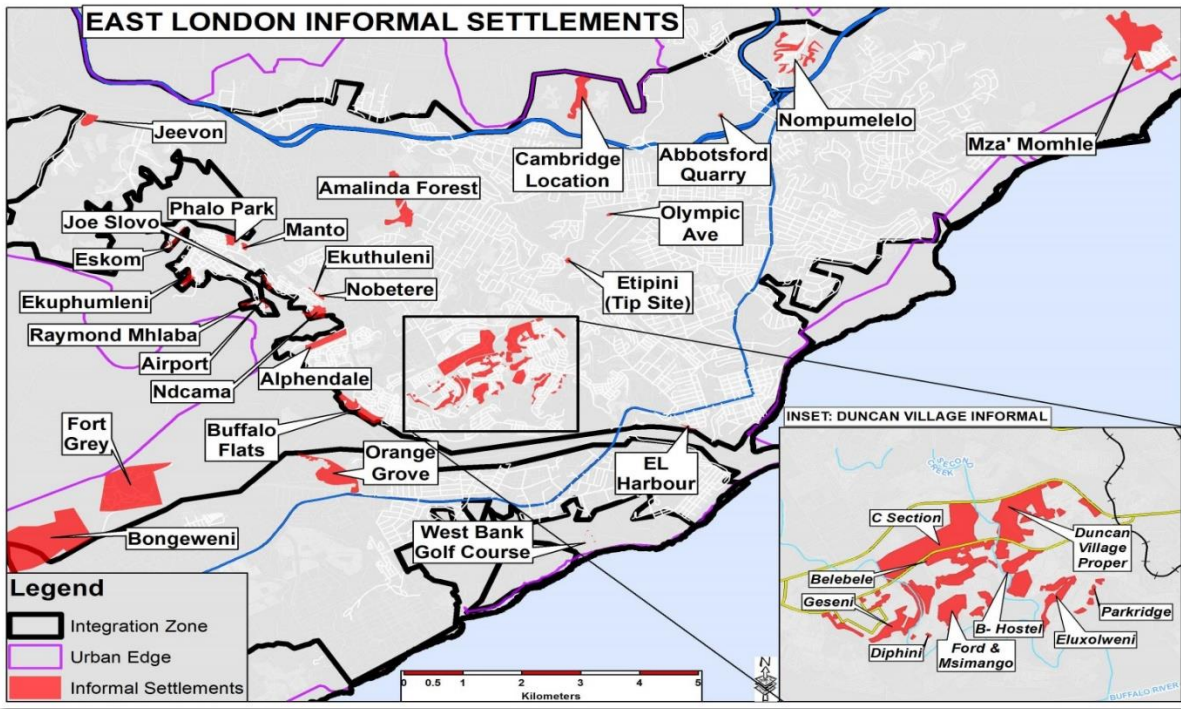


Figure B.8a: East London Urban Informal Settlements (Source: Informal Settlements Study, 2010)

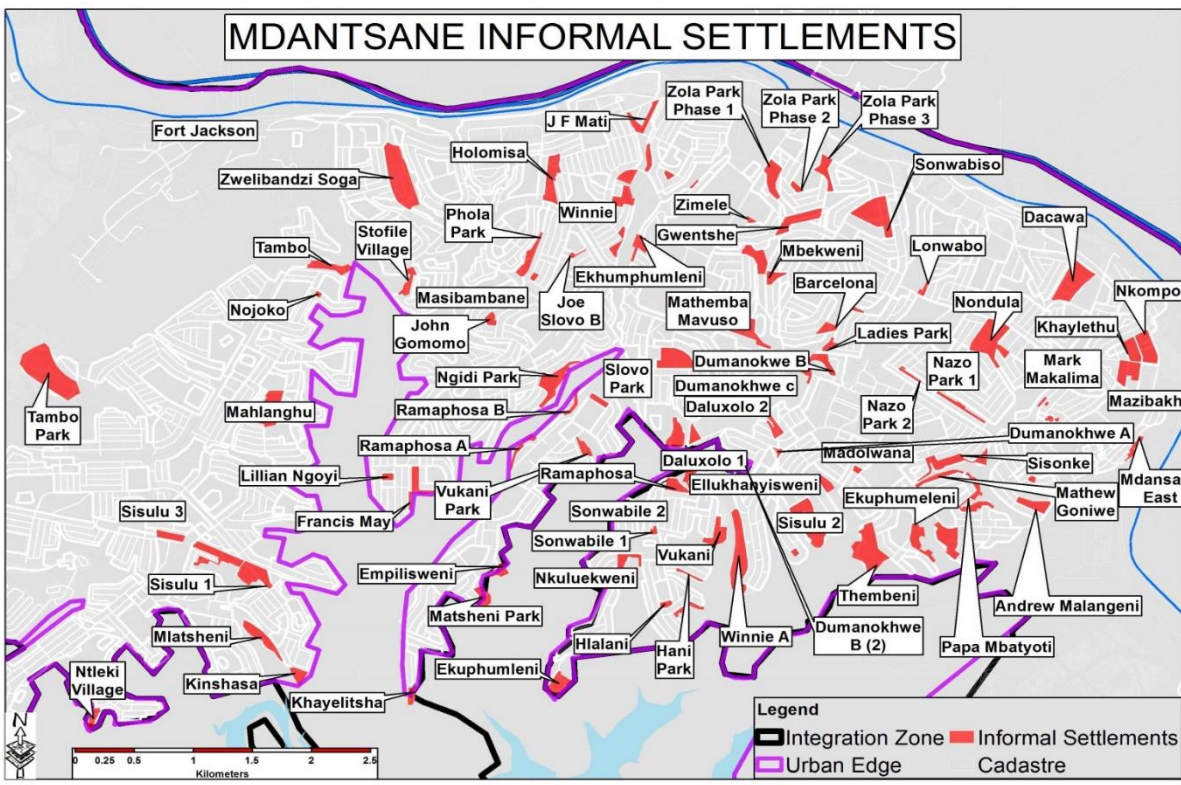


Figure B.8b: Mdantsane Urban Informal Settlements (Source: Informal Settlements Study, 2010)

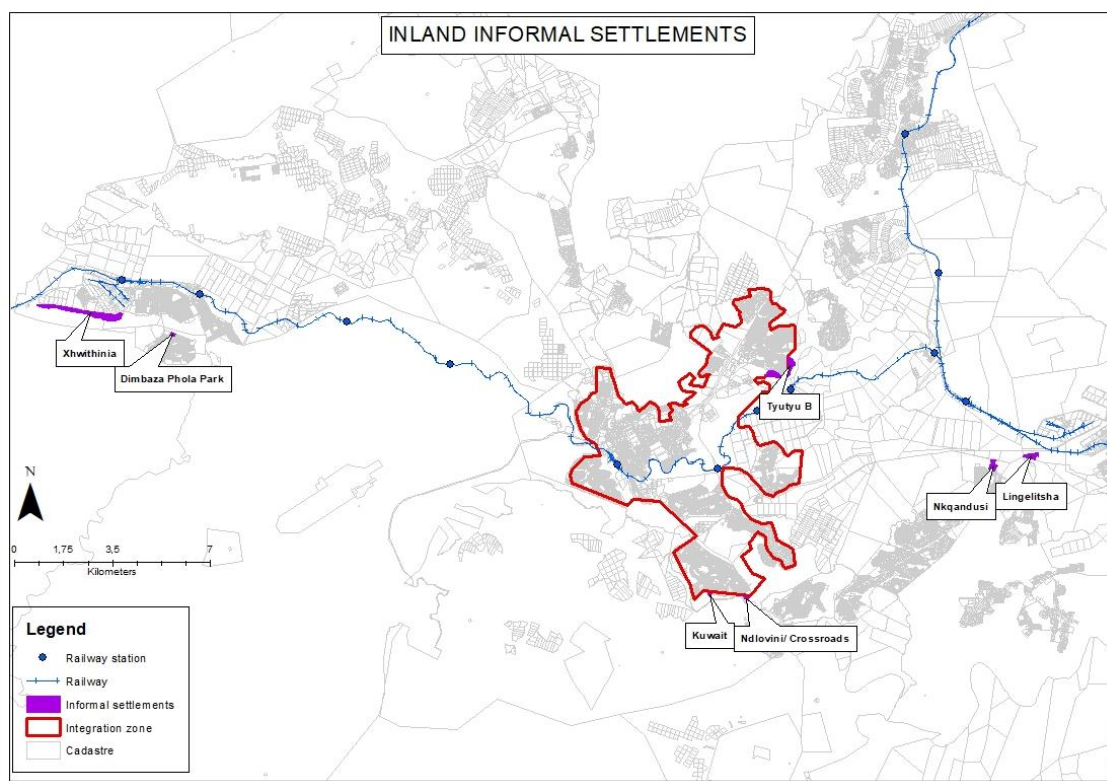


Figure B.8c: Urban Informal Settlements within the Secondary Integration Zone (Source: Adapted from the Informal Settlements Study, 2010)

B1.3.1 Marginalized Areas within the Primary Integration Zone

It is noted that all marginalised areas require public intervention in order to bridge the developmental gap in these areas. Through transversal engagement both within the municipality and with provincial and national spheres it is required that resources are aligned in order to impact on quality of living within marginalised areas.

The following table outlines all existing townships and Informal Settlements / Informal Settlement Upgrade Projects within the Primary Integration Zone. These include ongoing projects as well as previously completed upgrade projects.

Townships	Informal Settlements
Mdantsane, Potsdam, Reeston	Zola Park 1,2,3; Sonwabiso; JF Mati; Holomisa; Winnie; Zimele; Gwentshe; Mbekweni; Barcelona; Lonwabo; Dacawa; Nkompo; Khaylethu; Nondula; Ladies Park; Nazo Park 1,2; Mark Makalima; Mazhibakh; Mdanstsane East; Mathew Goniwe; Sisonke; Dumanokhwe A; Andrew Malangeni; Papa Mbatyoti; Thembeni; Dumanokhwe B(2); Winnie A; Sisulu 2; Ekhupumeleni; Madolwana; Elukhanyisweni; Daloxolo; Dumanokhwe B, C; Vukani; Hani Park; Sonwabile 1 & 2; Nkululekweni; Hlanlani; Ekuphumeleni; Empilisweni; Ramaposa; Ramaposa A, B; Vukani Park; Joe Slovo B; Slovo Park; Phola Park; Masibambane; John Gomomo; Stofile Village; Tambo; Zwelibandzi

	Soga; Nojoko; Mahlangu; Lillian Ngoyi; Tambo Park; Sisulu 1,3; Mlatsheni; Kinshasa; Khalelitsha; Ntleki Village; Tambo Park
West Bank	Orange Grove; Fort Grey; Bongweni; East London Harbour; West Bank Golf Course;
MELD Corridor Central: Amalinda; Braelyn; Scenery Park; Second Creek; Bonanza	Cambridge Location; Amalinda Forest; Phalo Park; Manto; Etipini; Abbotsford Quarry; Manto; Phalo Park; Eskom; Jeevon; Joe Slovo; Ekhumeleni; Ekuthuleni; Nobetere; Olympic Avenue; Buffalo Flats; Alphendale; Airport; Raymond Mhlaba; Ndcama;
Duncan Village	Duncan Village Proper; C Section; Parkridge; Eluxolweni; B-Hostel; Ford & Msimango; Diphini; Geseni; Belebele
Other	Nompumelelo; Mzamomhle

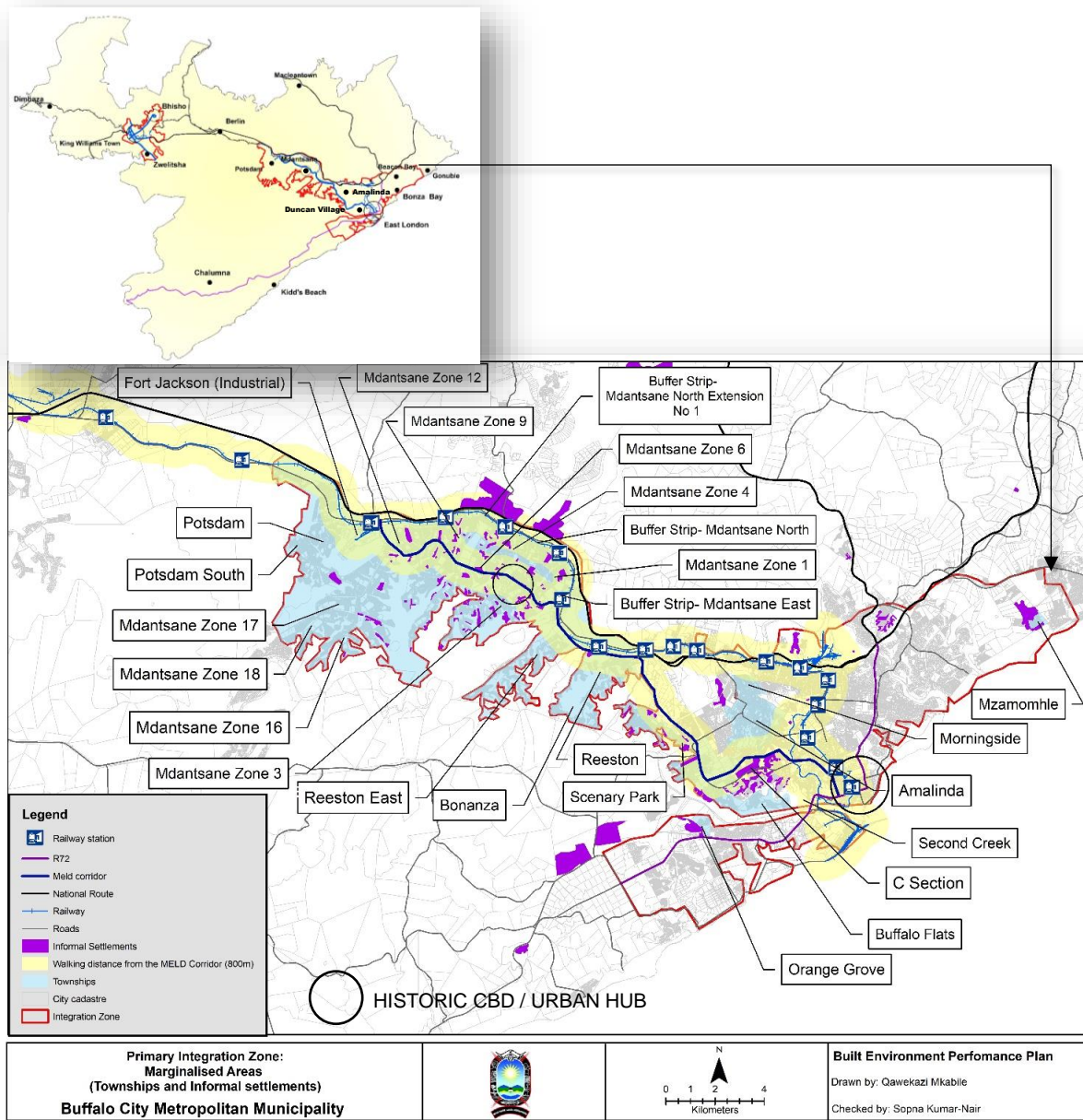


Figure B.9: Townships and Informal Settlements within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

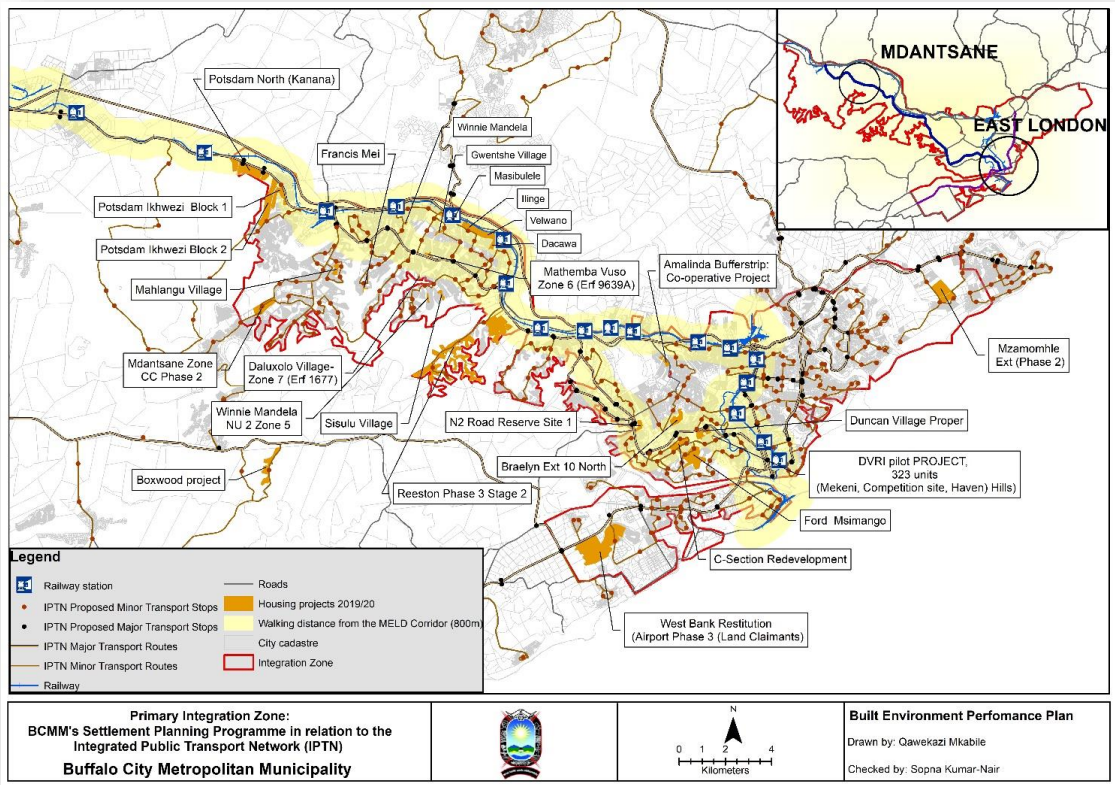


Figure B.10: Primary Integration Zone: BCMM's Settlement Planning Programme in relation to the IPTN (Source: BCMM BEPP 2019-20)

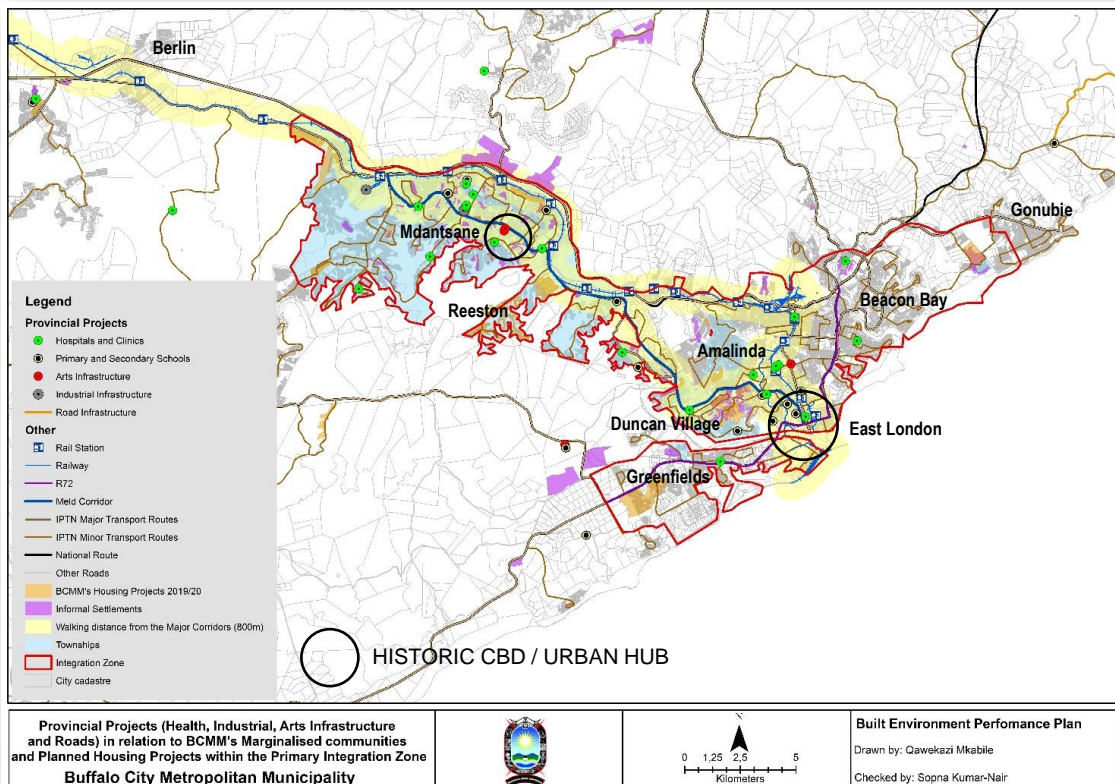


Figure B.11: Primary Integration Zone: Provincial Projects in relation to BCMM's Settlement Planning Programme (Source: BCMM BEPP 2020-21)

B1.3.2 Marginalized Areas within the Secondary Integration Zone

The following table outlines existing townships and Informal Settlement within the Secondary Integration Zone. Berlin, Dimbaza, Phakamisa and Ndevana are townships within the immediate surrounds of the secondary integration zone.

Townships	Informal Settlements
Ginsberg; Zwelitsha; Breidback;	Tyutyu; Kuwait; Ndlovini; Crossroads

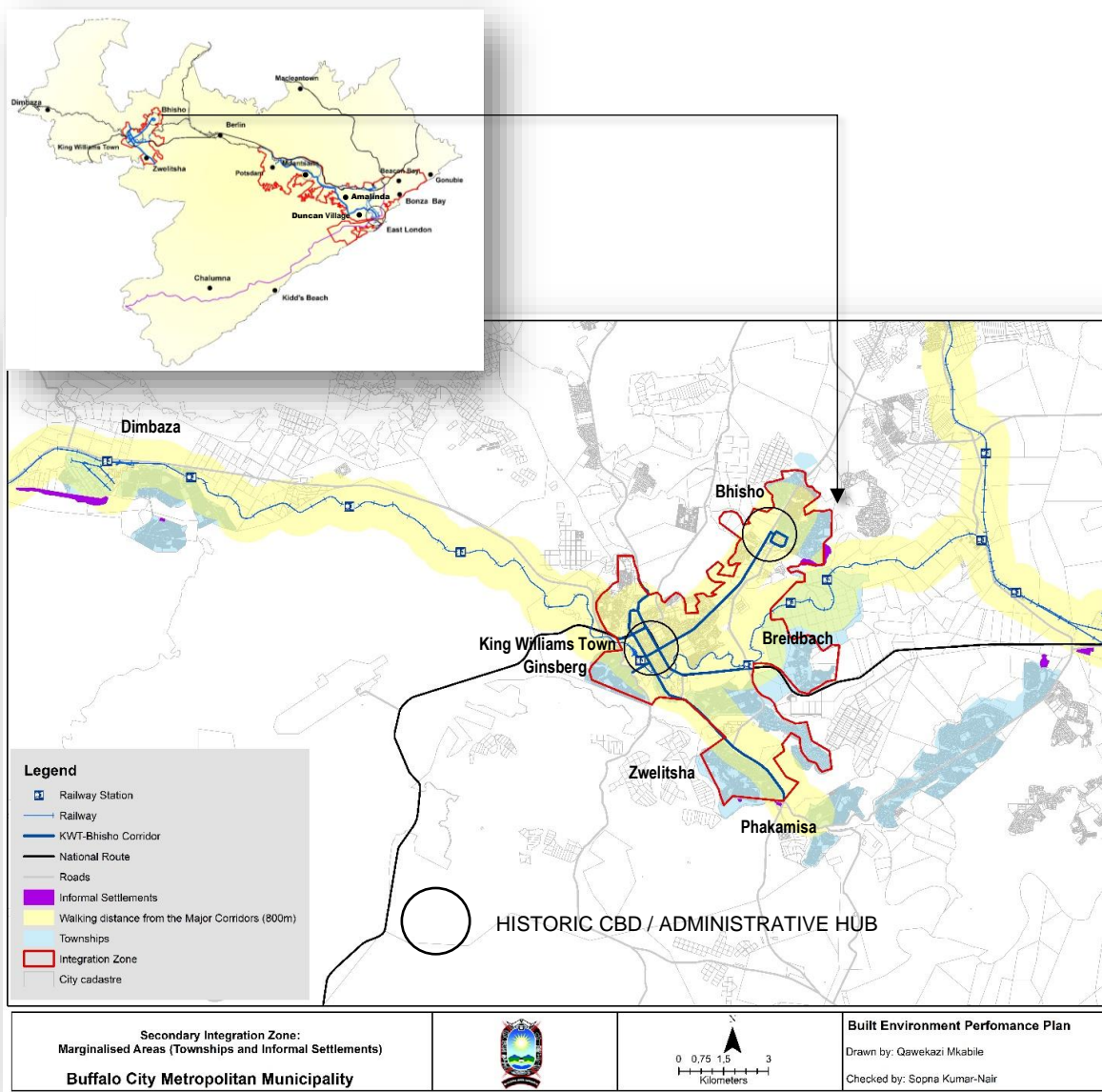


Figure B.12: Marginalised Areas within and surrounding the Secondary Integration Zone (Source: BCMM BEPP 2019-20)

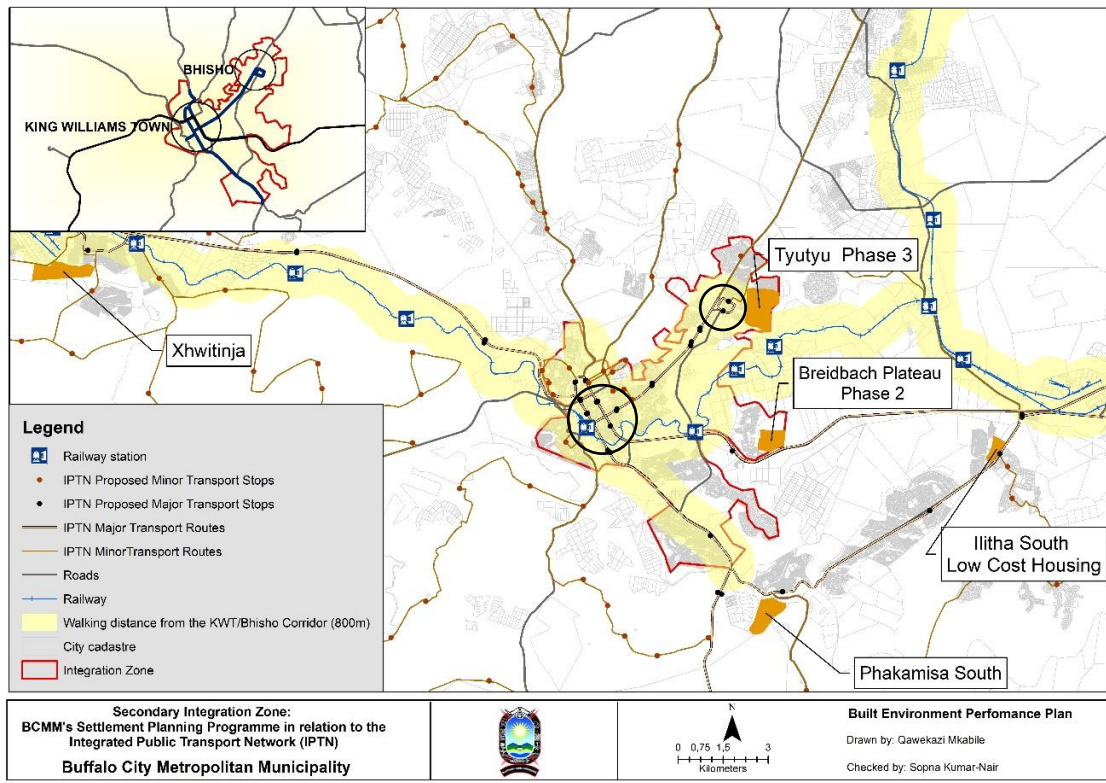


Figure B.13: BCMM's Settlement Planning Programme within the Secondary Integration Zone (Source: BEPP 2019-2020)

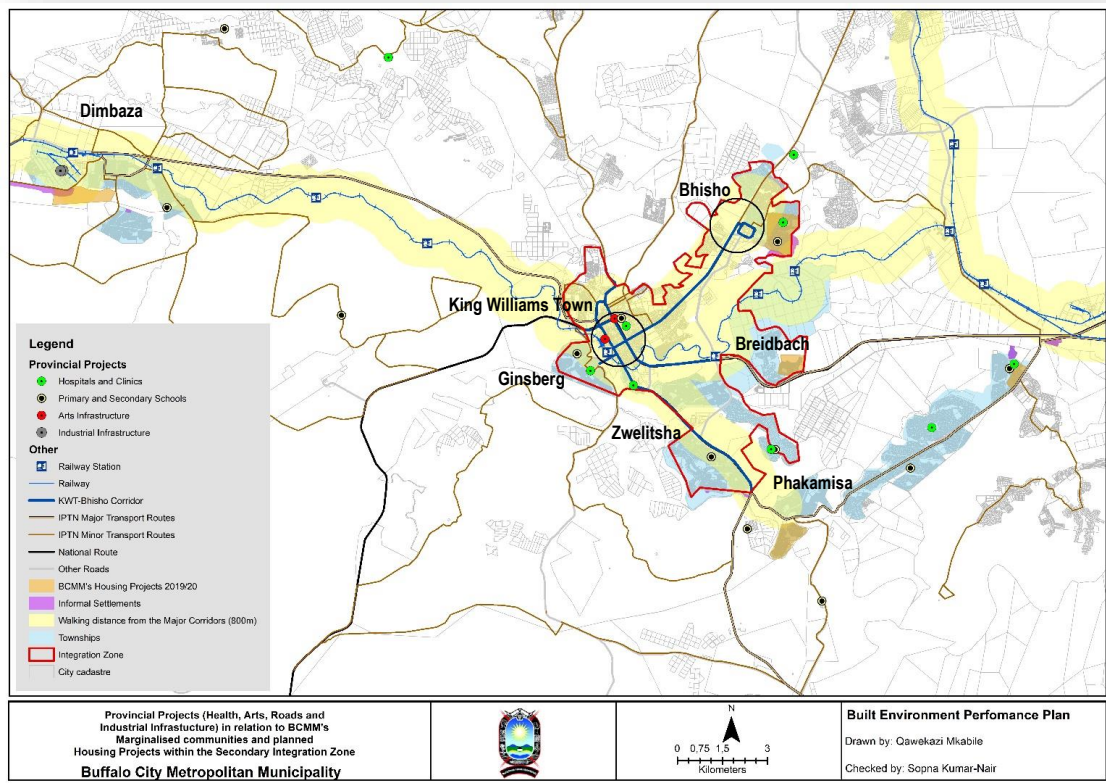


Figure B.14: Secondary Integration Zone: Provincial Projects in relation to BCMM's Settlement Planning Programme (Source: BCMM BEPP 2019-20)

B1.3.3 City wide marginalised rural communities outside the Primary and Secondary Integration Zones

Rural Townships / Villages	Informal Settlements
Potsdam Village Phase 1 & 2	Lingelitsha
Tsholomnqa (Coastal Disaster Project)	Nkqandusi
Needscamp	Dimbaza/Phola Park
Ducats	Xhwithinia
Dongwe	Ilitha North – 177 Units P5
Macleantown	
Lilyvale	
Tshabo 1 & 2	
Potsdam Khayelitsha	
Peelton Cluster (Majali, Mdange, Kwatrain, Nkqonqweni, Drayini & Esixekweni)	
Hanover	
Skobeni	
Sweetwater's Phase 1	
Sweetwater's Phase 2	
Dimbaza South	
Dimbaza Phase 2	
Boxwood	

B1.3.4 BCMM's Settlement Planning Programme

With reference to maps B.10 and B.13 above, the following Table highlights the key initiatives that BCMM has progressed with in terms of planning for the upgrade of informal settlements.

Informal Settlements: Planning Activities		Status of Detailed Planning	Key Issues
1.	West Bank Restitution	Planning has been completed and the Township Establishment has been approved.	
2.	East Bank Restitution	Planning has been completed and Township Establishment has been approved. The letter of Approval has been issued.	Environmental Approval

3.	Kwatshatshu Township Establishment.	Subdivision and Rezoning of supported through Council.	The application has been recommended for approval by the Member of Executive Committee: Department of Cooperative Governance and Traditional Affairs at the Land Use Planning Board meeting held on 31 January 2020. The Metro is awaiting the letter of approval.
4.	Xhwitinja Township Establishment	Subdivision and Rezoning of supported through Council.	Awaiting the finalisation of the transfer of land from the Department of Rural Development and Land Reform before approval by the MEC of COGTA.
5.	Nondula	Planning has been completed and Township Establishment has been approved.	Area densely populated
6.	Ginsberg Township Establishment	Township Establishment has been approved. The letter of Approval has been issued.	Planning has been completed and the Township Establishment has been approved.
7.	Nompumelelo Area: Feasibility Study	Feasibility Study has been approved by Council.	Feasibility Study has been approved.
8.	Smiling Valley Feasibility Study for Township Establishment	Smiling Valley Feasibility Study has been approved.	Feasibility Study has been approved.
9.	Quenera Area: Feasibility Study	Draft Feasibility Study has not yet been completed.	Consultation with the Ward Councillor still outstanding before finalisation of the feasibility study.
10.	Sonwabiso Informal Settlement: Feasibility Study.	Draft Feasibility Study has not yet been completed.	Draft Feasibility Study being circulated to key stakeholders before approval by Council.
11.	Cuba and Eluxolweni Feasibility Study.	Bid Specs for the Feasibility Study currently being compiled for submission to SCM.	Transfer of land from Amathole District Municipality to BCMM needs to be concluded.
12.	Emajantiyeni / Berlin / Lingelitsha Ph 1 and Ph 2.	Planning has been completed and the Township Establishment has been approved. The letter of Approval has been issued.	None
13.	Mzamomhle Phase 3	Planning has been completed and the Township Establishment has been approved. The letter of Approval has been issued.	None
14.	Hlalani Park	Planning has been completed and the Township Establishment has been approved. The letter of Approval has been issued.	None

15.	Slovo Park	Application submitted to COGTA, currently awaiting their approval	None
16	Ekuphumleni (Ward 42)	Application submitted to COGTA, currently awaiting their approval	None
17.	Gwentshe	Preparation of report to BCMM council for their support, thereafter submission of application to COGTA for final approval	Presentation of Draft to affected Ward Councillors
18.	Nkomponi	Initial stages of planning thereof	None
19.	Khayaalethu	Initial stages of planning thereof	None
20.	Hlalani Overspill	Identification of land and initial stages of planning thereof	Identification of suitable land within close proximity to the existing Hlalani
21.	Ekuphumleni (Ward 11)	Draft layout plan completed, liaising with Dpt. of Agriculture thereafter proceed with circulation	None
22.	Beacon Bay North Feasibility Study	Service provider appointed and has commenced with the feasibility study	None
23.	Tyutyu Feasibility Study	Draft Feasibility Study submitted and circulated for comment	None
24.	Sweetwaters (KWT) Feasibility Study	Draft Feasibility Study submitted and circulated for comment	None

Source: BCMM's Settlement Planning Department (2020-21)

B1.3.5 Prioritised Projects from the National Department of Human Settlements

The National Department of Human Settlements (NDoHS) through the National Upgrading Support Program (NUSP) made funds available to municipalities, including BCMM, to develop an Informal Settlement Upgrading Policy and Strategy and to complete development plans for the in-situ upgrading of identified informal settlements. NUSP Round 1 in BCMM covered 32 identified informal settlements and through public participation from the affected communities, 32 development plans for the in-situ upgrading were developed. BCMM Informal Settlement Upgrading Policy and Strategy was also developed. Council approved both the Informal Settlement Upgrading Policy and Strategy and Development plans on the 25th of November 2015. Implementation of the approved development plans has however been a challenge due to departments indicating that the development plans are not in line with their requirements in order to implement. Below is the list of informal settlements included in NUSP Round 1.

NUSP Round 1 Informal Settlements		No. of Informal Structures
1.	Amalinda Forest	1184
2.	Andrew Mlangeni	89
3.	Barcelona	37
4.	Bisho-Tyutyu	465
5.	Cambridge Location	1341
6.	Dimbaza South ext. 3 Phola Park	35
7.	Duncan Village -Gesini	185
8.	Duncan Village – New Rest	250
9.	Eluxolweni	701
10.	Holomisa	120
11.	Reeston- Jevon	115
12.	Zwelitsha- Ndlovini / Crossroads	65
13.	Ladies Park	41
14.	Lonwabo	31
15.	Mahlangu	214
16.	Mbekweni	53
17.	Mdantsane- Dacawa	253
18.	Mdantsane – Daluxolo 1	111
19.	Mdantsane - Khaylethu	150
20.	Mdantsane – Mark Makalima	40
21.	Mdantsane - Masibambane	35
22.	Mdantsane - Nkomponi	172
23.	Mdantsane – Phola Park	150
24.	Mdantsane – Slovo Park	280
25.	Mdantsane – Stofile Village	75
26.	Scenery Park - Airport	39
27.	Scenery Park - Eskom	79
28.	Scenery Park - Ekuphumleni	98

29.	Scenery Park - Manto	96
30.	Scenery Park – Phola Park	209
31.	Winnie	164
32.	Zola Park 1,2 and 3	97
	TOTAL	6974

Source: BCMM Human Settlements Directorate

A second round of projects were further identified for upgrade as part of the NUSP. As in the case with NUSP Round 1, National Department of Human Settlements appointed a service provider to prepare development plans to upgrade the additional informal settlements. Below is the list of informal settlements included in NUSP Round 2.

NUSP Round 2 Informal Settlements		Ownership / Property description	No. of units	Est. Population 2008
1.	Diphini - Duncan Village	Erf 34876; RE/32680	816	3100
2.	Bebelele - Duncan Village	To be confirmed	1028	3906
3.	Nondula - Mdantsane	Erf 3053 - 3056; 3099; 3100; 3098	445	1691
4.	Nazo Park 1 & 2 - Mdantsane	(To be confirmed) - Erf 3046	33	125
5.	Gwentshe - Mdantsane	(BCMM) - Erf 9626	28	106
6.	Ekhupumleni 2 - Mdantsane	(BCMM) - Erf 3394	53	201
7.	Ramaphosa A - Mdantsane	(To be confirmed) - Erf 1369; 1394	60	148
8.	Ramaphosa B - Mdantsane	(To be verified)	90	342
9.	Ramaphosa - Mdantsane	POS next to erf 2542 & 2589	60	228
10.	Lilian Ngoyi - Mdantsane	(BCMM) - Rem erf 4976	60	228
11.	Mlatsheni – Mdantsane	(BCMM) - Farm 1404	96	365
12.	Masibakhe - Mdantsane	(BCMM / Private) Erf 9945; 9946; 9941; 921; 10114; 907; 908; 909; 910; 911	195	741
13.	Elukhanyisweni - Mdantsane	(BCMM) - Erf 5102	27	102
14.	Zimele - Mdantsane	(BCMM) - Erf 10446 - 10448; Rem 9614; 10441; 10442	11	42
15.	Mathemba Vuso-Mdantsane	(BCMM) - Erf 9548; 9637; 9638; 9639	180	684
16.	Ekhupumleni - Mdantsane	(To be verified) - Erf 1107; 1108; 1202	70	266
17.	JF Mati - Mdantsane	(BCMM/Private) - Erf 58; 79; 91; 92; 93	72	273
18.	Duma Nokhwe A -Mdantsane	(BCMM) - Erf 6169	20	76

19.	Duma Nokhwe B -Mdantsane	(BCMM) - Erf 6172	89	338
20.	Duma Nokhwe C -Mdantsane	To be confirmed	54	205
21.	Vukani Park - Mdantsane	To be confirmed	32	121
	TOTAL		3519	13288

Source: BCMM Human Settlements Directorate

B1.3.6 BCMM's Prioritised Informal Settlements Programme: ISUPG (Informal Settlement Upgrade Programme Grant)

BCMM's Prioritised Informal Settlements Upgrade Programme of projects for 2020-21 funded through the ISUPG (ringfenced from the USDG) is outlined in the Table below. These projects are classified in terms of the various NUSP Categories.

Category A: Imminent Full Upgrading: Rapid Formalisation, full services.

Category B1: Interim basic services: Provision of interim services leading to eventual formalisation.

Category B2: Emergency basic services: Provision of emergency basic services BUT leading to eventual relocation.

Category C: Rapid relocation to a site which is already available or imminently available

The location of these projects in relation to the Primary and Secondary Integration Zone are shown in maps B.15 and B.16 below.

2020/2021 Draft Isupg Funded Projects					
Settlement Name	Project Name	Est. No. Households	NUSP Category	Project Phase	2020/2021 Draft Budget
Duncan Village	Duncan Vill Comp/Site	131	C	Phase 3	R 2 000 000
Duncan Village	Duncan Village Proper	731	C	Phase 3	R 5 000 000
Duncan Village	D Hostel	356	C	Phase 3	R 18 500 000
Duncan Village	C Section & Triangular Site	1493	C	Phase 3	R 9 250 000
Duncan Village	Ford Msimango	199	C	Phase 3	R 5 050 000
Duncan Village	N2 Road Reserve	353	A	Phase 2	R 5 000 000
Xhwithinja	Xhwitinja	383	A	Phase 2	R 5 000 000
Tyutyu	Tyutyu Phase 3	150	A	Phase 3	R 5 500 000

Braelyn Extension 10	Braelyn Ext 10	566	A	Phase 2	R 500 000
Duncan Village	Reeston Phase 3 Stage 2	2550	C	Phase 3	R 10 500 000
Duncan Village	Reeston Phase 3 Stage 3	66	C	Phase 2	R 500 000
Mahlangu/Thambo Park/Sisulu/Mlatsheni/St ofile	Mdantsane - Zone 18 Cc Phase 2	91	A And C	Phase 3	R 12 000 000
Mdantsane Infill	Hlalani	29	A	Phase 2	R 250 000
Mdantsane Infill	Phola Park	36	A	Phase 3	R 250 000
Ilitha Township	Ilitha North 177 Units	177	A	Phase 3	R 4 450 000
Mdantsane Infill	Empilisweni	26	A	Phase 2	R 360 400
Mdantsane Infill	Matsheni Park	51	A	Phase 3	R 360 400
Mdantsane Infill	Khayelitsha	67	A	Phase 3	R 500 000
Mdantsane	Slovo Park	150	B1	Phase 2	R 500 000
Scenery Park	Ekuphumleni	30	A	Phase 3	R 500 000
Mdantsane Infill	Ethembeni	150	B2	Phase 2	R 50 000
Phakamisa	Phakamisa South	950	A	Phase 3	R 5 500 000
Mzamomhle	Mzamomhle Php	1553	A	Phase 3	R 4 000 000
Berlin	Berlin Lingelitsha	119	A	Phase 3	R 500 000
Orange Grove	Boxwood	4500	C	Phase 3	R 25 000 000
Francis- Mei	Mdantsane Infill - Cluster 2	70	A	Phase 3	R 5 000 000
Mahlangu	Mdantsane Infill - Cluster 2	123	A And C	Phase 2	R 500 000
Mathemba Vuso	Mdantsane Infill - Cluster 2	75	A	Phase 3	R 1 500 000
Sisulu	Mdantsane Infill - Cluster 2	154	A	Phase 3	R 2 000 000
Daluxolo	Mdantsane Infill - Cluster 2	88	A	Phase 3	R 3 000 000
Hani Park	Mdantsane Infill - Cluster 2	105	A	Phase 3	R 1 500 000
Winnie Mandela	Mdantsane Infill - Cluster 2	300	A	Phase 3	R 500 000
Masibulele	Mdantsane Infill - Cluster 1	165	A	Phase 3	R 3 500 000

Ilinge	Mdantsane Infill - Cluster 1	620	A	Phase 3	R 500 000
Velwano	Mdantsane Infill - Cluster 1	380	A	Phase 3	R 500 000
Dacawa	Mdantsane Infill - Cluster 1	315	A	Phase 3	R 1 000 000
Potsdam	Potsdam Ikhwezi Block 1	656	A	Phase 3	R 7 000 000
Potsdam	Potsdam Ikhwezi Block 2	842	A	Phase 2	R 1 000 000
Potsdam	Potsdam North Kanana	868	A	Phase 3	R 3 800 000
Total		19 668			R152 270 800.00

Source: BCMM Human Settlements Directorate (2020-21)

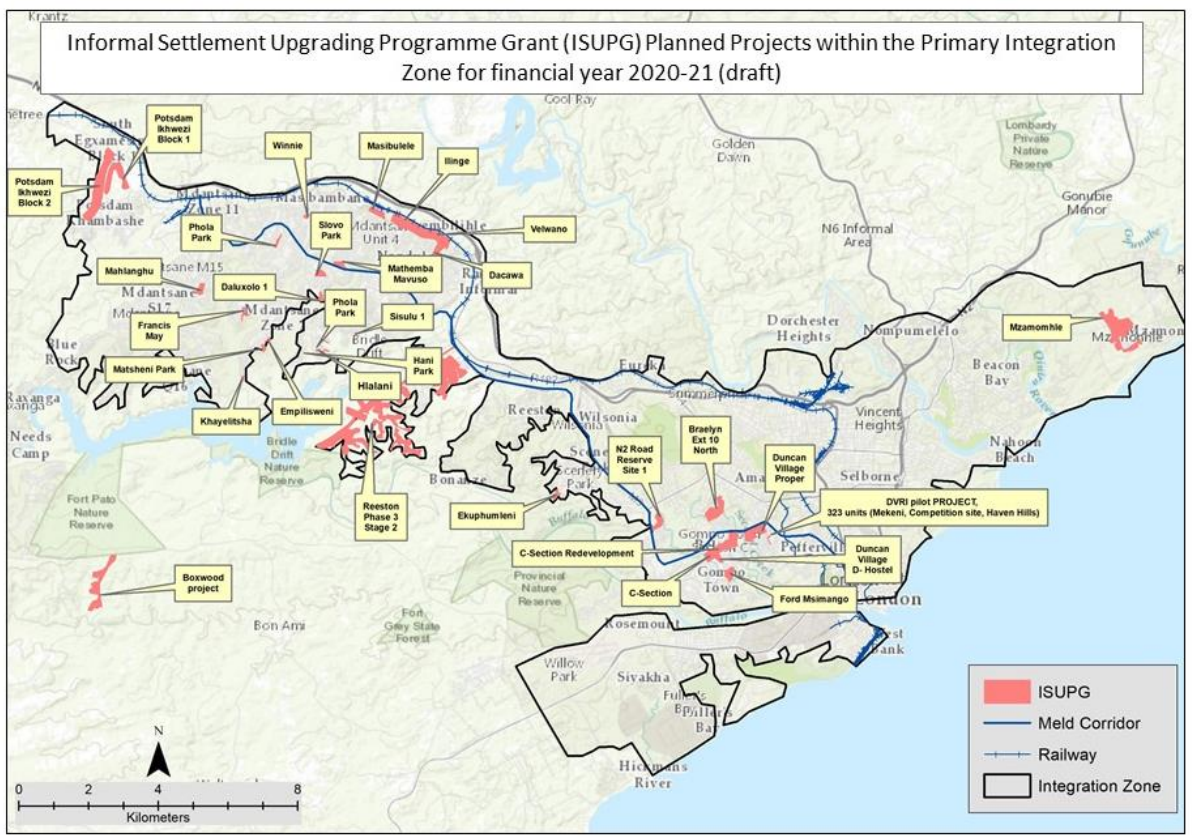


Figure B.15: 2020-21 ISUPG projects in relation to BCMM's Primary Integration Zone (Source: BCMM DRAFT BEPP 2020-21)

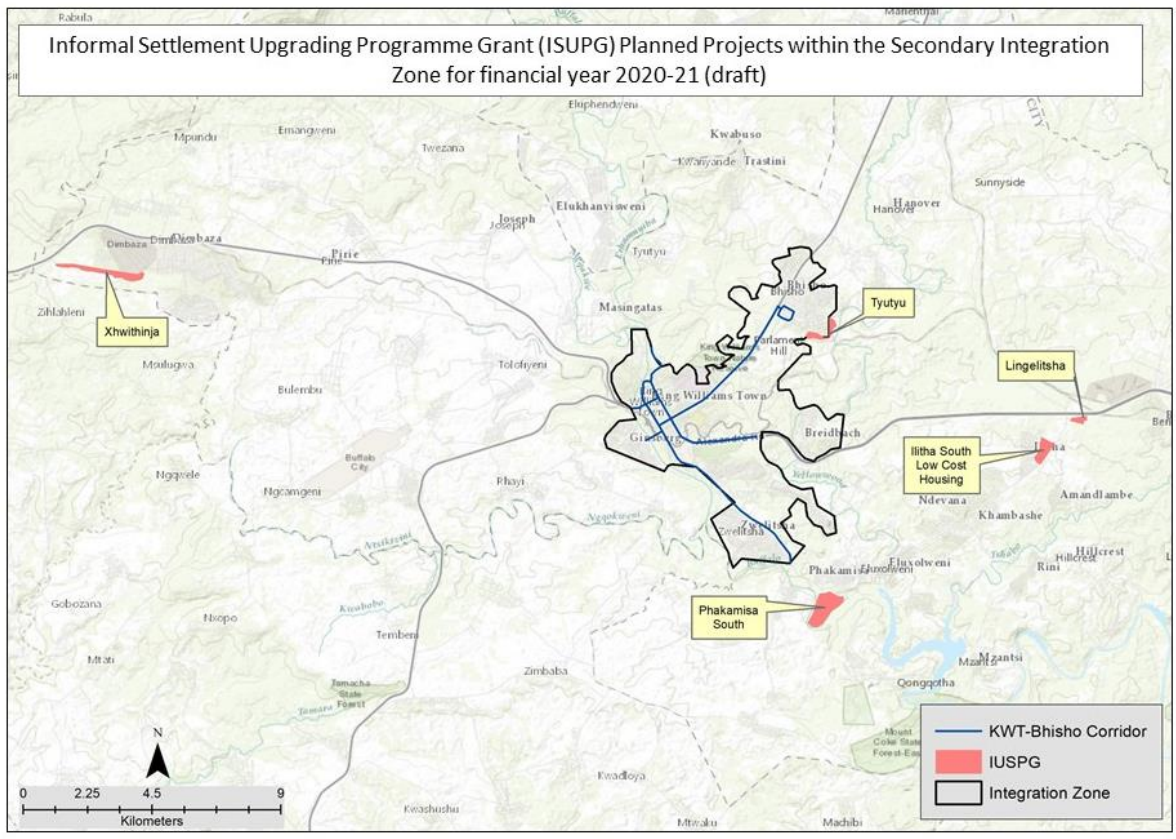


Figure B.16: 2020-21 ISUPG projects in relation to BCMM's Secondary Integration Zone (Source: BCMM DRAFT BEPP 2020-21)

Risks associated with Human Settlement upgrade programmes and projects:

Risk	Possible Action
<ul style="list-style-type: none"> Delays signed agreements with province. 	<ul style="list-style-type: none"> Adherence to procedures. Proper monitoring of the procedures. Interdepartmental coordination.
<ul style="list-style-type: none"> BCMM owned land unavailability for housing development. 	<ul style="list-style-type: none"> Engagement of intergovernmental stake holders to discuss possible land acquisition.
<ul style="list-style-type: none"> Vandalism Forced occupation. Challenges in beneficiary registration. 	<ul style="list-style-type: none"> Re-establishment of beneficiary allocation committee.
<ul style="list-style-type: none"> Internal services and internal connections and top structures at different levels of planning (USDG and HSDG not always aligned). 	<ul style="list-style-type: none"> Align the implementation of the USDG and HSDG projects
<ul style="list-style-type: none"> Integrated planning for human settlements to provide for social amenities. 	<ul style="list-style-type: none"> Engage different stakeholders at the conceptual and planning stages of the human settlement projects.
<ul style="list-style-type: none"> Possible litigations. 	
<ul style="list-style-type: none"> Incapacity of service providers. 	<ul style="list-style-type: none"> Due diligence of service providers.

<ul style="list-style-type: none"> • Land acquisition and release. • Land owned by Ciskei government: release is recommended by council and approved by COGTA. • RSA: Land is approved by council. 	
<ul style="list-style-type: none"> • Non-adherence to EPWP processes. 	

B1.4 Economic Nodes

Economic nodes are seen as vital to the functioning and performance of the urban spatial economy as well as for maintaining sustainable livelihoods. Economic nodes should accordingly be identified and prioritised. (NT Guidance Note, 2017). The City is currently busy with assembling **incentive schemes to promote private sector investment** within strategic economic nodes as well as within its catalytic programmes and strategic city-wide initiatives.

B1.4.1 Economic Nodes / Employment Centres within the Primary Integration Zone

The Table below classifies all key economic nodes within the city into three categories: established nodes, emerging nodes and declining nodes. Spatial targeting implies that all economic nodes which fall within corridors of accessibility in close proximity to marginalised areas need to be prioritised and promoted for consolidation.

The Port, the Mercedes Benz South Africa complex, the ELIDZ and Airport together form a strategic corridor of investment which drives the economy of East London. As such it is an area of focus which was introduced through the 2019-20 BEPP as a catalytic programme for further consolidation.

Established Nodes / Employment Centres	Emerging Nodes	Declining Nodes
CBD's		
East London CBD	Mdantsane CBD	
COMMERCIAL NODES		
Vincent Berea Node	Quenera/N2	
Nahoon – Old Transkei Road	Mount Ruth Station/N2	
Nahoon – Beach Road	Arnoldton Station/R102	
Beacon Bay/N2	Brakfontein/N2	
Cambridge – Queen Street node	Amalinda Junction/R102	
Amalinda Main Road		
Queen Street Cambridge		

MINOR MIXED LAND USE NODES (EXISTING)		
Bonza Bay Road/Spargs	Mdantsane - Golden Highway	
Abbotsford	Duncan Village - Ndende	
	Cove Ridge/R72	
INDUSTRIAL		
Wilsonia 213ha		Da Gama 106ha
Arcadia 46ha		Fort Jackson 104ha
Braelynn/North End 39ha		
West Bank 197ha		
East London IDZ 242ha		
Chiselhurst 10ha		
Cambridge 6ha		
Beacon Bay 6ha		
Meisies Halt 36 ha		

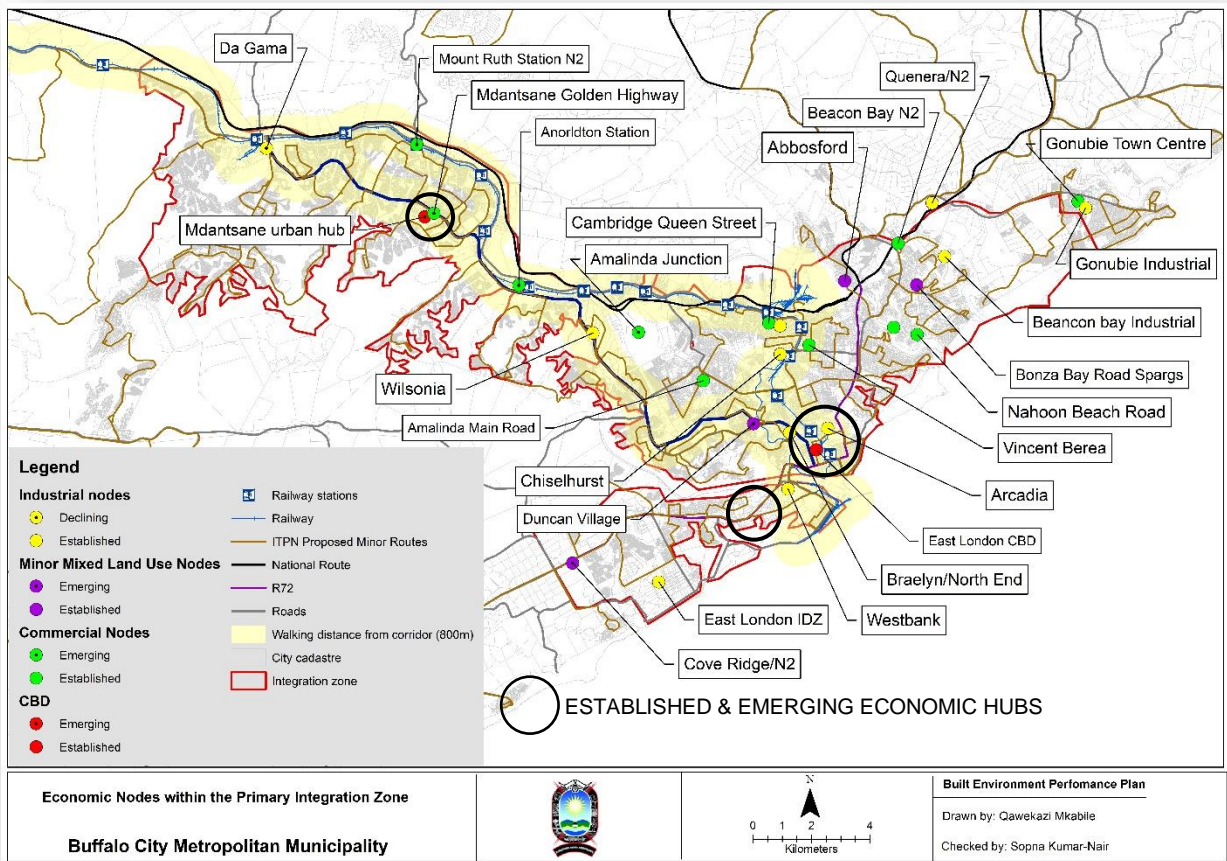


Figure B.15: Economic Nodes within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

West Bank Industrial Cluster

The main industrial areas on the West Bank are Gately; Woodbrook and the IDZ.

Mercedes Benz South Africa (MBSA) which is located in Gately and is BCMM's largest employer. MBSA has made a major contribution to industrial property take-up in East London and continues to underpin demand for companies supplying MBSA.

The East London IDZ comprises some 1,500 ha of land, which is divided into five development zones, located between the R72 and the Indian Ocean. The ELIDZ is located on Buffalo City's West Bank adjacent to the port of East London and the East London Airport. The East London Industrial Development Zone (Pty) Ltd markets and manages the industrial land within the IDZ. The IDZ has a number of functional zones that have been created offering different marketing potentials.

The East London Industrial Development Zone established a **Science and Technology Park (STP)**. It is an innovation hub aimed at speeding up the pace of economic development in the Eastern Cape by increasing the competitiveness, efficiency and effectiveness of local industry. The ELIDZ STP is the only park of its kind in the country which is linked to an IDZ and was conceived as a catalyst for growth, collaboration.

The East London Industrial Development Zone will offer significant development potential in the medium term, which would create opportunities for the development of urban settlement extensions in that part of the East London city area (West Bank).

Current initiatives and projects of the ELIDZ include:

Project name	Project description	Budget allocation for 2019-20	Budget Source	Phase of project
IOX International Sea Cable / Meet me Room	Landing of an international sea cable	R63m for meet-me-room phase 1	Provincial Treasury/DTI	Advanced
KGI Holdings	BPO Facility of 300 seats then a move to 3000 seats (9000 jobs)	Budget currently awaited from the DTI.	DTI	Advanced. Pilot already running. Phase 2 to commence as soon as funding is secured. Will create 900 jobs and there is a need for BCMM assistance with

				transport, housing, schooling.
SMME Factory Units	Factory units for the SMME sector	Application with the DTI lodged but outcome currently unknown.	DTI	Application submitted.
Multi-Purpose ICT Hub	A multi-purpose facility for the 3000-seater BPO facility, a 1000-seater disaster recovery center and an ICT academy	R701m is the funding requirement but it has not yet been sourced.	Funders not yet approached.	Concept and feasibility concluded.
Clari-Cluster	Part of the Factory Units project with the need for 5 SMME's to be created to support raw material supply and off-take from Clariter's processes	No funding secured yet, but application is in with the DTI.	DTI	Application submitted.
Energy Manufacturing Cluster	Another entity to be located in the Factory Units project.	Application to DTI submitted and DTI have already funded the cluster via their cluster program.	DTI funded the cluster and now a request has been submitted for them to fund the Factory Units.	Pilot already established and cluster is operational. The ELIDZ now needs a facility to house the cluster in the zone itself.
Smart Park/City Program	Conversion of the ELIDZ into a Smart Industrial Park with the potential to roll out services into the city	Concept prepared and the ELIDZ is currently seeking budget	USTDA have rejected funding the project but the DBSA and GEF are considering this now.	Concept complete and fundraising activities have commenced.

Source: East London IDZ

Prioritized Revitalization of Industrial areas

Most of the Industrial activity in Buffalo City is concentrated on the West Bank; North End; Arcadia; Wilsonia; Berlin and Zwelitsha. Most of the industrial developments in East London are developed in proximity to the main railway system that provides links to outlying areas such as King Williams Town.

The revitalisation of Industry and Industrial areas especially those located close to marginalised residential areas and which are currently in decline will aid in enhancing livelihood generation and improving the urban economy and hence BCMM's revenue base.

Buffalo City recognises the need to further diversify the local economy especially within the manufacturing sector. This would involve the diversification of markets for manufactured products and services. It is considered important to invest in intellectual capital, creativity and technical capabilities of the labour force through skills development. More private and public investment is required to accelerate the production of all economic sectors.

The institution has identified a number of existing areas which it considers as business development nodes and, as such, areas which it considers as having huge benefits to potential investors. Over and above the West Bank, these areas are; The North End, Wilsonia, Fort Jackson, Berlin, Zwelitsha and Dimbaza.

All these areas have existing infrastructure, some of which, with minimal investment in terms of infrastructure upgrades, could yield significant benefits for the local economy and contribute to the local GDP. It further needs to be recognised that these are effectively business nodes which could be developed to be closer to areas of labour resulting in reduced travelling costs for the labour force.

These industrial areas are the backbone of the Buffalo City Metro economy and house some of the major manufacturers and well known international brands such as Mercedes Benz, Nestle, Johnson & Johnson, First National Battery, Summerpride Food (Pineapple processing), Da Gama Textiles, Pro-glove, etc.

Other Industrial nodes

Inner City Industrial Cluster

Another industrial cluster is found in the areas that are located off the East London CBD to the North of the CBD; these are Arcadia, North End and Braelynn. The Nestle factory is located in North End and is also a major employer. There are signs of older properties in need of refurbishment and industrial activity typified by light manufacturing and warehousing.

Wilsonia Industrial Cluster

Wilsonia and Dawn constitutes this industrial cluster and is located north west of the CBD on the MELD corridor. The Johnson and Johnson factory is situated in Dawn and is also a significant contributor to the local economy. There are Council initiatives to upgrade the area

Mdantsane Industrial cluster

Fort Jackson remains attractive for industrialists seeking large spaces located in close proximity to a semi-skilled workforce. The node has been earmarked for further investment by the Eastern Cape Development Corporation (ECDC).

A new industrial area situated adjacent to Mount Ruth and the N2 has been identified and is intended to cater for the growing logistics industry in the region.

B1.4.2 Economic Nodes / Employment Centres within the Secondary Integration Zone

Established Nodes / Employment Centres	Emerging Nodes	Declining Nodes
CBD's		
King Williams Town CBD	Zwelitsha Town Centre	None
Commercial nodes		
Schornville		
Minor Mixed Land Use Nodes (Existing)		
None		
Administrative Node		
Bhisho		

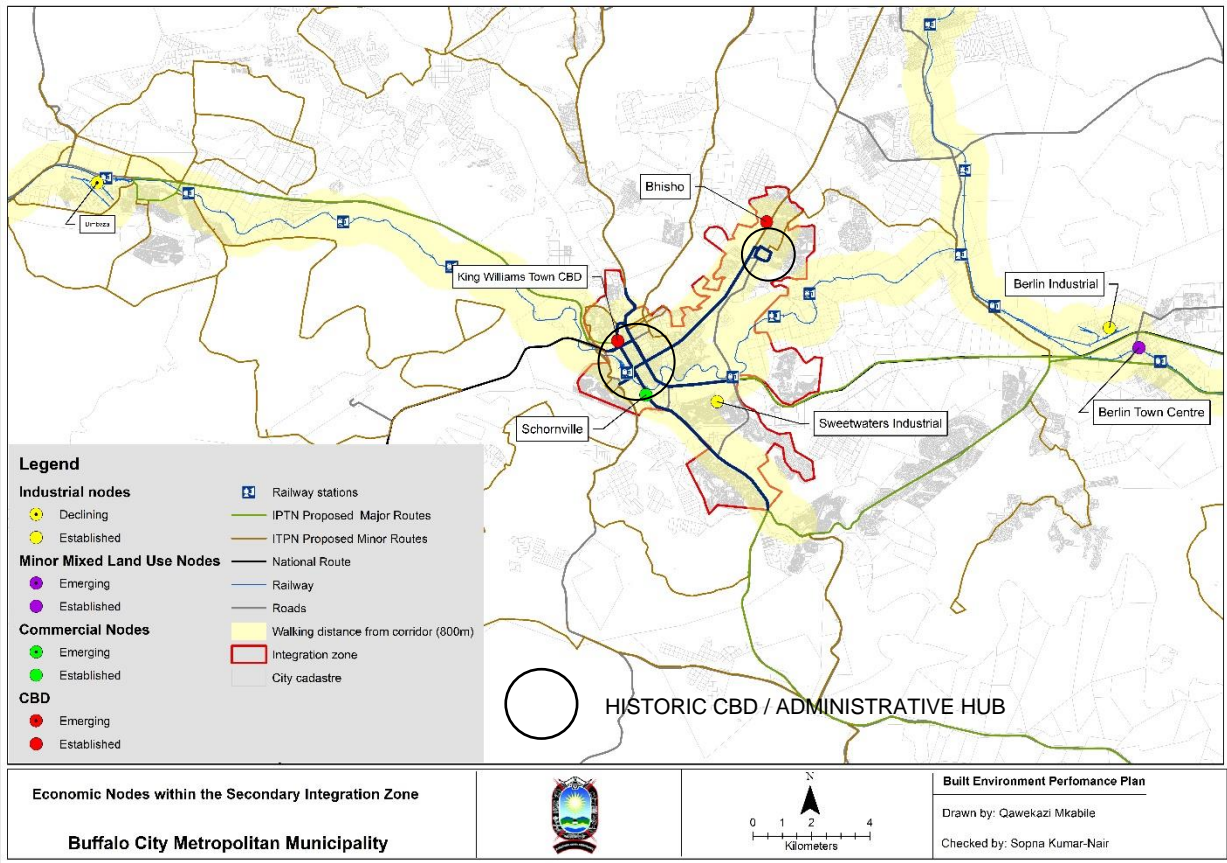


Figure B.16: Economic Nodes within and around the Secondary Integration Zone (Source: BCMM BEPP 2019-20)

In King Williams Town, industrial properties are located in close proximity to the station and generally serve the needs of the local market. As alluded to in Section B1.1.3 Industrial areas of Dimbaza and Berlin are located outside the secondary integration zone but in close proximity to the catalytic programme area. The initiatives to upgrade these economic nodes are found in the following section.

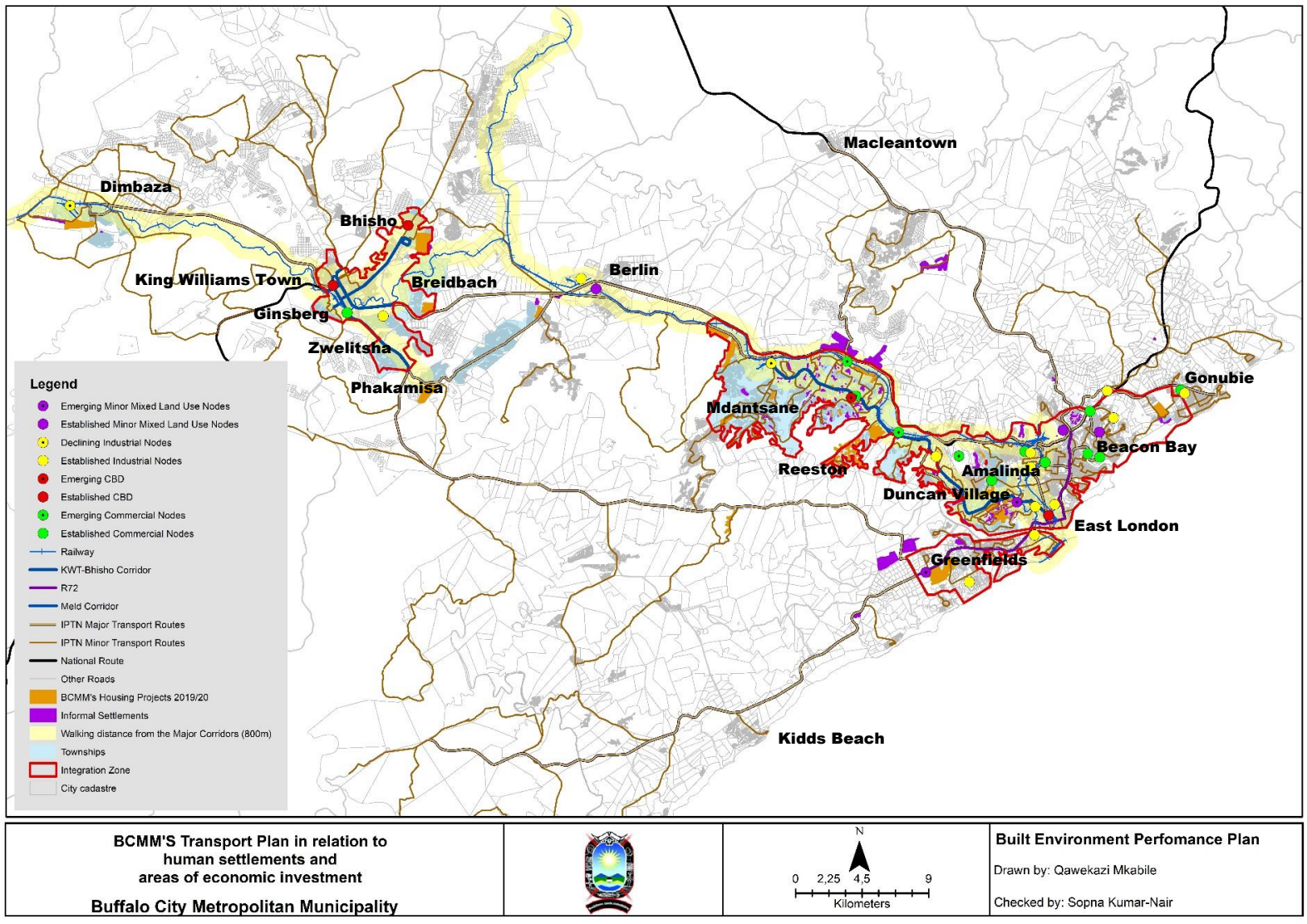


Figure B.17: Consolidated Map showing Marginalised Areas in relation to Public Transport as well as access to Nodes of Employment / Economic Nodes (Source: BCMM BEPP 2019-20)

B1.4.3 Economic Nodes / Employment Centres outside the Integration Zones

Established Nodes	Emerging Nodes	Declining
Commercial areas		
Gonubie Town Centre		
Minor Mixed Land Use Nodes (Existing)		
Berlin Town Centre		Dimbaza Town Centre
Crossways		
Industrial		
Berlin 150ha		
Sweetwaters 99ha		Dimbaza 144ha
Gonubie 4ha		

Prioritized Economic Nodes outside the Integration Zones

Dimbaza Industrial Node

The Dimbaza Industrial Node, which has suffered high levels of urban decay, has been prioritised by the ECDC for investment promotion. A fully-fledged business case has been developed for the revitalization of the Dimbaza Industrial area which is championed by the Eastern Cape Development Corporation (ECDC) as the landlord, supported by the Department of Trade and Industry (DTI), Department of Rural Development and Land Reform (DRDLR). BCMM has pledged its support for this initiative, which is envisaged to be executed over a 10-year period with an investment of approximately R1, 3 billion. About R865 million is anticipated from the private sector whilst the rest is expected to come from the public sector through infrastructure upgrade, business development support, etc. Over 3 000 direct jobs are anticipated from this development.

Berlin Industrial Area

This is one of the largest industrial areas by size but is largely vacant. Berlin has been identified as a Green Energy Hub focussed on Renewable Energy, to broaden the energy mix as well as transform and diversify the economy. The Hub proposals include:

- Manufacturing and **agro-processing** as part of a green energy hub concept.
- **Solar Farm proposal by IDZ.**
- **Solar (Manufacture panels and geysers)**
- Wind(Turbines)

The waste to energy programme (Biogas) is aimed at converting waste into bio-fuel as part of a green energy manufacturing project. Contribution towards energy in support of the BCMM.

B2. PLANNING FOR SPATIALLY TARGETED PRECINCTS

B2.1 Integration of Climate Risk & Vulnerability: Impact on Spatially Targeted Areas

As outlined in Section A4 above, BCMM's Integrated Environmental Management Planning (IEMP) unit has prepared a number of strategic documents with reference to Climate Change and implications for BCMM. The weblink provided below gives access to the list of Climate Change related studies that have been undertaken by the IEMP Unit. <http://www.buffalocitymetro.gov.za/Documents/Index/378> In addition, the following section includes the compilation of baseline information which informs the identification of climate risk zones within spatial targeting areas.

City's climate change profile and risks

The City is expected to have a 1.5-2.0°C increase on average temperature and a 100-200mm increase in rainfall by 2050. This implies 0-25 days of very hot days and 0-5 days of extreme rainfall. The climate change projections identified for the city pose risk to natural and man-made infrastructure. It is evident that the city would need to actively start considering innovative ways in which climate change adaptation could be integrated into the standard provision of infrastructure.

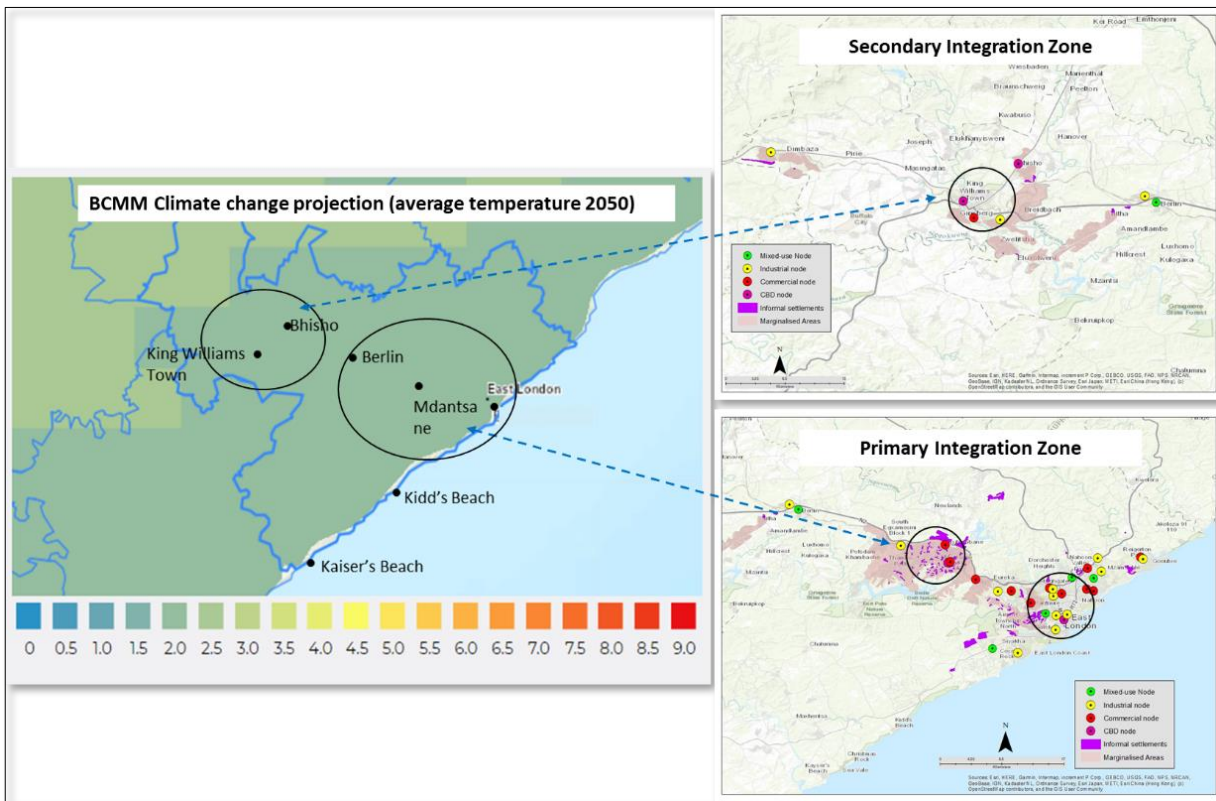


Figure B.18: BCMM climate change projection: Average change in temperature in °C by 2050 (Projection Source: Green Book, 2019)

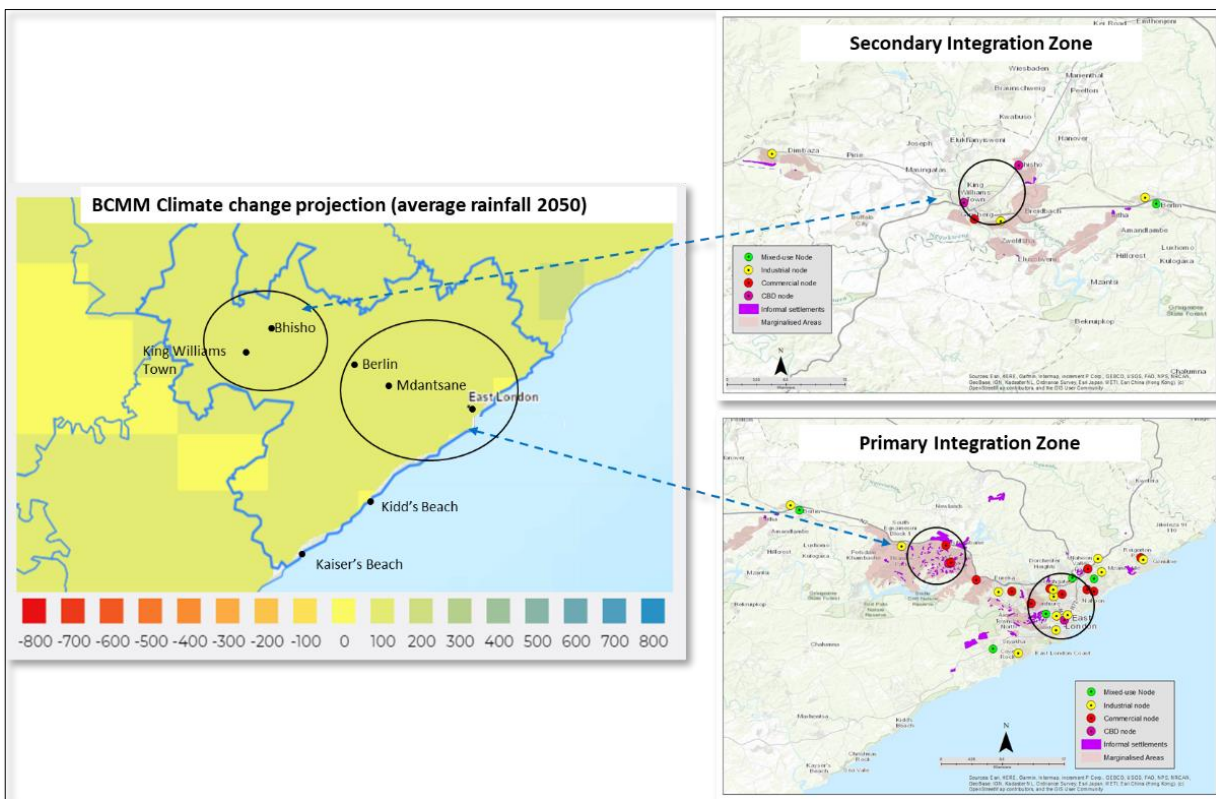


Figure B.19: BCMM climate change projection: Average change in rainfall (mm) by 2050 (Projection Source: Green Book, 2019)

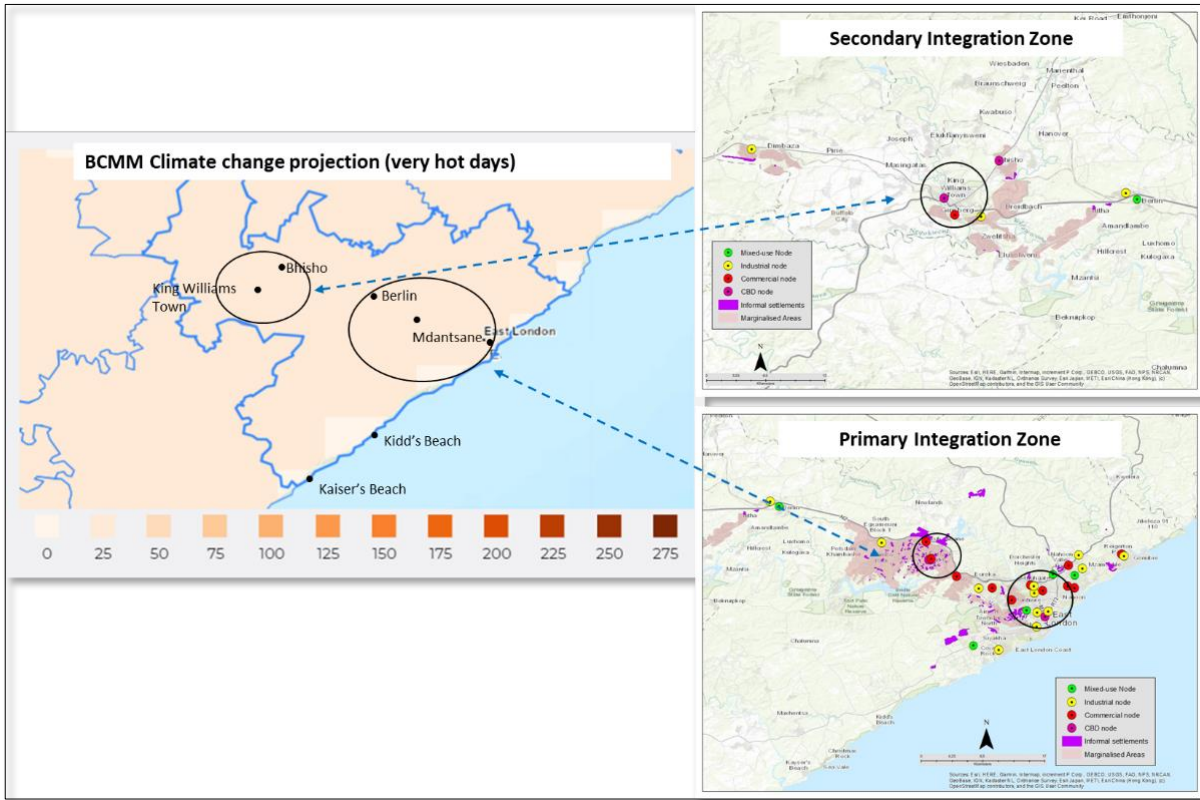


Figure B.20: BCMM climate change projection: number of hot days experienced annually (Projection Source: Green Book, 2019)

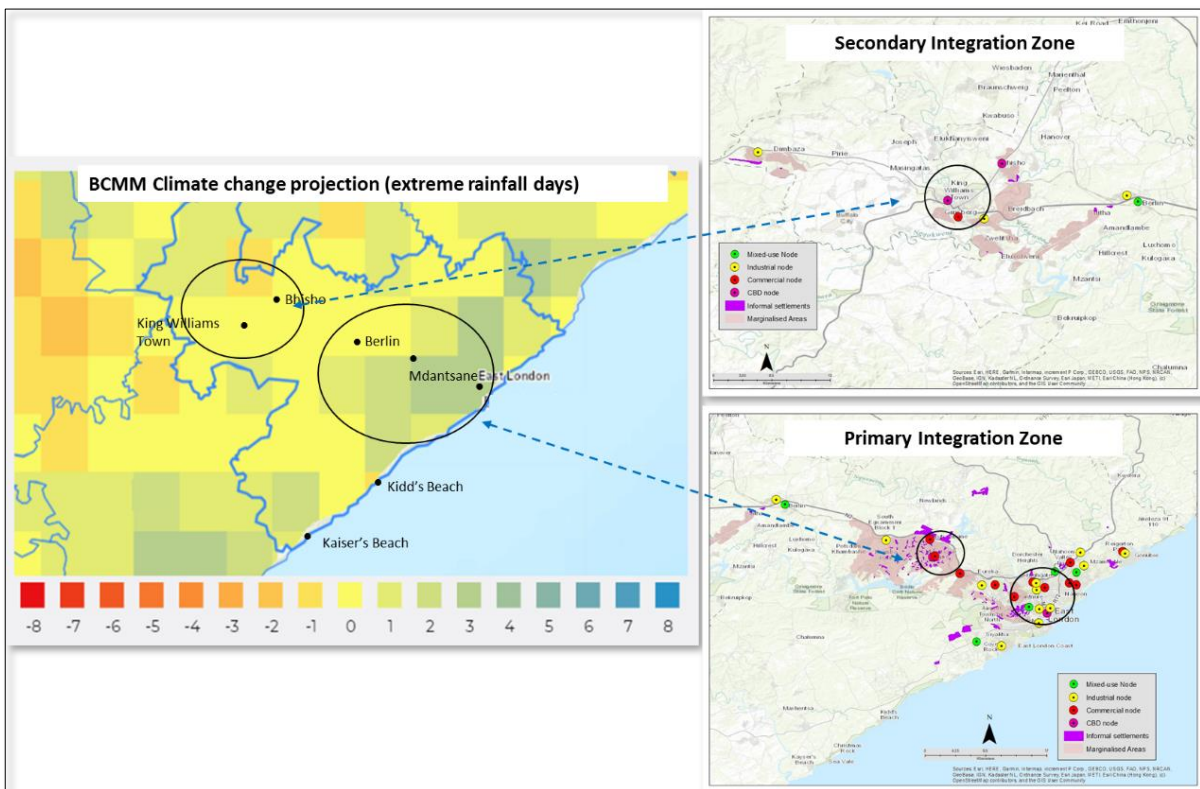


Figure B.21: BCMM climate change projection: number of extreme rainfall days (Projection Source: Green Book, 2019)

Due to climate change the city will be potentially exposed to hazards that could cause damage to infrastructure.

- The City's coastal areas will experience 0-20 days of fire danger whilst the inland parts will experience 20-40 days of fire danger. The King Williams Town region will be exposed to a medium and high risk to wildfires whilst the coastal areas will be exposed mostly medium with pockets of low risk to wildfires.

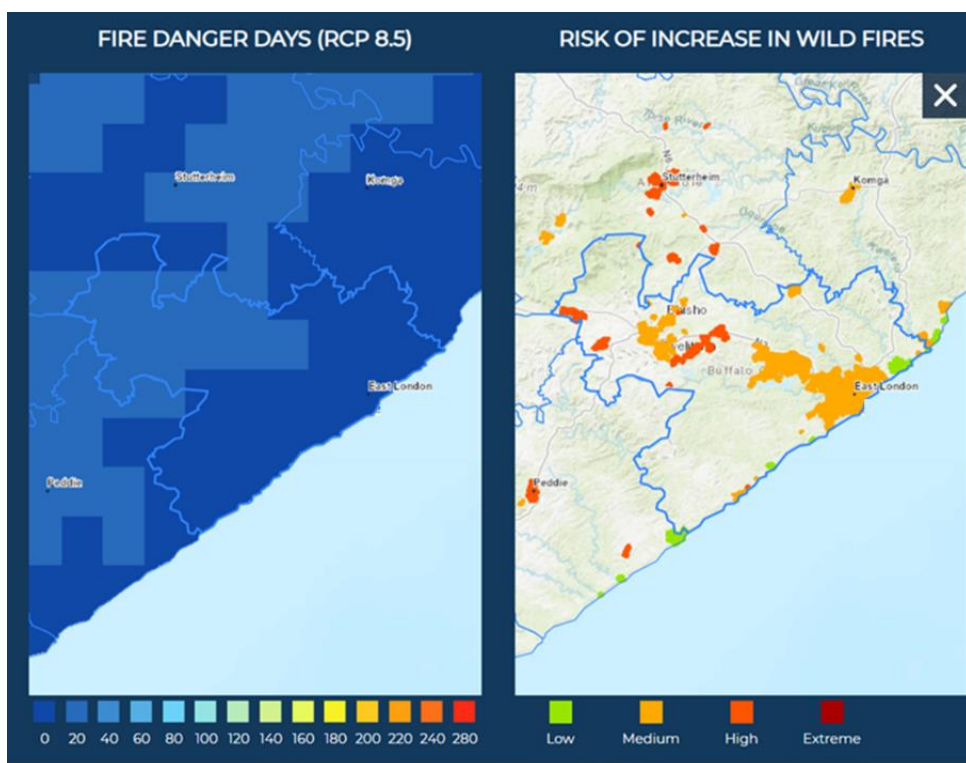


Figure B.22: Fire Danger and Increase in Wild Fires (Source: Green Book, 2019)

- The City's Coastal areas will experience 0.77 to about 1.03 days of extreme rainfall causing medium to high risk of increase in urban floods in East London CBD, Mdantsane and the King Williams Town area.

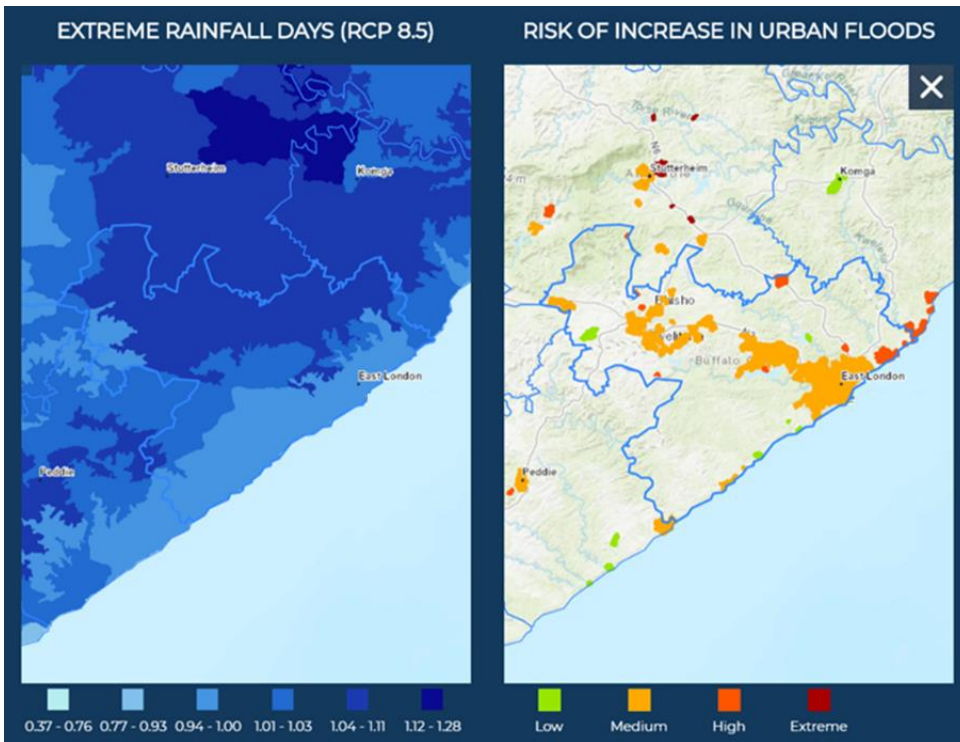


Figure B.23: Extreme Rainfall and increase in Urban Floods (Source: Green Book, 2019)

- The City’s East London CBD will experience low risk of increase in drought tendencies whilst the King Williams Town area will experience a high risk of increase drought tendencies.

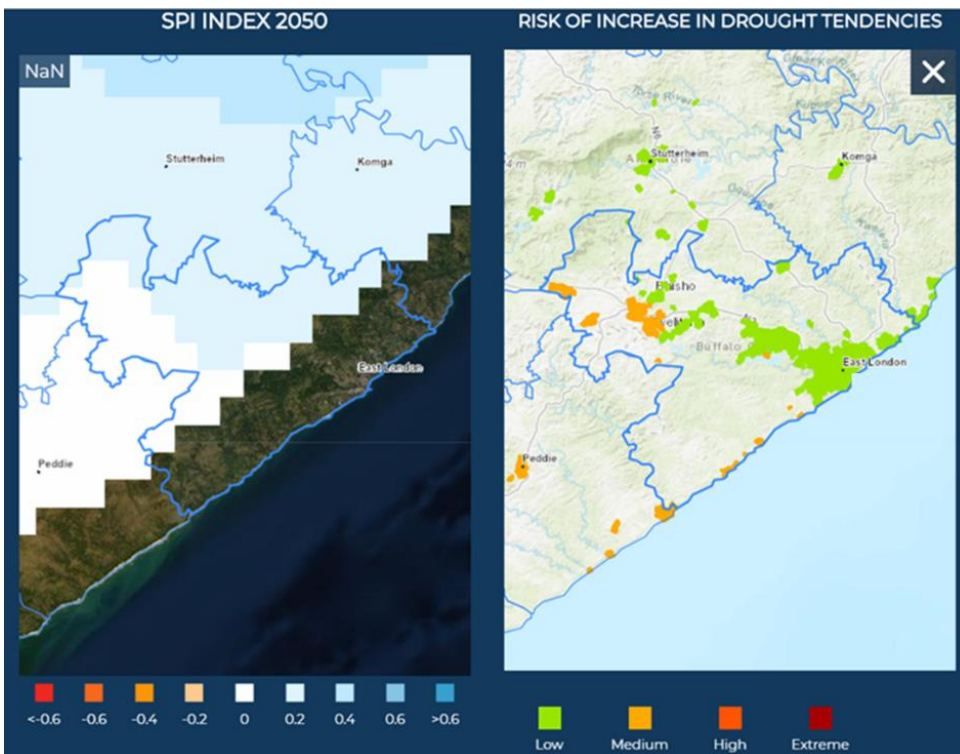


Figure B.24: Standardised Precipitation Index and increase in drought tendencies (Projection Source: Green Book, 2019)

Vulnerability Categories			
Physical Infrastructure	Settlements	Socio-Economic Factors	Natural/ Environmental Factors
Roads	Residential Areas	Tourism Sites	Rivers
Electricity	Informal Settlements	Heritage Sites	Flood Lines
Wastewater		Unemployment	Wetlands
Waterpipes		Age	Slopes
Public Facilities (Halls, Cemeteries, Schools, Health)		Farming	Coastal Zones
Beachfront Infrastructure		Education Levels	Elevation

The climate change vulnerability was categorised into the above four main groups namely: physical infrastructure, settlements, socio-economic factors and natural / environmental factors. These areas of focus are used to map the city's vulnerability to climate change ranging from very low vulnerability to very high vulnerability. The climate change vulnerability mapping was thereafter related to the City's integration zones, economic zones and the prioritised precincts.

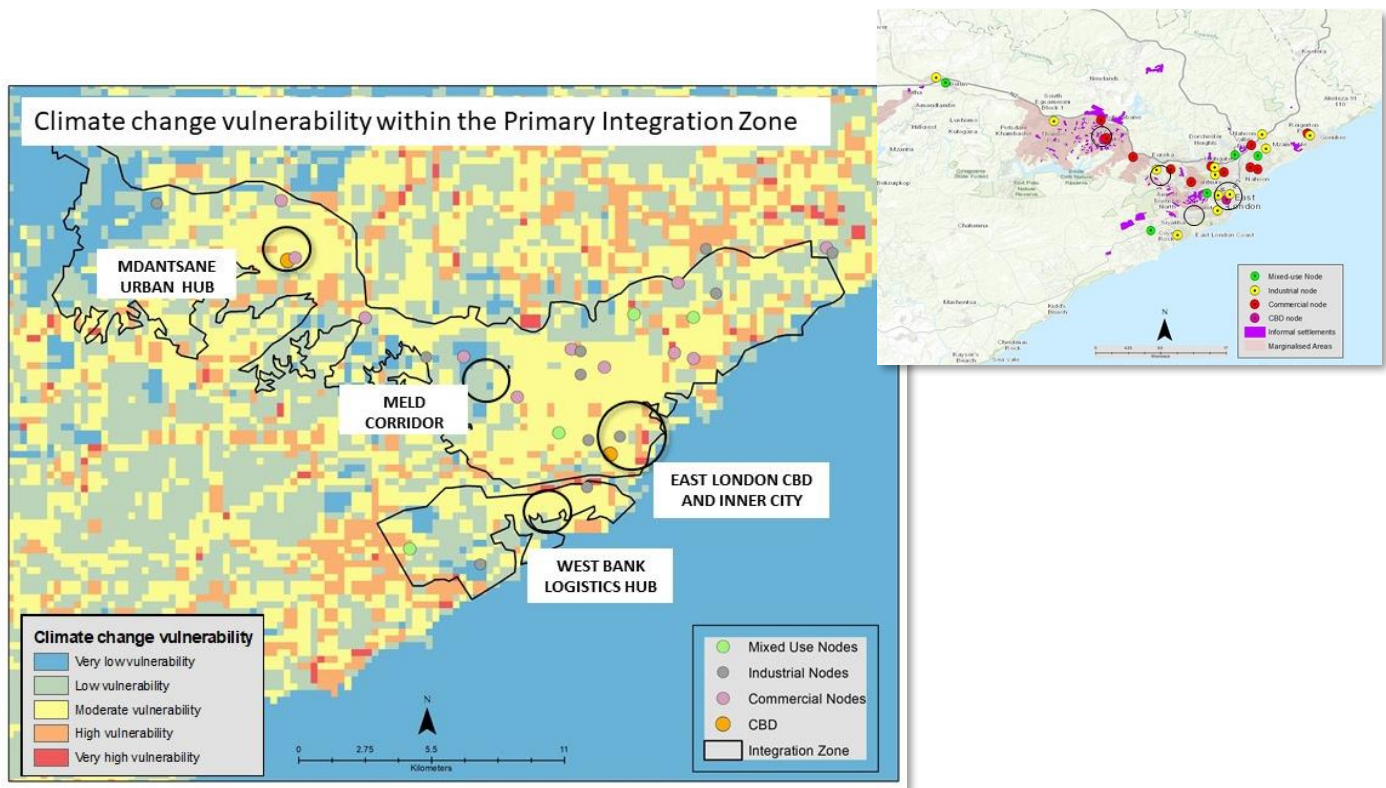


Figure B.25: Climate change vulnerability zones within the Primary Integration zone (Source: BCMM DRAFT BEPP 2020-21)

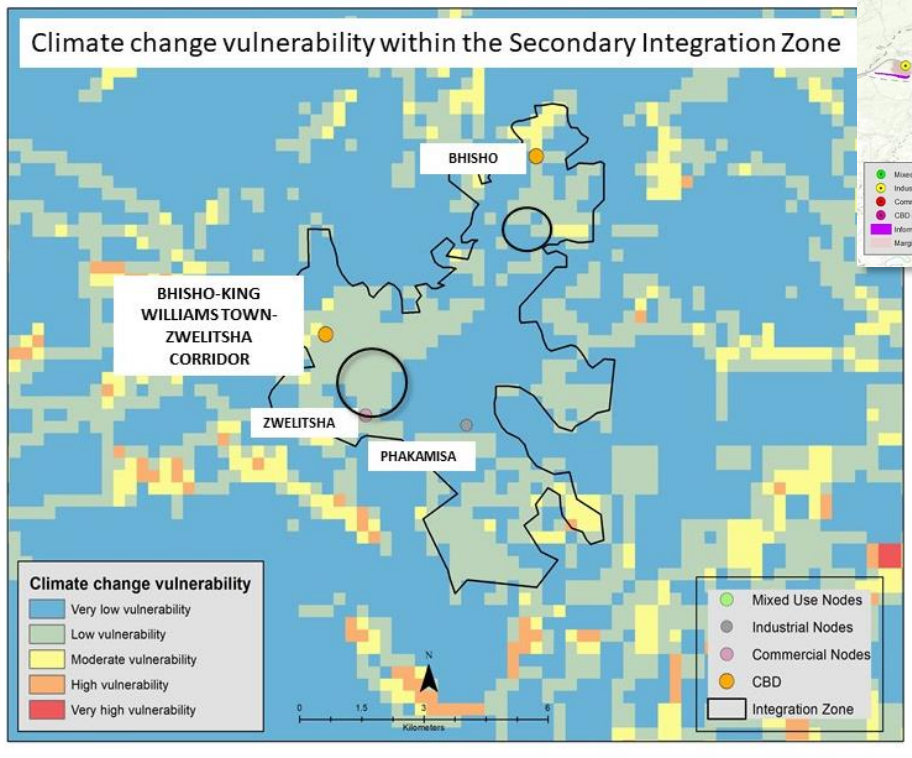


Figure B.26: Climate change vulnerability zones within the Secondary Integration Zone (Source: BCMM DRAFT BEPP 2020-21)

At a ward level Figure B.27 below, population, education levels, age and unemployment rates would also have an impact on climate change vulnerability. With the rationale that climate change will have a greater impact on highly populated areas within the city, the educational level will affect one's understanding of climate change and the ability to educate themselves on climate related issues, the elderly and children will be more affected and similarly the unemployed who cannot financially support themselves. The above-mentioned subcategories affect the impact, resilience that the city has to climate change.

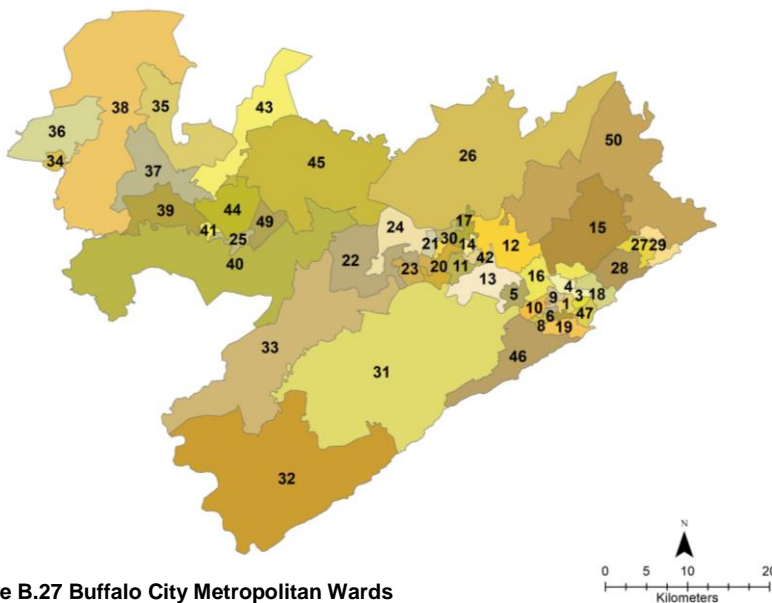


Figure B.27 Buffalo City Metropolitan Wards

B2.2 Local Area Planning / Precinct Plans for Priority Precincts: Primary Integration Zone

B2.2.1 East London Central Business District (CBD)

In terms of the Urban Network Strategy, East London CBD is the primary hub and historic core for the Buffalo City Metropolitan Area. A number of planning studies have been done for the East London CBD and Inner-City area.



Figure B.28: Sleeper Site Conceptual Framework (Source: Best use concept for the development of the Sleeper Site, 2015)

Sleeper Site Framework Plan

The Sleeper Site Framework Plan was approved by Council in December 2016 and contains a comprehensive Implementation Plan for a large centrally located parcel of land which is under city ownership.

The following developmental **objectives** were identified:

- Build an inner city that is functional and liveable
- To improve the aesthetics and the built environment i.e. through improved lighting and landscaping, cleanliness and safety (including the perception of personal safety) and the optimisation of the use of existing facilities by redefining their hierarchy and role within the CBD.

- c) To enable integration, accessibility and connectivity of the East London CBD to the wider surrounding inner-city areas particularly the Sleeper Site, Beach Front and Quigney.
- d) Establish a walkable network in the inner core that conveniently connects public transportation in a legible and effective way.
- e) To promote economic sustainability and high intensity activity all year round;
- f) A framework for engaging the various stakeholders in the CBD along with a CBD management model to ensure and oversee the transformation of streetscapes and to manage maintenance activities and promotion of the CBD

The Implementation Plan includes the following projects:

Projects	Actions
Initiating CBD Revitalisation	<ul style="list-style-type: none"> • As a precondition to the successful implementation of the Hub it was identified that the Establishment of an appropriate institutional vehicle would be essential to oversee the Central EL/CBD Revitalisation as well as the development of the Sleeper site.
	<ul style="list-style-type: none"> • Building effective partnerships by beginning a process of ongoing structured engagements with key stakeholders in the development process as well as partners in the Knowledge Economy Catalytic Project
	<ul style="list-style-type: none"> • Back to Basics - Commence upgrade & clean-up of CBD (Oxford Street and Environs)
	<ul style="list-style-type: none"> • Establishment of a City Improvement District (CID)
Precinct Design Civic Centre Complex and ancillary uses	<ul style="list-style-type: none"> • A BCMM Workplace Study is needed to define the needs of BCMM for accommodation at the Civic Centre.
	<ul style="list-style-type: none"> • Based on the information from the Workplace study, prepare a Precinct Plan that will locate the Civic Centre and Municipal Library/ICT Learning Centre as well as other associated public facilities such as open spaces. As part of the process a concept architectural design for the Civic Centre must be completed. • Precinct Plan must identify a suitably integrated and functional Public Square or Memorial Square (which, conceptually, should be linked back to the EL City Hall to strengthen a potential Heritage and History Theme for the Civic Heart and linkages to City)
	<ul style="list-style-type: none"> • Subdivision of land for Civic Centre

Development of remainder of vacant land	<ul style="list-style-type: none"> • Identification of institutions aligned with the Knowledge Economy Catalytic Project who require land in the Sleeper Site
Road/Pedestrian Network	<ul style="list-style-type: none"> • Inner City Traffic Study
	<ul style="list-style-type: none"> • Plan for Sea to City Boulevard
Infrastructure Development	<ul style="list-style-type: none"> • Infrastructure Study (to be based on the Development Scenario estimate of likely amount of building floor area to be developed.)
	<ul style="list-style-type: none"> • Infrastructure development

East London CBD Inner City Areas

The Inner City of East London comprises of the East London CBD; Quigney; Beach Front; Southernwood; Belgravia and the Arcadia and North End Industrial areas.

The following Spatial policy is applicable to the Inner-City Area:

Inner City Area	Relevant Spatial Policy Plan
EL CBD and Sleeper site	Sleeper Site Framework Plan (2016)
Quigney and Beach Front	Beach Front LSDF (2010)
Southernwood and Belgravia	Policy plan currently underway

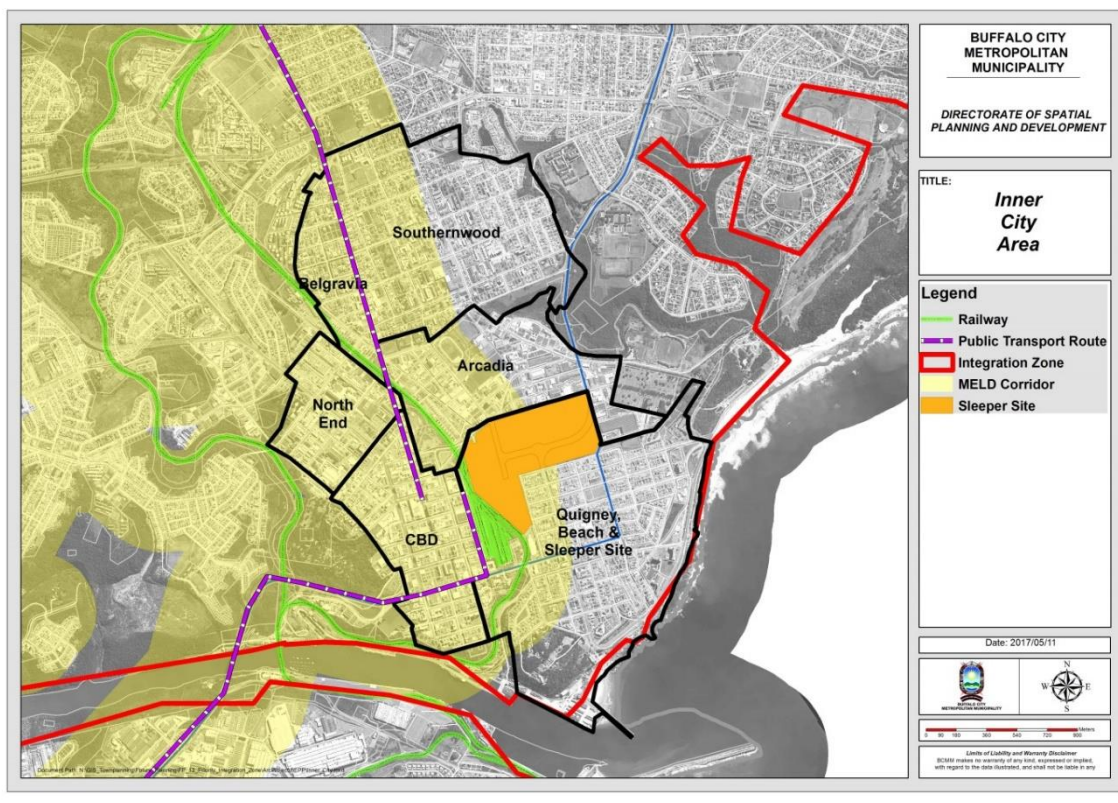


Figure B.29: Plan depicting the Inner City (Source: BCMM Spatial Planning and Development)

Southernwood and Belgravia

The BCMM SDF has identified the Inner-City areas of Southernwood, Belgravia and Quigney as Urban Renewal Areas. These areas have good access to transport routes and are areas with existing high-density development. Southernwood and Belgravia may be described as composite areas comprising non-residential land uses, including offices and commercial/retail complexes (largely located west of Gately Street), and a variety of residential dwellings, ranging from high density, multi-storey dwellings to single residential dwellings (mainly located east of Gately Street).

Given its strategic location relative to the East London CBD and the burgeoning Commercial/Office district of Vincent/Berea, these areas are identified as having good potential for urban renewal, specifically aimed at prioritizing its residential component. These areas have been identified as Provisional Restructuring Zones in the BCMM SDF.

The rationale behind such a move would be to use existing infrastructure to create an improved urban environment that has the potential to house people at relatively high densities in an inner-city location. This would contribute towards meeting the strategic goal of prioritising the CBD area, but is also likely to lead to other positive outcomes, including: -

- Increasing operating thresholds for business in the surrounding areas of the CBD and Vincent/Berea;
- Provide relatively high-density housing areas for people seeking well-located accommodation with good access to areas of opportunity by maximising the use of existing buildings (including high-rise buildings) in need of rehabilitation;
- A Partnership Approach between the Buffalo City Metropolitan Municipality and local land owners/landlords in the area, which could set a precedent for further such partnerships in other parts of the Metropolitan Municipality.

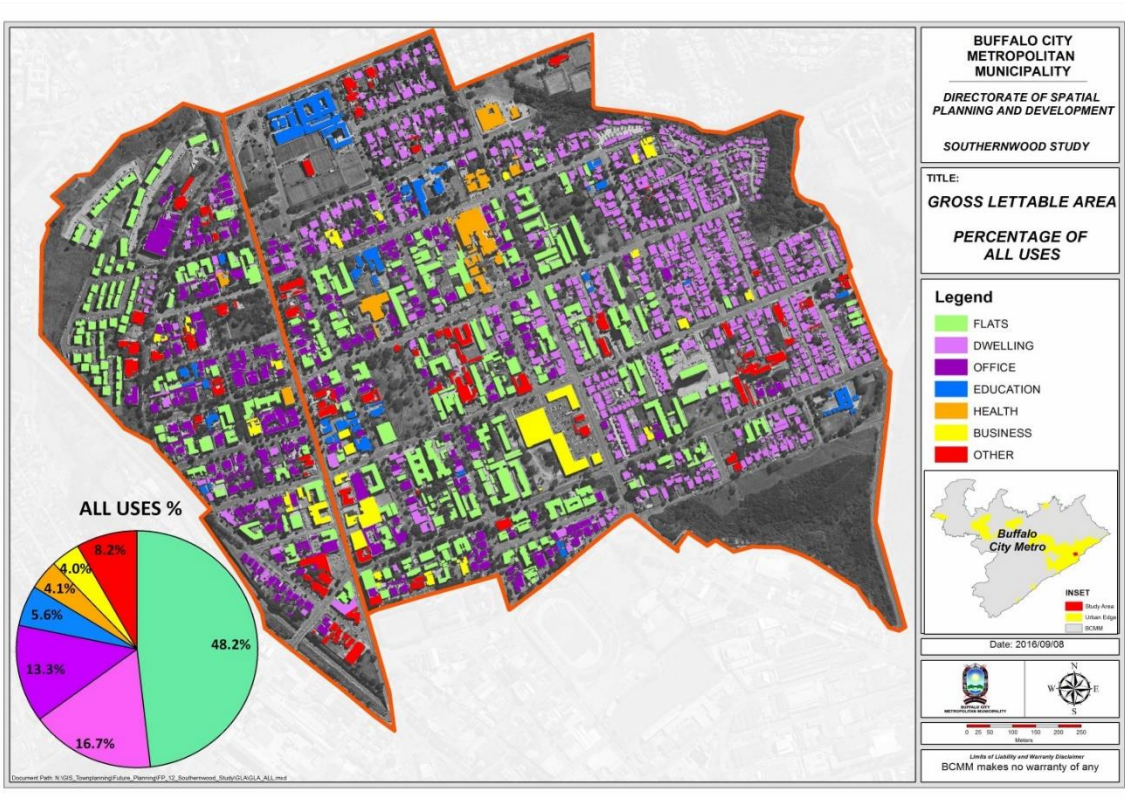


Figure B.30: Southernwood, Belgravia Inner city land use plan (Source: BCMM Spatial Planning and Development)

Draft proposals for Southernwood Belgravia area have been formulated and are included as follows:

Infrastructure efficiency is central to the success of the regeneration of the Southernwood/Belgravia precinct. The current, but also future density and sustainability of the area depends heavily on the bulk infrastructure capacity being sufficient and efficient. This is particularly important in the eastern sub-precinct where informality and backyard slumming are trending.

This precinct has become a magnet for affordable student accommodation based on the education anchor institutions found there. Research has found that the affordability factor and economic survival also come into play when one considers the multi-cultural character of the area. The city has an opportunity to go beyond mere policing of illegal activities to the actual solving of the root cause issues. This reinvention strategy could go a long way in ensuring inclusive urbanization.

The Opportunity Infrastructure Framework/ Strategy unpacked below offers opportunities to address and manage the slumming issues in an orderly fashion.

Research has revealed how local property owners in the precinct are sub-letting poorly-maintained residential buildings to multiple foreign-national second economy entrepreneurs at blown-up rental prices. Two hairdressers, a laundry, a general dealer, a fish and chips shop, a nail bar and a fashion designer would be sharing a small building with dire consequences for refuse collection and water infrastructure capacity.

Included in the strategy could also be a Special Incentive Scheme and Special Permissions Guidelines in targeted and strategic areas. Special tariffs for land leases and sales in strategic places could be tied down in the framework as part of the enabling toolbox of municipal policy.

The multipurpose use of spare space is worthwhile exploring as part of a possible “tactical urbanism” initiative between the anchor institutions and residents of the neighbourhoods. Terms and conditions and funding mechanisms for these could be mutually negotiated and tied down in the framework.

Other measures contained in the framework could address issues around vacant and abandoned building with huge rates and tax account backlogs. Opportunities for regeneration and rehabilitation of such properties could fight blight and regenerate revenue collection in the area.

The aim is to promote a spatially enabling environment that would contribute towards the vision of a liveable resilient city with built-in sustainability features and neighbourhoods of solid community.

Backyard slumming and “Business slumming”, as much as they present problems, also present opportunities for the resolution of those problems in the longer term, instead of just applying a “Band Aid Strip approach” which does not address the root cause of the problem. Measures could involve amnesty periods; reduced tariffs for formalizing (e.g. building plan- and building line departure fees, densification incentives, etc.).

The current student housing need outweighs the available supply and creates a 50% backlog in the family unit demand according to research conducted. Former residential flats on St Marks – and St Georges Roads have been bought and refurbished into high-end student units that are contracted to Fort Hare University. Social Housing is therefore proposed on the Thorburn Terrace vacant land parcel.

Crime and grime feature high on the list of urban blight in the area. Engagement with the anchor institutions, as part of the Opportunity Infrastructure Framework could explore the possibility of a joint entity that could address these shortcomings in a sustainable manner.

B2.2.2 Precinct Plan for the Upgrade of the East London Beachfront

The city has taken huge strides in re-establishing BCMDA, which is an entity that will, amongst others, drive tourism infrastructure and real estate investment. This in the backdrop of the somehow strong performance of the tourism sector in the city, its strategic location, rich heritage and cultural assets, scenic beauty and unspoilt beaches.

The BCMDA has been allocated the following projects as part of the Beachfront Upgrade:

- Marina Glen A
- Court Crescent
- Seaview Terrace
- Heroes Acre Memorial
- Esplanade
- Water World

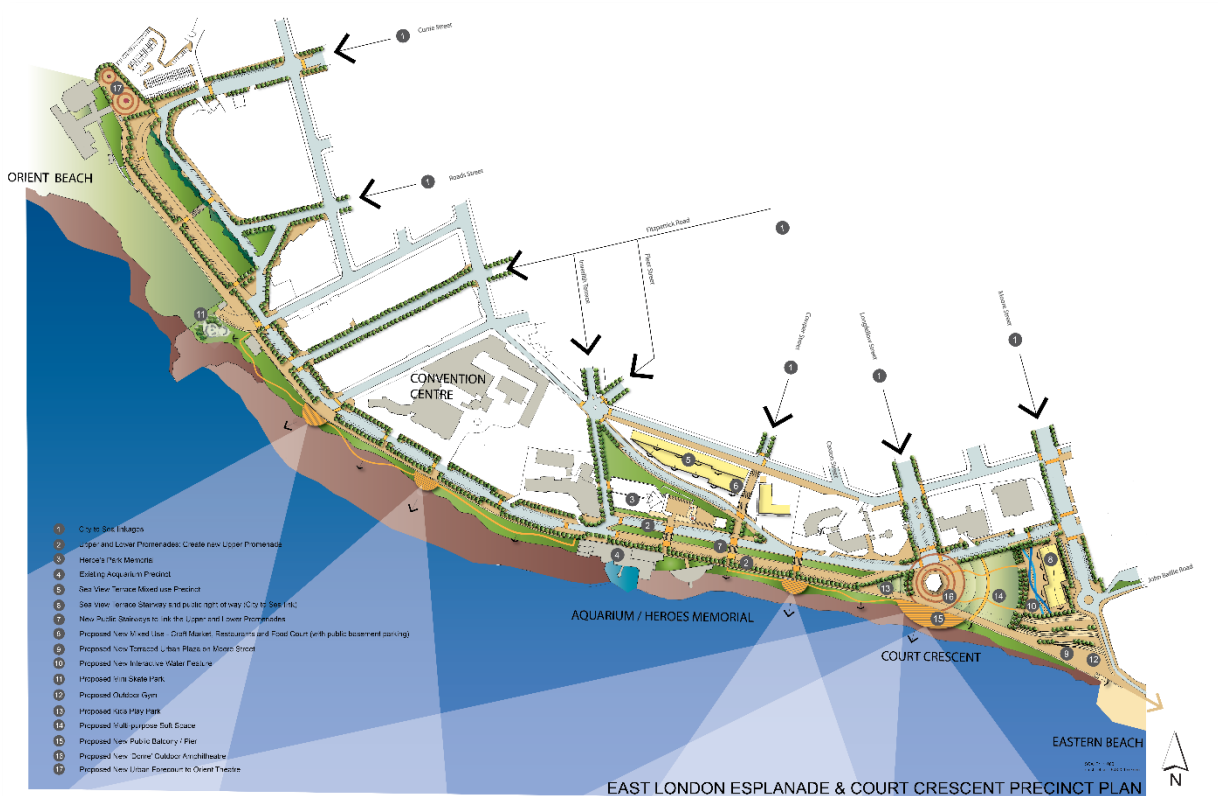


Figure B.31: Proposals for the East London Beachfront (Source: Precinct Plan for the East London Beachfront, 2017)

Preparation of detailed designs and working drawings have been completed for the Court Crescent Precinct on the Esplanade and the Water World Precinct on the West Bank. The drawings have been submitted to BCMM for approval and the above two mega projects are scheduled for implementation in the short term. The focus on the Esplanade will bring about the much-needed facelift to the city’s main beachfront area.

B2.2.3 Precinct Plan for the Mdantsane Urban Hub

The Urban Network Strategy identifies the Mdantsane CBD as the Urban Hub within the Primary Integration Zone of the Buffalo City Metropolitan Area.

The Mdantsane CBD can be classified as a high opportunity, low performance urban area. It is a classical example of a township revitalisation model. This should be understood within the context of revitalising a densely populated, former marginalised area. It is important that interventions in this area need to be based on and address the underlying drivers and causes (including types of market failures) of urban development trends (including property market performance, investment, dis-investment etc.).

The greatest challenge in the CBD is arguably to re-establish a sense of order, cleanliness, safety and security in the area as well as to improve the quality of the environment so that people

will be encouraged to live, work and visit the CBD. The heart of, and reason for the existence of the CBD is undoubtedly the Public Transport Interchange.

All significant formal and informal retail activity is spatially linked to the taxi interchange precinct. The other key activity areas in the CBD are linked to certain anchors such as the Youth / Cultural Centres, the Department of Home Affairs and the Checkers Shopping Mall on the R308 as well as the Sisa Dukashe Stadium on event days. These anchors currently exist as disconnected and discreet areas, which are poorly connected to each other. It is important that the character of each of these areas are reinforced and given a new positive identity.

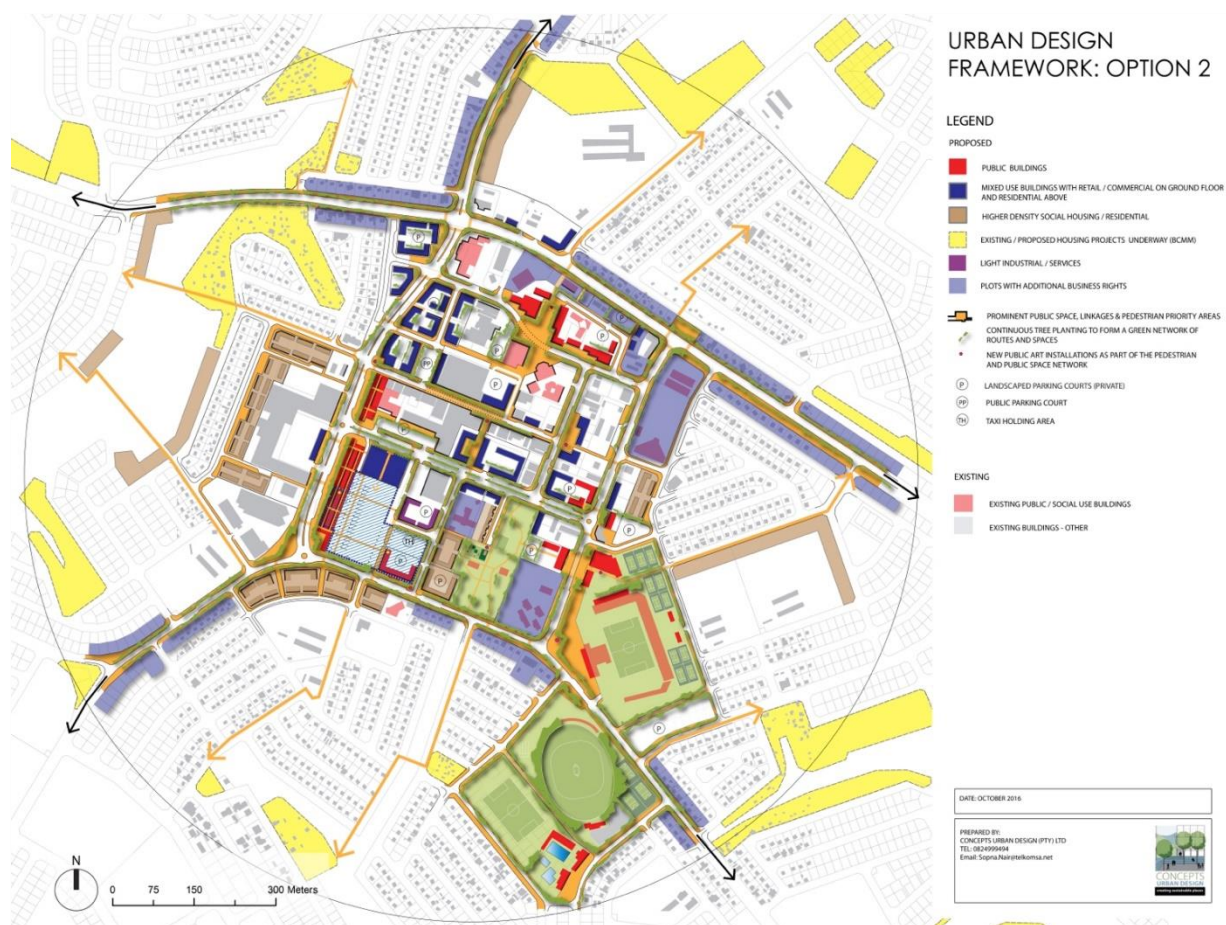


Figure B.32: Mdantsane Urban Hub Precinct Concept Plan - Preferred Option (Source: Precinct Plan for the Mdantsane Urban Hub, 2016)

The following **Vision** for the Mdantsane CBD was identified:

- *A self-sustaining, attractive and vibrant economic hub*
- *A place that celebrates the creative arts, culture, history and identity of Mdantsane*

- *A place that cultivates sports and sports development as a youth & community builder*
- *A place of learning & skills development*
- *A place that show cases quality urban life and urban living*
- *A well managed precinct.*

The **objectives** of the Urban Design Framework are therefore to:

- Reinforce and improve the CBD’s existing attractions and destinations, in particular the Taxi Interchange Sub-Precinct, the Cultural Sub-Precinct, the Shopping Sub-Precinct well as the Sisa Dukashe Stadium Precinct.
- To introduce new anchors and areas of activity to expand and improve the functionality of the CBD.
- Create a clear hierarchy of public urban spaces linked through a well-connected network of routes for pedestrians
- To improve general access and connectivity through the area.
- Upgrade and improve buildings and features of cultural / historic significance and value in order to create a strong identity for the area.
- Encourage a high standard of urban design that places significance on the public realm and relationships between buildings and streets.
- Create an urban form that assists in creating a safer and pedestrian friendly environment.

The study calculated that there was opportunity to develop:

- 2040 Social Housing Units
- 1279 High Density Hosing units
- 50000m² of Retail and Commercial Space

The Implementation Plan for the Mdantsane Urban Hub includes the following Programmes with associated Projects:

Programme	Project
Institutional Support Programme	As a precondition to the successful implementation of the Hub it was identified that the Establishment of an appropriate institutional vehicle would be essential to undertake Precinct Management that will address: Engaging with local community and stakeholders; Safety and

	Security; Cleansing; Management Informal traders; Management Informal traders; Management Informal traders; Assist with fast-tracking of building plans.
Public Transport Programme	Upgrading and improving access and movement to and within the CBD.
Public Realm Upgrade Programme	Upgrading of the Public Realm Formulation of Urban Design Guidelines
Housing Programme	Mixed Use and High-density Housing Development Projects
Local Economic Development Programme	Local economic development initiatives such as developing space for Hawkers to operate
Infrastructure Development Programme	Infrastructure upgrading projects
Land Release Programme	Rectifying Cadastral and Property Registration issues

B2.2.4 Precincts which form part of the MELD Corridor

The development of a mixed land use at sufficient densities in the activity corridor from Mdantsane to East London was identified as being very important for the economic growth of the city. In this regard several Local Spatial Development Framework Plans include proposals for mixed use precincts located at strategic points along the MELD corridor, primarily in areas termed 'Development Nodes'.

The most significant of these being:

- Mdantsane Urban Hub.
- Mount Ruth Nodal Precinct.
- Arnoldton Nodal Precinct.
- The Amalinda Junction
- Vincent Commercial Node

Duncan Village Redevelopment Initiative

The redevelopment of Duncan Village is considered a high priority for the Buffalo City Metropolitan Municipality (BCMM). The Duncan Village LSDF (2009) was formulated to provide

a spatial and developmental solution to the issues such as the overcrowding experienced in Duncan Village.

The Duncan Village LSDF acknowledged the central location of Duncan Village and attempted to retain as many families in Duncan Village as possible but recognised that Reeston and other areas within BCMM would be required to address the overcrowding. In order to retain as many families as possible various housing typologies and densities were workshoped. Ultimately the only typology accepted by the communities was the RDP house with 80m2 erven. This option provided a density of 80du/hectare and was considered satisfactory in terms of public transport viability thresholds.

The DV LSDF addresses entire the redevelopment of the entire Duncan Village i.e. residential units to be constructed, social amenities, recreational facilities, public transport, pedestrian movement, small & micro economic activities, informal trading of the area supporting infrastructure and economic job opportunities.

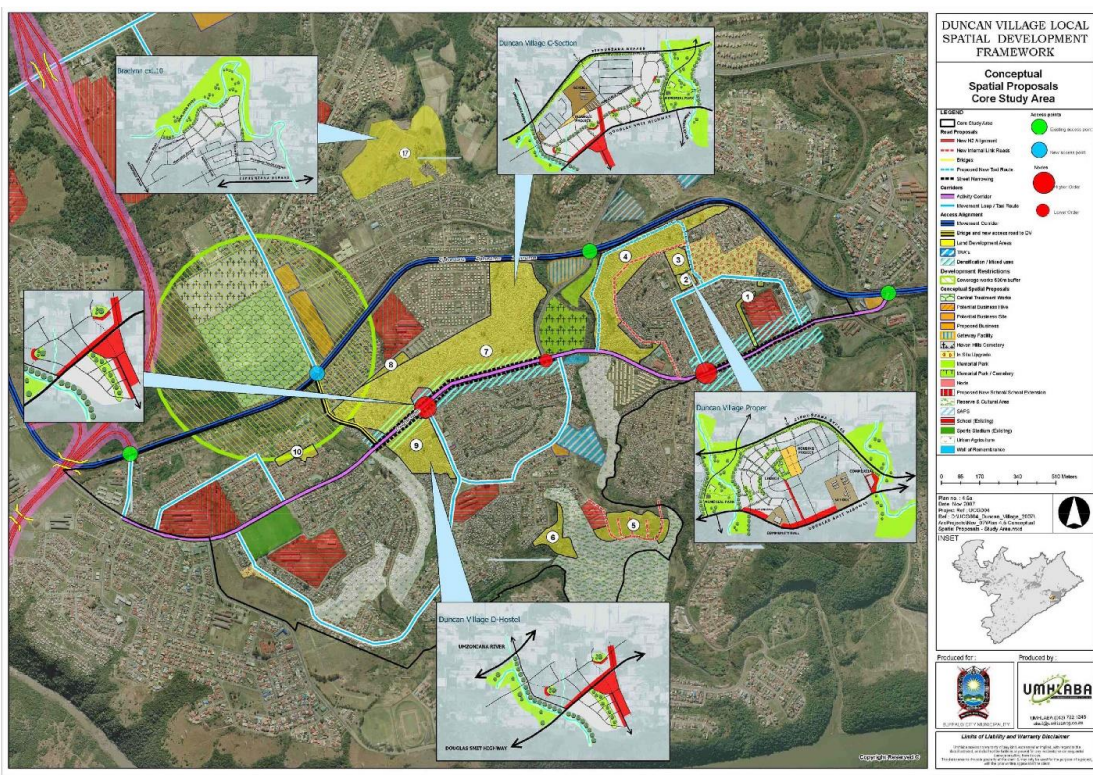


Figure B.33: Duncan Village Spatial Proposals (Source: Duncan Village LSDF, 2009)

The DV LSDF identified the following Projects which have subsequently been grouped into programmes by the MDGS Township Revitalisation Work Stream:

Programme	Project
Infrastructure Development Programme	Second Creek Catchment Water loss Management Programme Reeston Waste Water Works Extension Queens Park Substation Waste Water Diversion Tunnel
Institutional Support Programme	Precinct Management for DV
Housing Development Programme	Duncan Village Proper; C Section; D Hostel; Braelyn 10 Ext Proper & Reeston including layout planning; Survey; Housing. The Ndende pilot housing project demonstrated erven that are 80m ² and the construction phase is complete.
	Preparation of TRAs and remaining land parcels for development in support of the DV de-densification process
Public Transport Programme	Public Transport Plan in support of all aspects of the DVRI redevelopment process which includes Reeston's requirements and the issue of transporting children to school
	Upgrade of Douglas Smit Highway to support public transport and new link to Ziphunazana at Sunnyside Road
Economic Development Programme	Acquisition and Release of land at Ndende and Jabavu for Mixed use development in support of the Township Economy
	Small enterprises training and management support, Construction and IT skills training, urban agriculture
Social Facilities and Services Programme	Engaging with the Dept of Education to formulate a programme for School development to support the all areas involved in the DVRI re development.
	Engaging with Provincial Department of Health regarding provisioning of Clinics in support of all areas involved in the DVRI re development.
Natural Environment and Cultural Heritage Preservation Programme	Training residents to preserve the ecosystem and to be water-wise.
	Piloting alternative energy and recycling initiatives.

Mdantsane Urban Renewal

The major development nodes identified in the Mdantsane LSDF include the Mdantsane CBD (Highway) and the immediate area surrounding the Mount Ruth station. The areas surrounding the stations of Fort Jackson, Mdantsane and Mtsotso, were classified as minor nodes. Additionally, the area in between Highway and the Mount Ruth station was identified for intensification and mixed land uses including higher density residential land uses.

Upgrading of the Mdantsane CBD was identified as a catalytic intervention that would boost the economy of the surrounding township of Mdantsane. The Mdantsane CBD is an existing mass regional transit node and will be further developed with the support of the Neighbourhood Partnership Development Grant.

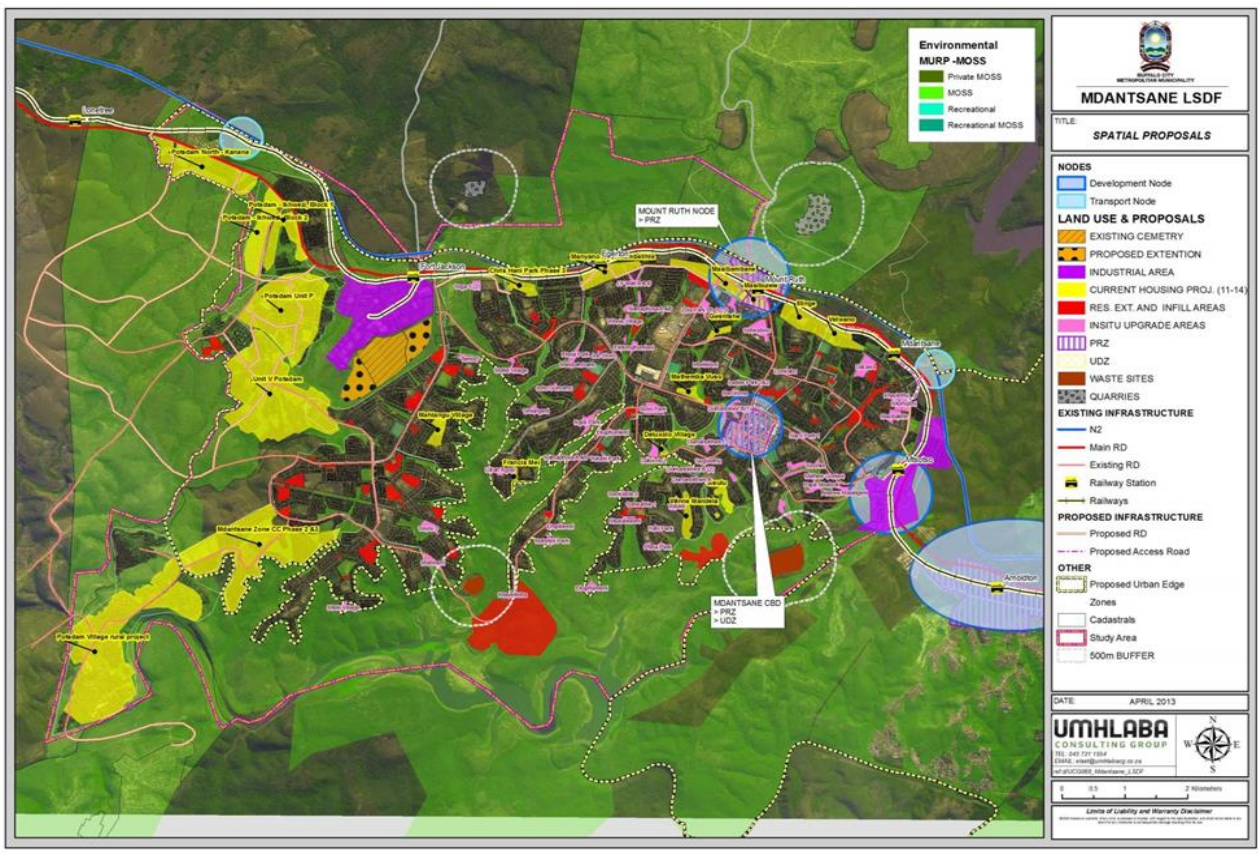


Figure B.34: Mdantsane Township: Spatial Proposals (Source: Mdantsane LSDF Review, 2013)

The Mdantsane LSDF identified the following Projects which have subsequently been grouped into programmes by the MDGS Township Revitalisation Work stream:

Programme	Project
Land Acquisition and Development Programme	Feasibility Study for High Density/Social Housing Pilot Project Feasibility Study at Mdantsane CBD and Mount Ruth
	Finalise the Upgrading of Land Tenure from Deed of Grant to Freehold Title for NU2(CBD)
	Informal Settlement Upgrade
	Land Acquisition Buffer strip, Mount Ruth, Mdantsane Industrial Precinct and CBD
	Transfer of State land to State as a result of Donation of Farm 1404 to BCMM
Infrastructure Development Programme	Upgrade of Water Supply Network: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
	Upgrade of Waste Water Treatment Network and Capacity: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
	Upgrade of Mount Ruth Substation and construction of Zone 17 substation: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
Institutional Support Programme	Precinct Management for CBD/Highway and Mount Ruth
Housing Development Programme	Buffer strip housing And informal Settlement upgrading and NUSP
Public Transport Programme	Feasibility study re the proposed link between the N2 and Mdantsane at the Nahoon Dam off ramp
	Upgrade of Public Transport Facilities at Mdantsane CBD with feeder route to Mount Ruth Station
	Feasibility studies for Needs Camp Potsdam bridge
	Feasibility Study Station at Potsdam for WSU
	Road Network Development to support public transport
	Upgrade of Mt Ruth Station
Urban Agriculture Programme	Urban Agriculture Extension services Area to west of Potsdam to be formalised for dryland agriculture

Economic Development Programme	Acquisition, release and development of land around the Mount Ruth Station for hawker stalls and small business purposes
	Acquisition, release of land at Mount Ruth for a light industrial park
Social Facilities and Services Programme	One-stop service centre at Mdantsane CBD with Wifi Multi-purpose centre at Mt Ruth with Wifi
	Sharing of public and educational recreational facilities
	Extension of Fort Jackson Cemetery
Waste Management Programme	New Cell at Round hill Regional Waste Site
	New Depots & transfer stations
	Replacement of Fleet
	Waste Reduction/Buy back centres

North West Corridor

The North-West Corridor (NWC) is a planned corridor which when constructed will link the East London CBD to the Amalinda Junction situated on the MELD Rail route. The route then links back to Duncan Village on the MELD Corridor. The NWC is thus an integral part of the MELD Corridor as it provides critical transport linkages into the road and rail component of the MELD Corridor. Situated along the NWC are two main precincts:

- i) Chiselhurst High-Density Housing Precinct
- ii) Amalinda Junction Precinct. This has been identified by Council as a Catalytic Project. This area will contain a mix of uses and housing types.

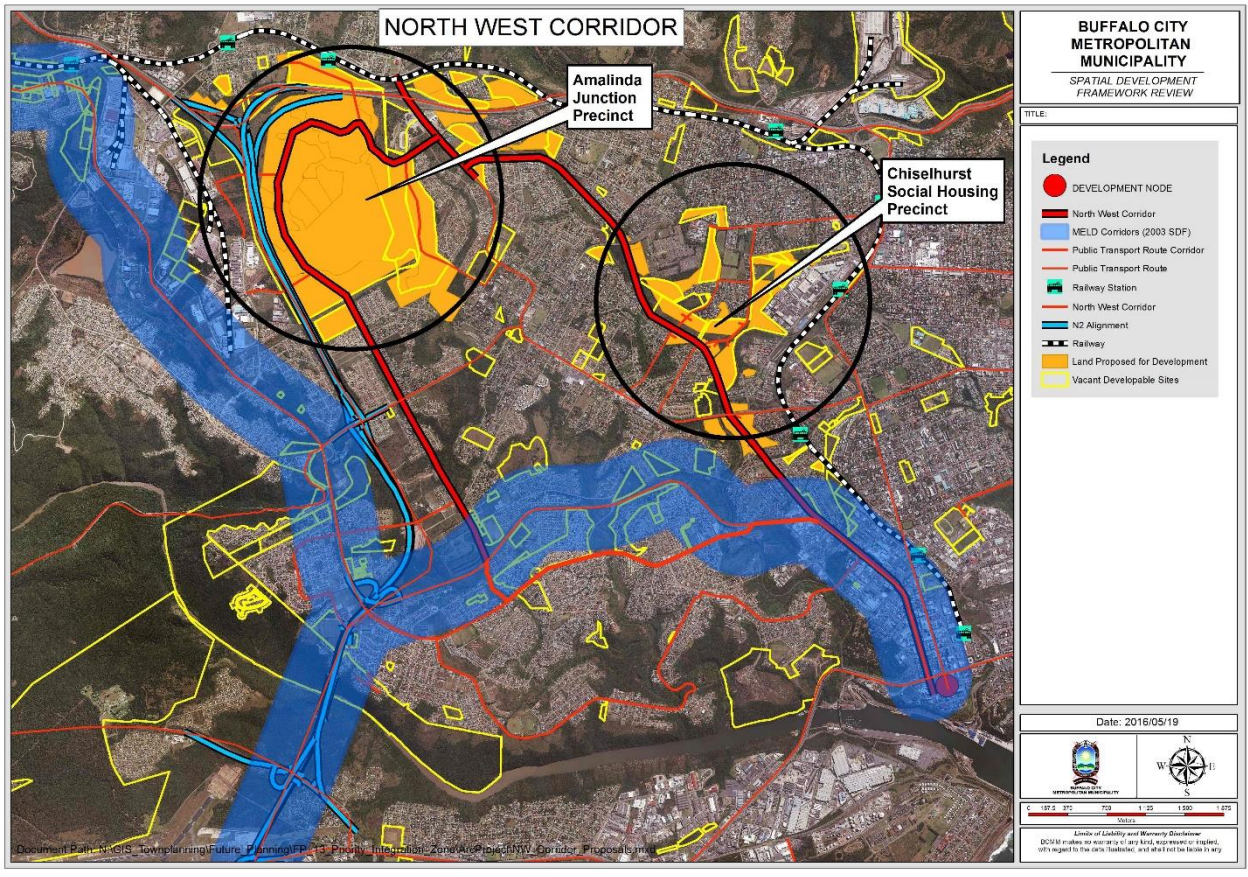


Figure B.35: North West Corridor showing the two major Precincts (Source: BCMM Spatial Framework Review, 2013)

B2.3 Local Area Planning / Precinct Plans for Priority Precincts: Secondary Integration Zone

B2.3.1 The KWT / Bhisho Revitalisation Precinct

In 2010 the Department of Roads and Public Works commissioned a Strategic Implementation Plan for the project to be called the Master Plan for KWT/Bhisho Revitalisation. The Bhisho precinct is a key component of the KWT/Bhisho Corridor.

The land use proposals include a mix of offices because this is administrative hub of the province, retail and high density residential uses. Most of the land within the precinct is state owned. There are some portions that are BCMM owned.

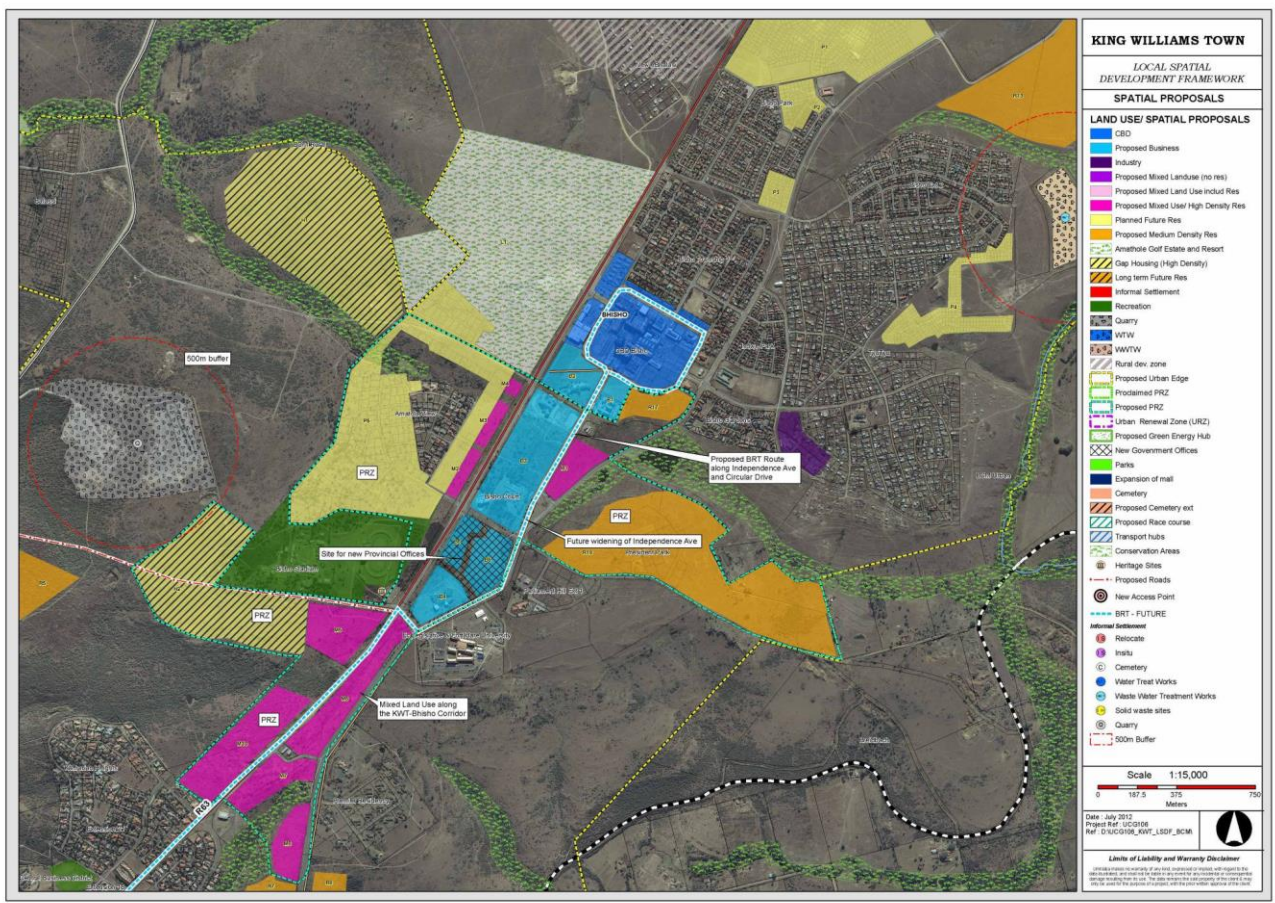


Figure B.36: Bhisho Revitalisation Precinct (Source: Bhisho King William’s Town LSDF, 2013)

The revitalisation of Bhisho is to be implemented through a number of Anchor Projects categorised into “quick wins” and medium to long term projects. These include the following projects:

Timeframe	Project
Quick Wins Projects (< 2 Years)	Upgrading of Bhisho Memorial
	Pedestrianisation of portion of Independence Avenue
	Waste Recycling
	Signage
	Marketing and Communication Strategy
Short to Medium Term Projects (2-5 years)	1. Strategic Spatial Implementation Framework
	2. Bhisho CBD Upgrade and Parking Strategy
	Independence Avenue Ceremonial Boulevard
	New Office Precincts: Phase 1
	Residential Development (Social, Rental and Gap / Affordable Housing)

Long Term Projects (+5 years)	Office Precinct
	Affordable and Bonded Housing
	Partially subsidised Rental Social Housing,
	High value privately funded housing projects
	CBD Upgrading (Public realm and existing retail facilities)
	Sports, Recreational and Caravan Park Upgrading into a Multi-Purpose Node

One of the key challenges to the implementation of the proposals including the release of land is the bulk water and sanitation availability. Notable planning and implementation efforts are underway to resolve the service backlog issues:

- Bulk water supply to the KWT-Bhisho core areas
- A regional solution to Wastewater Treatment (the Zwelitsha WWTW upgrade)

A key project that is part of the Urban renewal process of KWT CBD is the upgrade of the KWT Public Transport Facility which represents the KWT component of the Corridor. Figure B.27 below indicates the proposed public transport route within the Bhisho Precinct side of the Corridor.



Figure B.37: Bhisho Precinct with proposed public transport route (Source: Bhisho King William’s Town LSDF, 2013)

B2.4. Precinct Planning and Policy Around Economic Nodes

One of the key objectives of local government in carrying out its developmental mandate is to create a conducive environment for economic development. This relates to a number of areas ranging from creating a business-friendly regulatory environment, providing competitive costs of doing business, ensuring the provision of economic infrastructure, swift and predictable turn-around times for approval processes, etc.

Buffalo City Metropolitan Municipality is faced with a myriad of economic challenges, including amongst others:

- Stubborn levels of high unemployment, especially amongst the youth
- Poverty
- Stagnant economic growth with a few economic sectors that are making a meaningful contribution. The manufacturing sector, in particular, is in decline and has seen a lot of job-shedding.
- Dis-investment followed by job-shedding in certain instances
- Skills flight
- Low levels of entrepreneurial activity and low levels of innovation
- Limited economic infrastructure
- Slow turnaround times for approval processes which eventually increase the cost of doing business

On the contrary, the city is full of potential in areas that require significant levels of public sector investment through infrastructure to leverage private sector participation. This ranges from tourism, agriculture and agro-processing, maritime sector, renewable energy, aquaculture, information and communication technology, to name a few. The state of these sectors and investment opportunities are outlined below.

Economic Policies and Strategies

Creating a conducive economic climate for economic development requires clear and robust strategies and policies, amongst others. The city will therefore focus on the development of key strategies, which include:

- **Investment Promotion and Incentive Strategy:** The city currently does not have a robust and coherent investment promotion strategy. Further to this, the city also does not have comprehensive incentives package, with the exception of concessions given

to the East London Industrial Development Zone. Coupled with the investment promotion strategy will be the incentives strategy, which will investigate the types of incentives that the city can provide to complement the investment incentives available at the national level.

- Finalisation of the Business Needs Assessment Plan. This current project will clarify areas where the city can intervene and support to improve competitiveness and reduce the cost of doing business in the industrial areas.
- Finalisation of the Integrated Agriculture and Rural Development Strategy. There is a draft that requires finalization and adoption by Council.
- Tourism Strategy review. The strategy was adopted by the Council in 2006 and is due for review.
- Finalization of the SMME Strategy
- Finalization of the BCMM Cooperative Development Strategy
- Development of the Informal Sector Strategy
- Development of the BCMM Heritage Policy
- Development of the Arts, Culture and Heritage Strategy

B2.4.1 West Bank Industrial Node:

East London Industrial Development Zone (EL IDZ)

The East London IDZ's key mandate is to ensure that jobs are created by attracting foreign direct investment. As a shareholder, BCMM is playing its part to ensure an enabling environment for the IDZ to operate in conditions that allow them to realize their strategic goals by making available an additional 870 hectares of land in the Berlin area. This area, in particular, is an existing industrial area and has been earmarked as the Renewable Energy Hub. It is envisaged that a cluster of activities covering the entire value chain including other complementary industries will be developed in this area. The EL IDZ will tap into its existing Renewable Energy Training Centre for skills.

The EL IDZ has already played a major role in the economy and has so far achieved the following:

- Created about 3 435 direct jobs with an annual salary bill of R521million
- Companies in the zone generate R7,6 billion turn-over per annum
- Exports 36% of its products

- Signed four (4) new investments in 2016/17 to the value of just over R1 billion and 1 400 jobs in the pharmaceutical, aquaculture, green economy and ICT sectors.
- Expansion by three existing investors including renewable energy.

There is currently a process underway to renegotiate the incentives which would be applicable to the IDZ over the medium term. The next three years will also see the implementation of the various co-operation agreements dealing with matters of mutual interest and broader community benefit such as waste to energy initiatives, aquaculture incubation, research and development as well as innovation through the Science and Technology Park (STP).

An arterial road (3km) linking the EL IDZ, MBSA and the Port is also on the cards to reduce the distance and time and improve efficiencies in preparation for the production of the W206 Model.

There is currently a process underway to renegotiate the incentives which would be applicable to the IDZ over the medium term. The next three years will also see the implementation of the various co-operation agreements dealing with matters of mutual interest and broader community benefit such as waste to energy initiatives, aquaculture incubation, research and development as well as innovation through the Science and Technology Park (STP).

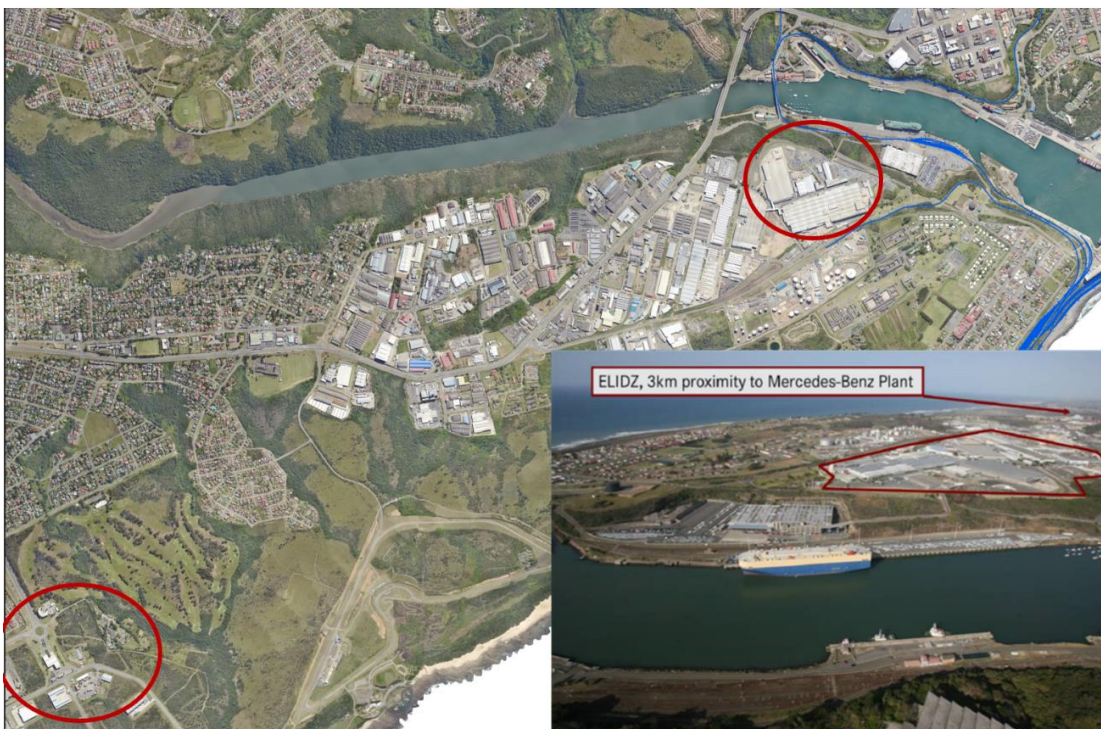


Figure B:38: Proposed expansion of the Mercedes Benz Plant

An arterial road (3km) linking the EL IDZ, MBSA and the Port is also on the cards to reduce the distance and time and improve efficiencies in preparation for the production of the W206 Model.

B2.4.2 Port of East London

The Port of East London has outlined a pipeline of projects to the value of R515m in the next three years and over R2, 9bn over a ten-year period. These projects include replacement of the Buffalo Bridge, expansion of the Car Terminal, Signal Hill development, tourism and leisure facilities, ship building and repairs facility as part of Operation Phakisa.

Transnet will also establish a Maritime Training Centre and a site has already been identified within the port precinct. This will further add to the current maritime studies offered by Ngwenyathi and George Randell high schools located in Buffalo City



Figure B.39: Proposed Port expansion – Medium to Long Term (Source: Port of East London)

Whilst the above plans are afoot, the deepening of the port to accommodate bigger vessels is not on the cards yet though the presence of the Board of the National Ports Authority in East London in March 2019 has highlighted the issues faced by the Port and commitments at a National level to improve the status quo have been made.

The above-mentioned projects, in the main, will contribute immensely to the tourism product offerings in the city has far reaching implications for the entire regional economy.

Informal Trading

The city is formulating a policy for street trading and informal sector trading. The aim is to formalise the sector as a growing sector in the economy of Buffalo City Metropolitan Municipality. The fresh produce market is an example of the supporting infrastructure for this particular sector.

The Fresh Produce Market, which is owned by Buffalo City and based in Wilsonia envisages the development of a feasibility study and a master plan in 2017/18 to investigate the expansion of the trading area to create a larger distribution centre and any other complementary business activity.

B2.4.4 Township Industry Revitalisation

Township Economy

The Township Economy has been identified as a major development priority. Businesses in the township are marginalised from the mainstream economy. BCMM is fully committed to revive the township economy by focusing on SMME development. The City will partner with the Department of Small Business Development and DTI to turn township from mainly areas of consumption to areas of productivity. This will best be achieved by intervention in the value chain of production to ensure products are produced and sold in the townships, infrastructure development will act as an enabler to reviving the township economy.

Another intervention is focusing on developing, supporting and promoting township tourism. BCMM is home to a number of townships with rich culture and heritage which can be developed and promoted. In promoting township tourism, BCMM developed a township tourism route which links up a number of sites located in the following areas: Duncan Village, Mdantsane, Berlin, Zwelitsha and Dimbaza. These seeks to promote the lifestyle, culture and heritage of the local people.

Dimbaza Agri-Park

As alluded to in Section B1.4.3, a fully-fledged business case has been developed for the revitalization of the Dimbaza Industrial area which is championed by the Eastern Cape Development Corporation (ECDC) as the landlord, supported by the DTI, Department of Rural Development and Land Reform (DRDLR). BCMM has pledged its support for this initiative, which is envisaged to be executed over a 10-year period with an investment of approximately R1, 3 billion. About R865 million is anticipated from the private sector whilst the rest is expected to come from the public sector through infrastructure upgrade, business development support, etc. Over 3 000 direct jobs are anticipated from this development.

Over and above the Agri-Park, the Dimbaza Industrial Park will also attract investors from other sectors such as plastics, chemicals, steel and construction related industries. Ikusasa Green (Pty) Ltd, which manufactures eco cooler boxes and supplies Massmart has already established itself in the 2016/17 financial year. Other investors are conducting due diligence and raising capital to set-up in the coming year or two.

This area has been faced with growing socio-economic challenges, such major infrastructural decay, job losses, and flight of industries, amongst others. Part of the plan to revive this industrial

area has been to develop the economic infrastructure in the surrounding communities and human settlements for increased economies of scale.

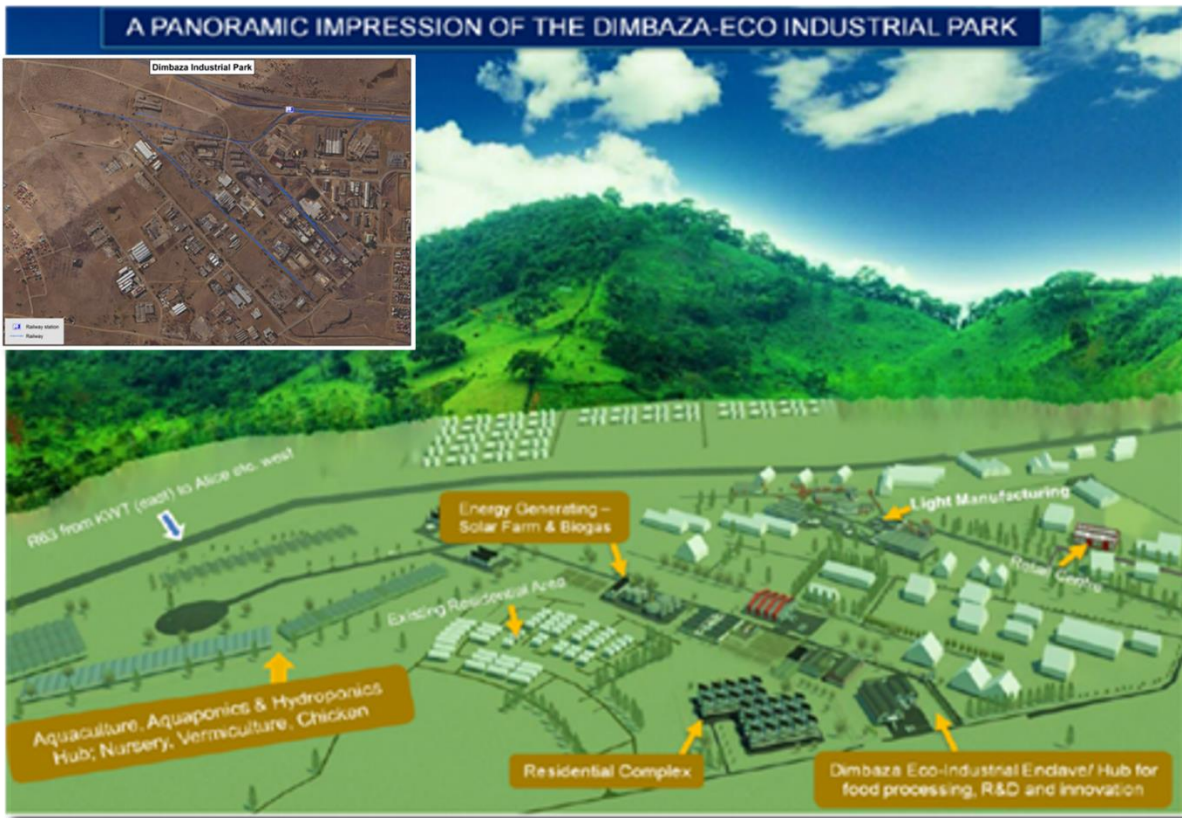


Figure B.40: Proposals for the Dimbaza Eco-Industrial Park

B2.4.5 East London Airport

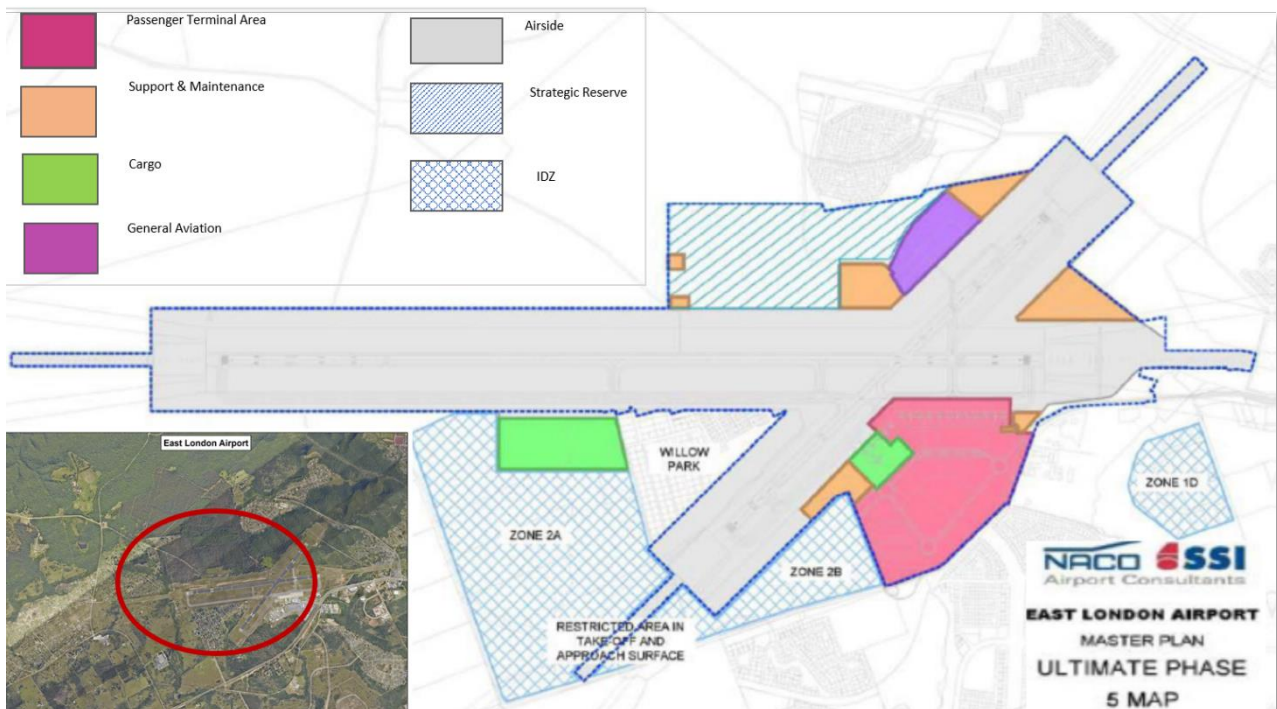


Figure B.41: Proposed airport expansion plan (Source: ACSA 2018)

The current capacity of the Airport can accommodate up to 1, 2 million passengers and currently the traffic is around 800 000 passengers per annum. In terms of projections an expansion is required in the next three years, which will also accommodate air freight requirements and a provision for intercontinental flights. This requires the extension of the runway, which regrettably is illegally occupied as a squatter camp.

B3. INSTITUTIONAL ARRANGEMENTS

The National Treasury Guidance Note is very clear on the intention of better alignment both horizontal in the institutional but also vertically between the spheres of government and State Owned Enterprises.

It states that the alignment of provincial infrastructure to metropolitan priorities will be done via the relevant Provincial Treasuries who co-ordinate the IDP's and IDMS with guidance from National Treasury.

Every effort has been made to engage with other spheres of government and state-owned enterprises that have been part of the BEPP process to date. Additional partners such as ACSA, who were not part of the 2018-19 BEPP process were able to engage and attend both the 2019-20 and 2020-21 BEPP IGR meetings.

As outlined in Section A4, all scheduled BEPP Task Team and IGR meetings as per the BEPP Process Plan have been conducted with fair attendance from invited stakeholders (see attendance registers and meeting agendas attached in Annexures 6 & 7). Additional meetings were held in order to convene with stakeholders who were unable to attend previous sessions. Where stakeholders attended and took part in meetings, genuinely interactive sessions were had and discussions on joint planning and budgeting were fruitful.

Organizations and representatives that formed part of the above two Task Teams are identified in Annexure 6 and Annexure 7 of this document.

SECTION C : CATALYTIC LAND DEVELOPMENT PROGRAMMES & PREPARATION

C1. CATALYTIC LAND DEVELOPMENT PROGRAMME IDENTIFICATION

As outlined in Section B1 earlier, the five Catalytic Land Development Programme Areas identified for the BCMM are;

1. East London CBD and Inner-City Regeneration
2. MELD Corridor Central
3. Mdantsane Urban Hub
4. West Bank Economic Corridor (Port – MBSA – IDZ – Airport)
5. Bhisho – King Williams Town – Zwelitsha Corridor

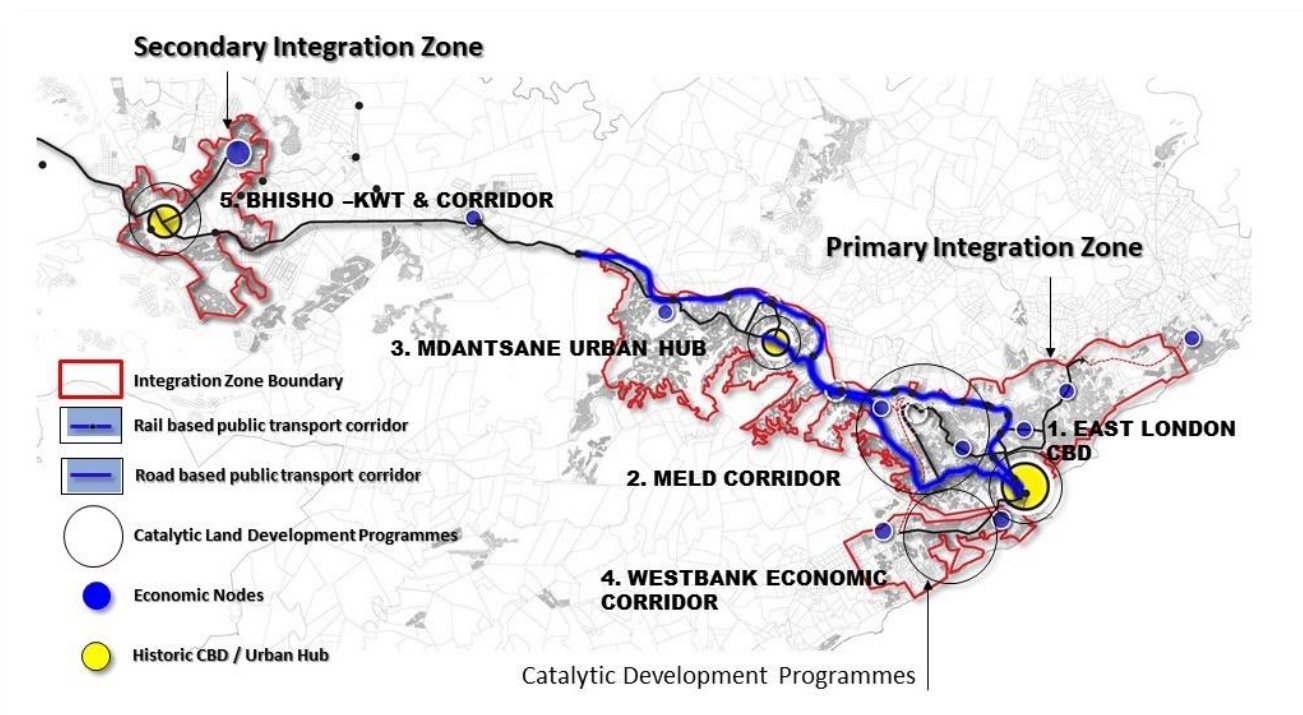


Figure C.1: BCMM: Catalytic Urban Development Programmes (Source: BCMM BEPP 2019-20)

C2. CATALYTIC LAND DEVELOPMENT PROGRAMME PREPARATION

Annexure 1 of this document is a schedule of the Catalytic Urban Development Programmes of the BEPP and contains details of projects planned and budgeted for within the Primary and Secondary Integration Zones.

C2.1 East London CBD and Inner-City Regeneration Programme

The East London CBD and Inner-City Regeneration Programme fosters visible investment in the East London CBD and Inner-city area in order to promote a unique city identity as well as to spur additional investments in the centre of the city. High impact projects would focus on improving the quality of the area which would in turn strengthen investor confidence and growth.

The key planned sub-programmes and projects that form a part of this programme include;

- Buffalo City Knowledge and Innovation Precinct
- East London Beachfront Development
- Development of the Sleeper Site
- Development of the City to Sea Boulevard
- Development of the East Bank by Port Authorities (Signal Hill and Latimer's Landing)

Further projects that fall within this programme and details thereof are found in the Annexure 1: Catalytic Land Development Programmes.



Figure C.3: BCMM: Current and planned projects within the East London CBD Urban Development Programme (Source: BCMM DRAFT BEPP 2020-21) Refer Annexure 2.

C2.1.1 Buffalo City Knowledge and Innovation Precinct

The Buffalo City Metropolitan Development Agency (BCMDA) has engaged the Human Sciences Research Council (HSRC) to initiate a consultative process to unlock the regeneration of the Inner-City of East London. The following concept note on the Buffalo City Knowledge and Innovation Precinct is prepared by the HSRC (March, 2019) in collaboration with the BCMDA and City through discussions convened by the Municipality's Enterprise Management Office (EMO) and GTAC. The first phase of the project is concerned with the establishment of a City Improvement District and will be elaborated on further in Section F of the document which addresses urban management of key catalytic precincts.

The second phase of the project is structured around the universities and medical institutions – so-called “eds and meds” – which are anchored in the inner city. The project is a multi-stakeholder, multi-year initiative, which seeks to realise Buffalo City's potential through knowledge production and innovation, preparing it for the changes associated with the fourth industrial revolution. The project seeks to encourage the diversification of the urban economy through a strategy which builds on numerous small, significant interventions that seek to rebrand the inner city, forging a number of development nodes which are then connected as a coherent area to help to drive the city's broader growth. The development philosophy underpinning the initiative is predicated on a “massive small” approach which focuses on many little interventions which will have a large cumulative impact on the city's image and orientation. This kind of approach also builds confidence among stakeholders over time as impacts are realised.

Key “eds and meds” stakeholders participating in the project include: the University of Fort Hare in the south city-centre, Walter Sisulu University in the central business district (CBD), and Buffalo City TVET college on the northern edge of the city centre in Southernwood. There are also a number of private and provincial hospitals and medical-service businesses and practices in the inner-city area, particularly Southernwood, which are potential nodes for science in the city. A priority concern is to seek to retain WSU as an anchor tenant in the CBD (and conserve the rates and other contributions to the municipality's coffers that may otherwise be lost). In terms of the development approach employed the project which promotes the physical clustering of anchors in the area in order to galvanise larger knowledge development, WSU should be wooed to stay. To this end, the project also encourages the establishment of additional high-end educational institutions and facilities in the inner city, in particular those engaged in the engineering, information and communications technology (ICT) and marine science sectors, including at the post-graduate level. In addition, to the so-called “anchor” institutions in the area,

a number of other agencies and institutions working in knowledge production for development, such as the Industrial Development Zone (IDZ) and potential private-sector partners, would also be potentially engaged to uplift the area economically.

Local planning efforts will be synergised in support of the knowledge and innovation project, the aim being to align the institutional master plans to create the conditions for growth in the innovation and creative industries in the inner-city. Public land for development may be made available in return for the provision of certain knowledge-production and training capacity within the area by the anchor institutions and other education providers.

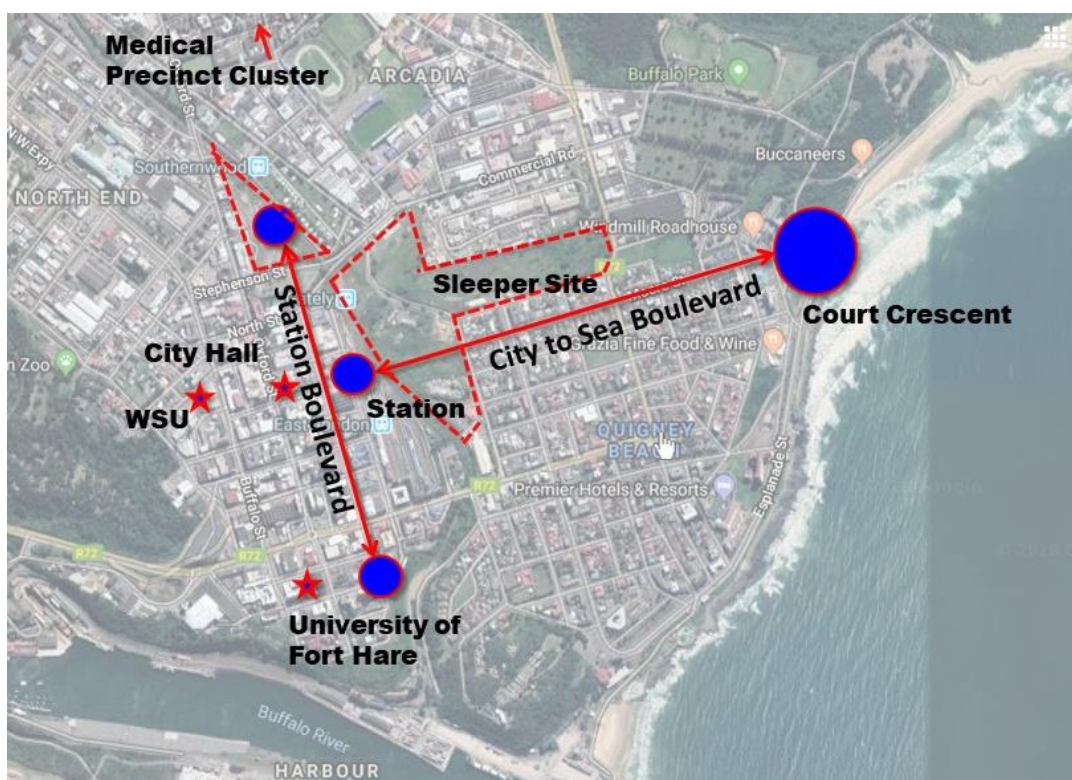


Figure C.2: BCMM: Anchor Projects: Inner City Catalytic Urban Development Programmes (Source: BCMM BEPP 2019-20)

The spatial focus of the above second phase of project is on the south-city centre, which hosts Fort Hare’s campus; the CBD where WSU is located; and Southernwood, where most of the “meds” and the Buffalo TVET College. Some nodes will develop faster than others and some will need to be reconceptualised as the project develops, depending on the level of investment in different areas. These districts are then connected via pedestrian thoroughfares and sidewalks, parks, transit routes and cycle paths to produce larger developmental impacts.

The project will seek to leverage local property, transport, ICT and telecommunications, and other infrastructure to promote its goals. A particular objective is to tap into the G5 connectivity that will be available within the East London IDZ. The innovation project will further seek to foster

a local media industry, including through the provision of film and music-making opportunities in the inner city. A key aim is to foster local enterprise by offering relevant training and creating new economic opportunities. Stakeholders who can support this vision, such as Vega School, which offers design, marketing and branding training, and AFDA: The School for the Creative Economy, may be wooed to the area. Students and youth will be engaged in such cultural/economic development, as well as in the establishment and maintenance of an appropriate physical environment with the necessary services and facilities to support their education and knowledge-production efforts. One of the project's key objectives is skills development as part of the creation of a knowledge economy. Using the anchor-institution model, the project seeks to achieve this by aggregating youth talent – particularly among students – which can create the conditions for development. Supporting the engagement of students in the project, significant funding for student accommodation from the Department of Higher Education and Training (DHET) may be tapped. This could be used for new housing or to retrofit existing stock.

As investment gains momentum, it is critical that the city authorities ensure that public access is ensured and that the ill-effects of gentrification, such as through the emergence of gated communities, do not undermine the social contract between the city and its citizens in the area. The improvement work will engage local communities and foster their creative and economic development. It will seek to empower local youth, particularly by creating jobs; offer black economic empowerment (BEE) opportunities for local businesses; and create a more family- and child-friendly environment, including through the hosting of inclusive social and cultural events. For the municipality, an improved area will boost revenues in the form of rates, and water and electricity charges.

The project will be led by the BCMDA and the municipality's Enterprise Program Management Office (EPMO), which will implement and coordinate the plan on behalf of the city. In order to produce a smarter city, it will initially entail creating incremental improvements in the public realm, access routes and transport. Building on phase one of the project (see Section F1.3), a number of demarcated blocks around Buffalo Street/ WSU junction and the UFH precinct will be targeted for improvement. A budget for inner-city cleaning and safety improvement will be consolidated, which would, among other actions, cover daily city clean-ups and the cost of placing and regularly servicing branded skips placed in the area. The project will institute pavement repair, street lighting and proper signage in these areas and attend to the local public spaces and parks. Application will be made for increased policing in the inner city; and for funds for a student citizenship campaign, in which the BCMDA and EPMO work with the universities

on student-led place-making initiatives. Planning will be instituted for a city hopper “campus-to-campus” shuttle service linked to branded bus stops, as well as a number of combi taxis and vans which may be paid for by the city and run by the taxi association. The private transport may be accessed by a dedicated transport app for students and other local residents. These transport services will run all day and also after hours to service the night traffic to the WSU/UFH/University of South Africa (UNISA) library. Rates rebates for inner-city anchors such as St Dominic’s should be considered as part of a business retention strategy. The rates rebates could be made conditional and may be removed when the city meets its improvement targets in the precinct. A clear message will be sent to those who pay rates in the three nodes that the municipality is committed to fixing up their neighbourhoods. A launch event emanating from a public competition in the field of the creative and performing arts will be held. This will offer a voice for local artists and/or students, as well as pupils. The competition will culminate in a celebration of Buffalo City’s identity as a modern, creative, inclusive city intent on progress, which may feature an art show and musical/dramatic performances.

C2.1.2 Development of the Sleeper Site

The Sleeper Site has been identified as a sub-programme of the East London CBD and Inner-City Regeneration Programme (See Figure C2 above). The CSP with the support of external consultants is currently busy with the preparation of a detailed scoping report for the development of the Sleeper Site sub-programme of the BEPP. The Buffalo City Development Agency (BCMDA) has been mandated by BCMM to develop the Sleeper Site.

C2.2 MELD Corridor Central Programme

The MELD Corridor is the area straddling the main transportation routes (roads and railway) and links the townships of Mdantsane and other previously disadvantaged areas to East London’s Central Business District.

The key sub-programmes that form a part of this programme include;

- The Duncan Village Upgrade
- The development of the Amalinda Junction
- The Central to Reeston Tunnel and WWTW will unlock projects within the Amalinda Junction.

Details of current and planned projects within the MELD Corridor Urban Development Programme are found in Annexure 1.

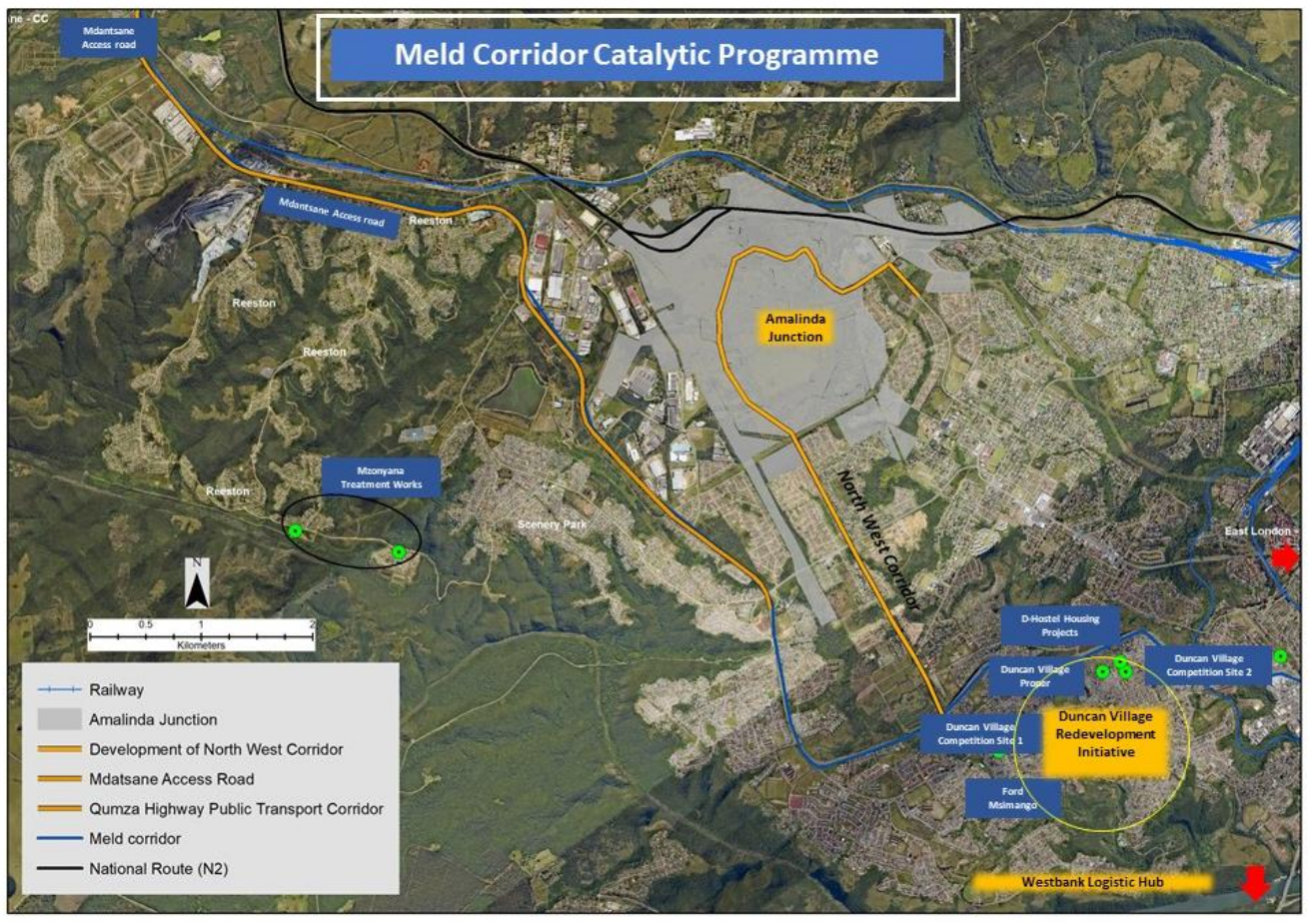


Figure C.4: BCMM: Current and planned projects within the MELD Corridor Urban Development Programme. (Source: BCMM DRAFT BEPP 2020-21) Refer Annexure 2.

C2.3 Mdantsane Urban Hub

This project focuses on the creation of a self-sustaining, attractive and vibrant Economic Hub that showcases the creative arts, sports, cultural history and identity of Mdantsane. Improved circulation and connectivity in and around the taxi rank, improved social facilities and the development of mixed use and social housing are key projects envisaged for the area. Details of current and planned projects within the above Urban Development Programme are found in Annexure 1. A number of projects in the Hub have gained momentum at the current time including the Toyana Road upgrade and link to the Mount Ruth Station for which concept plans and detailed designs have been done. The project includes public realm upgrades and the provision of social amenities such as mini-parks, basket-ball courts, seating, lighting as well the provision of wi-fi accessibility. Progress has also been made with negotiations with SANRAL to improve the regional accessibility to the hub via Billy Road.

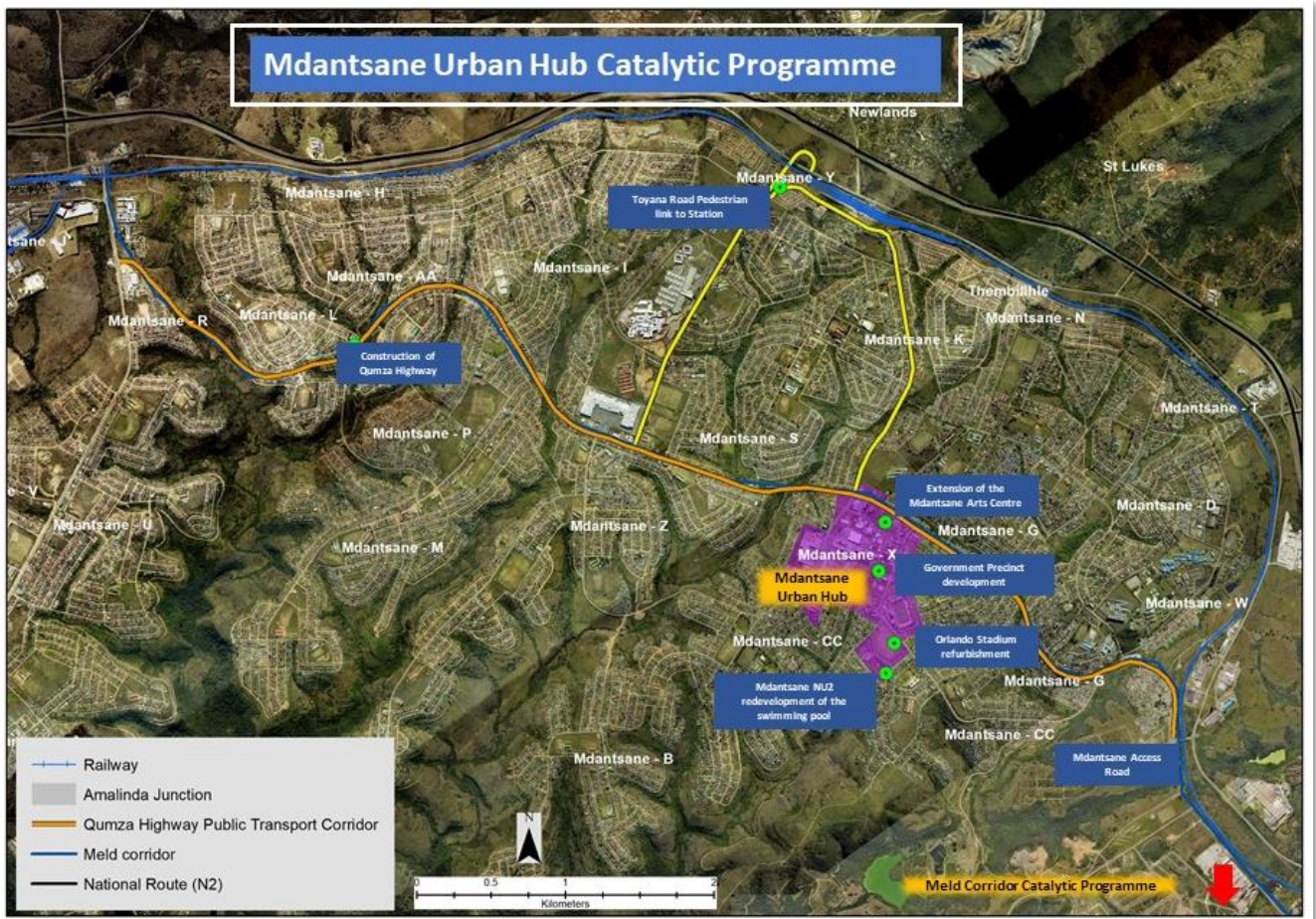


Figure C.5: BCMM: Current and planned projects within the Mdantsane Urban Hub Urban Development Programme. (Source: BCMM DRAFT BEPP 2020-21) Refer Annexure 2

C2.4 West Bank Economic Corridor Programme

As described in earlier sections of the document, this area has been identified as the Priority Zone 1 in the 2020 SDF Review document currently being finalised. The Catalytic Programme aims to support investment, improve logistics and boost economic performance within the area straddling the R72 / Settler's Way Corridor. It includes a suite of planned and budgeted projects which will enhance the infrastructure capacity as well as assist in unlocking planning and land related issues within the corridor. Further details of projects within this programme are found in Annexure 1 of this document.

The key sub-programmes that form a part of this programme include;

- Port of East London: Extend Main Breakwater and Deepen Entrance
- Revitalisation of the West Bank industrial area/ Motor Industry cluster
- EL Airport Expansion

- IOX International Sea Cable / Meet me Room (ELIDZ)
- Water World (Water Park)
- Bulk infrastructure for the West Bank area

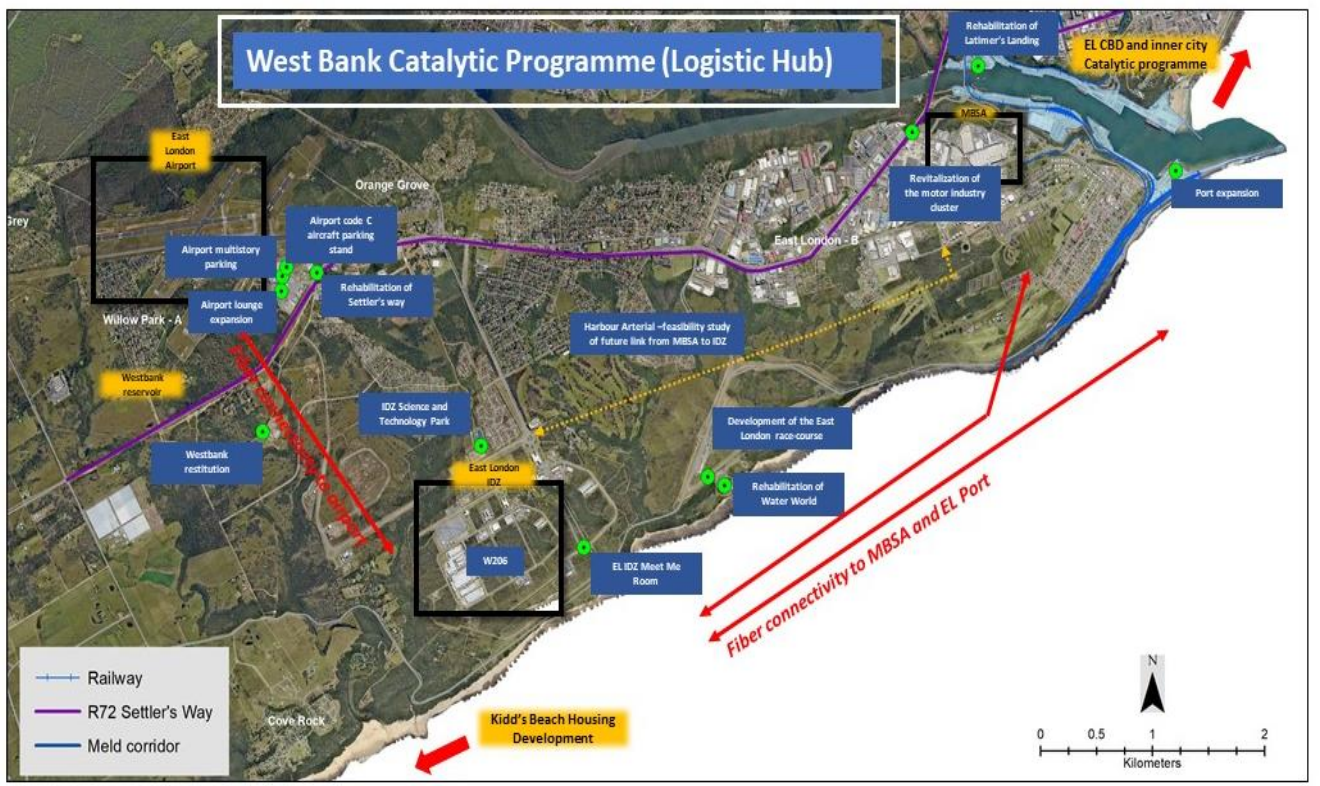


Figure C.6: BCMM: Current and planned projects within the West Bank Economic Corridor Programme. (Source: BCMM DRAFT BEPP 2020-21) Refer Annexure 2

C2.5 King Williams Town - Bhisho – Zwelitsha Development Programme

This KWT – Bhisho – Zwelitsha Programme is made up primarily of the historic CBD / hub of King Williams Town (KWT) and the link southwards to the township of Ginsberg as well as the R63 – KWT – Bhisho link northwards from KWT to Bhisho. Bhisho, the administrative hub of the Metro forms a strategic employment node within the area.

Vacant BCMM and State land will be developed for high density housing and mixed land uses. A large part of the KWT- Bhisho corridor is made up of the Bhisho Revitalisation Project and will enhance Bhisho as the capital of the provincial administration. The development of land along the corridor is dependent on the completion of the Zwelitsha Regional Bulk Sewage Scheme which is currently being implemented. Details of projects within this programme are found in Annexure 1 of this document.

The key BCMM projects that form a part of this programme include;

- KWT Public Transport Interchange, Market Square Bus Rank, Market Square Taxi Rank
- Mary Street Upgrade
- Zwelitsha Regional Bulk Sewage Scheme
- Bhisho-King Water infrastructure
- Kei Road Bulk Water Scheme
- Upgrade of the KWT Electrical Network

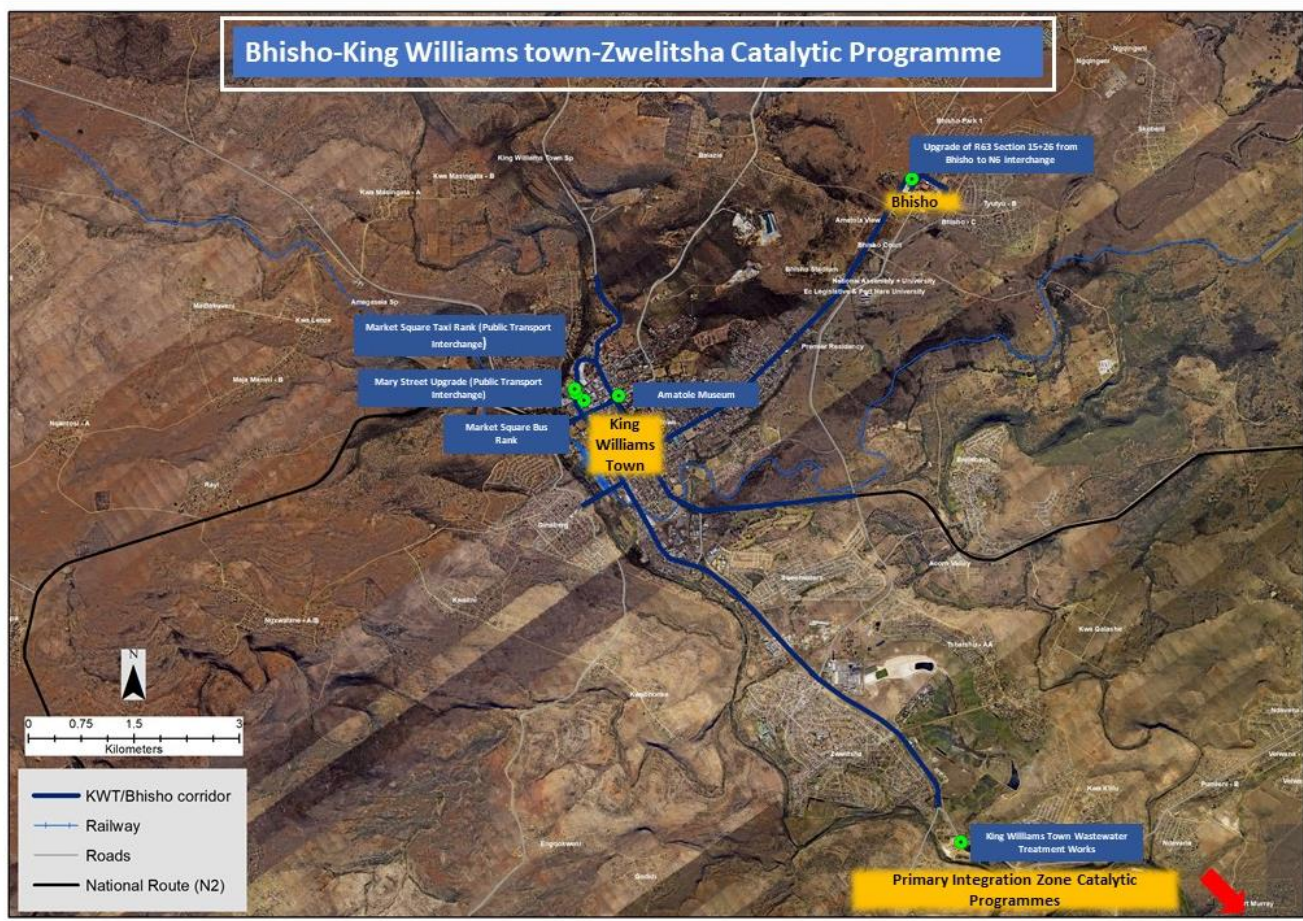


Figure C.6: BCMM: Current and planned projects within the King William’s Town / Bhisho Urban Development Programme. (Source: BEPP DRAFT 2020-21) Refer Annexure 2

C2.6 Land Release Programme for Catalytic Urban Development Programmes

The Catalytic Urban Development Programmes and subcomponents require release of BCMM land as part of the implementation process:

Catalytic Urban Development Programme	Precinct / Focus Area	Status of land release
1. East London CBD Inner City Revitalization	Sleeper Site	Erven acquired from Transnet will be further subdivided and rezoned based on the Sleeper Site Development processes being undertaken by the Buffalo City Development Agency (BCMDA).
	East London Beachfront	4 Key land parcels will be released for development through this process. BCMM has signed a land availability agreement with the BCMDA in this regard.
2. MELD Corridor	Amalinda Junction Precinct including Wilsonia Industrial area	BCMM land will be subdivided and rezoned once the Sewer Tunnel project is nearing completion.
	North West Corridor Precincts	BCMM land will be subdivided and rezoned for release based on the outcome of the NWC Feasibility Study.
	Duncan Village Redevelopment	Some of the land parcels identified in the DV redevelopment are awaiting the completion of the Sewer Tunnel project which has budgeted for on the BCMM 2020-21 Budget.
3. Mdantsane Urban Hub Precinct	CBD Land regularization	The registration of unregistered land in the Hub has not progressed effectively and is negatively affecting the proactive development of land within the CBD. This project will delay the release of vacant land parcels. BCMM and state-owned land is intended to be released in phases according to the priority zones identified.
	High density social housing	The above delays also affect the identification of land for high density housing within the hub.
	Government Precinct Development: Mdantsane Urban Hub:	National Department of Public Works (NDPW) has prepared a draft MOU with BCMM which has been submitted to the City Manager for consideration.
4. KWT/ Bhisho Corridor		Land has been released for the development of the office hub. Erf 4785 to EC Provincial Dept Public Works.

Land Disposal and Land Management Policy

A draft Land Disposal and Management Policy has been prepared by BCMM and requires workshopping with Councillors before it can be adopted by Council. The BCMM Land Release Programme is governed by the Land Disposal Policy which is based on the following:

Land will only be disposed if it is not required for basic service delivery needs.

- No land may be released unless it complies with the SDF.
- The BCM and/or its Municipal Entities shall only transfer ownership as a result of a sale or other transaction or otherwise dispose of any of its immovable capital assets in compliance with the provisions of, inter alia, Sections 14 and 90, read with Chapter 11 Part 1 of the MFMA and this policy after the Council of the BCM, in a meeting open to the public:
 - has decided on reasonable grounds that the asset is not needed to provide the minimum level of basic services; and
 - has considered the fair market value of the asset and the economic and community value to be received in exchange for the immovable capital asset. (Section 14(2) and Section 90(2) MFMA).

C3. INTERGOVERNMENTAL PROJECT PIPELINE

Annexure 2 of this document, the Intergovernmental Project Pipeline, contains details of projects planned and budgeted for through the IGR Pipeline.

C4. INSTITUTIONAL ARRANGEMENTS

C4.1 Project Preparation for selected key catalytic urban development projects (leverage of investment through partnerships)

C4.1.1 East London CBD and Inner-City Regeneration: Institutional Arrangements for the Knowledge and Innovation Precinct

An appropriate governance framework will be established to incentivise and target investment in the two-phase “Buffalo City Knowledge and Innovation” project. The BCMDA will play a leadership role in establishing the governance structure across the whole project and that for phase one, providing the required deliberate, sustained, focused and visionary engagement and offering the capacity to work across departments in the municipality to establish the appropriate operational and financial arrangements. The project should be established as an entity/partnership with a steering committee/advisory group featuring the key stakeholders:

representatives from the BCMDA; the relevant municipal departments; the “eds and meds”; local chambers of commerce and ratepayers’ associations; student bodies; and the South African Police Service (SAPS) police and other local providers of security services. Key municipal officials will be engaged either on the steering committee or on subsidiary project committees that may be established in the fields of spatial planning and coordination; community safety; communications; recreation and culture; transport; property development; skills and enterprise development.

The roles and specialisms of the various members of the steering group would be clearly defined. The group’s key functions will include the crucial work of consulting with, and building the required relationships among, the key stakeholders, including within the leadership and relevant planning departments of the anchor institutions and the municipality, and with private, ICT and enterprise sectors. The groups’ functions will also include an ambassadorial role to promote the project more widely within the city and beyond, wooing appropriate investment. The steering committee/advisory group should produce an appropriate mandate, schedule and budget for the project and oversee its branding. The legal status – responsibilities and accountability – of the steering group should be established. A preliminary series of scheduled, bilateral meetings and consultation will be held, including with independent, non-committed stakeholders. This will lead to the establishment of a workshop featuring the identified key players at which the composition of the steering committee/advisory group will be agreed.

A report and draft Memorandum of Understanding (MoU) will be produced from the meeting and distributed for comment, feedback and agreement among the key stakeholders. A final draft of the MoU will be signed at a special ceremony hosted by the executive mayor, the vice-chancellors of the local universities and business leaders to symbolise the beginning of a new partnership and era. These individuals will act as the face of the new relationship. A number of programmes may be extracted from the MoU and other key project documents under the guidance of the steering committee to be jointly implemented by the relevant local and national government, private-sector and university stakeholders. These should form the basis of a service-level agreement (SLA) or agreements, in which the parameters and benefits of the new partnership approach are clearly outlined. Annual targets should be set for the achievement of measurable progress on these programmes; and regular future stakeholder, and perhaps public, meetings should be convened to consider the progress made in implementing these programmes, particularly those for providing student accommodation, transport and cultural amenities; improving the safety and liveability of the inner city; and fostering economic growth.

The innovation knowledge management cluster, educational and economic resources will be supported. An improved quality of life through the creation of vibrant city spaces, cleaning and greening will seek to enhance city image. Public transport and connectivity will be improved, through improvement of key pedestrian spaces and streets. Key projects in the CBD Revitalization are the Sleeper Site development and CBD upgrades. Opportunities for transit-oriented development (TOD) through encouraging of quality affordable infill housing and promotion of mixed land uses, will be looked at. Linkages to the beachfront and other potential recreational areas will be strengthened and improved.

C4.1.2 West Bank Economic Corridor: Institutional Arrangements

MOU between the Transnet National Ports Authority, BCMM and the ELIDZ

The above agreement has been signed on 12 March 2019. The purpose of the agreement is outlined as follows:

- To provide a common platform for constructive engagement on various issues affecting the Port, the Municipality and ELIDZ;
- To identify and disclose planning initiatives and development projects of mutual interest as well as issues of common interest between the Authority, the Municipality and ELIDZ especially those dealing with:
 - the spatial planning land use development and infrastructure development in the Port, the Municipality and ELIDZ;
 - strategic planning for economic development and growth of the region;
 - promotion, attraction and servicing of investors in the Buffalo City
 - lobbying and advocacy for future development of the region
 - community development and social upliftment
 - collaborative research and sharing of best practices
 - packaging, fundraising and implementation of strategic catalytic projects
 - transportation planning in the Port, the Municipality and ELIDZ;
 - traffic management in the Port, the Municipality and ELIDZ;
 - planning and development of special projects initiated by any Party;
 - tourism;
 - environmental matters including the Integrated Coastal Management Act; estuarine management plans and pollution of port waters via storm-water drains;

- financing of any joint projects between two or all of the parties may agree to in relation to the Port;
 - safety and security matters in the Port, the Municipality and ELIDZ;
 - provision of services which include water, rates, electricity, waste management;
 - co-operation for the benefit of the citizens of the Municipality, the region and the nation; and
 - development of the industry in the region and, especially the development of the maritime industry in the Port, the Municipality and the ELIDZ.
- To collectively identify, and, if agreed between the Parties, develop, projects and identify sources of funding for such projects and initiatives;
 - To foster and promote sound Port/Municipality/ELIDZ relationships whereby opportunities for networking and partnerships are enhanced;
 - To ensure appropriate representation in both existing and future structures;
 - To act as a dispute resolution mechanism between the Parties.

C4.1.3 Mdantsane Urban Hub: Institutional Arrangements for the Government Precinct

MOU between the National Department of Public Works (NDPW) and BCMM

The above agreement has not yet been signed however a draft MOU has been submitted by the NDPW to the City Manager, BCMM for due consideration and signature.

The intention of the MOU is to address the following specific aspects in the BCMM jurisdiction:

- Identification, funding, development and urban management of government precincts
- Development of and sharing of information regarding immovable assets and lease agreements that will support integrated development
- The MOU is the first agreement that aims to define the input of parties with regard to input into revision of BCMM's MSDF, IDP, BEPP, Mdantsane Urban Hub Precinct Plan (MUHPP) and any other approval spatial planning documents.

C4.2 Risk Mitigation Strategies

Risk Committee meets on a quarterly basis chaired by Chief Risk Officer and departments report on progress made using the Risk Register. As departments identify projects, they identify risks. The risk committee will consider the following identified risks in their quarterly meeting.

Risks identified and possible actions to mitigate the risks:

Sewer diversion from Central to Reeston:

Risk	Possible Action
<ul style="list-style-type: none"> Land invasion 	<ul style="list-style-type: none"> Cordon off area for development Write a report to council for possible relocation

Mdantsane Urban Hub:

Risk	Possible Action
<ul style="list-style-type: none"> Land ownership and registration 	<ul style="list-style-type: none"> Committee will be formed, BCMM, Deeds, COGTA and conveyancer to cancel deed of grants and move them to alternative land The deed of grants was granted by former Ciskei and from the new government There is a duplication of grants Possible relocation

Inner City Revitalisation-Sleeper Site:

Risk	Possible Action
<ul style="list-style-type: none"> Possible land invasion if the site is cleared. 	<ul style="list-style-type: none"> Refrain from clearing the land until the time of project commencement.
<ul style="list-style-type: none"> Financial risks infrastructure: borrowing money (tariffs might not cover the loan). 	<ul style="list-style-type: none"> Risk study of tunnel project available.

SECTION D : CATALYTIC URBAN DEVELOPMENT PROGRAMME RESOURCING

D1. LONG TERM FINANCIAL SUSTAINABILITY

D1.1 Investment Strategy for Catalytic Urban Development Programmes

The institution receives conditional capital grants from National Government through the Urban Settlement Development Grant (USDG). The Urban Settlement Development Grant (USDG) is a Schedule 4 grant and is defined in the Division of Revenue Act (DoRA) as “Supplements the Capital Revenues of metropolitan municipalities to support the national human settlements development programme focusing on poor households”. Further conditions of the grant state that “a minimum of 50 per cent of the USDG allocation must be spent on the provision of individual basic services to households living in informal settlements either through in-situ upgrades, relocation or integrated development projects.”

The largest capital grant received from National Government is the USDG grant. The institution has identified a concern with aging infrastructure and hence developing a pro-active maintenance plan through the assistance of CSP.

To alleviate the challenge and risk the institution implemented a Generally Recognised Accounting valuation policy of revaluing infrastructure. This policy is specifically focused on ensuring the depreciation charged against the yearly tariff associated with the current cost of replacement. As this represents a non-cash expenditure charged to the statement of financial performance it results in these funds being accumulated in cash. The benefit of this is:

1. It encourages cost containment in other operating expenditure items which is in line with National guidance and is considered a good strategy in the current economic conditions.
2. It allows for the generation of cash which would improve the liquidity ratios of the institution.
3. The improved liquidity allows for an alleviation of challenges that may be associated with poor working capital performance.
4. The additional cash can be focused on replacing and refurbishing existing infrastructure.

The replacement and refurbishment of existing infrastructure would allow for the reduction of both electricity and water losses and should contribute to reducing operational funding required for repairs and maintenance.

The increased cash being generated by the depreciation will then be focused on the replacement and refurbishment of existing infrastructure. The allocation of the funds is to be undertaken based on Asset Management Plans. The replacement funds can be supplemented with loan funding in order to maintain the revenue being generated from service delivery. This strategy is assessed as appropriate as it reduces the risk on the institution by generating internal funds for investment in upgrading in infrastructure but without an additional cost associated with the funding.

The Urban Settlement Development Grant, supplemented with Long Term Loan Funding, will be utilised to fund infrastructure assets being constructed for expansion of the city.

Capital Cost (Interest Paid and Redemption) as a percentage of total operating expenditure	NT Norm 6% - 8%			
Debt (Total Borrowings) as a percentage of revenue	45%			
		2018/19	2017/18	2016/17
Debt (Total Borrowings) as a percentage of revenue				
Total Debt		340 152 555	398 126 111	445 767 676
Total Revenue		6 280 131 172	5 280 876 078	4 967 303 294
BCMM Calculated Percentage		5%	8%	9%
Calculated Amount Assuming Norm of 45%		2 826 059 027	2 376 394 235	2 235 286 482
Maximum Borrowings which can be considered assuming NT criteria excluding repayment criteria		2 826 059 027	2 376 394 235	2 235 286 482
Less: Current Borrowings		(340 152 555)	(398 126 111)	(445 767 676)
Borrowing Capacity (excluding repayment considerations)		2 485 906 472	1 978 268 124	1 789 518 806

The above details the progression of potential loan funding that could be obtained, excluding the repayment consideration, based on National Treasury norms and standards.

The above reflects that the institution can incur additional long-term loan funding within the confines of the National Treasury guidelines. The institution does consider the impact on the cash flows of the institution and the repayment requirements prior to considering entering into additional long-term loans. Long Term loans will be considered in instances of either creating efficiencies or generating additional revenue for the institution.

D1.2 BCMM Draft Budgetary Allocations to Catalytic Programmes over the Medium-Term Revenue and Expenditure Framework (MTREF):

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23
Sleeper Site Road	New Road to unlock the Sleeper Site Development	Construction Stage	R 33 500 000,00	R 35 148 860,00	R 25 000 000,00
City to Sea Boulevard	New multi-use boulevard on Moore Street East London	Planning Stage	-	R 3 500 000,00	R 5 000 000,00
Court Crescent Implementation	Public Space Upgrade on the East London Beachfront	Implementation Stage: Contractor on site	R25 000 000,00	R25 000 000,00	R25 000 000,00
Public Realm Upgrades and Greening (ICDG)	Integrated Design Framework for Public Space Upgrades in the East London CBD and Inner-City area	Planning Stage	R1 247 550,00	R1 954 350,00	-
Integrated City Development Grant - capital	Integrated capital upgrades	Planning Stage	R4 158 500,00	R6 514 500,00	R10 776 000,00
Orient Theatre Upgrade	Structural Engineering upgrades to the Orient Theatre	Construction Stage	R 2 000 000,00	-	R2 500 000,00
Refurbishment of the Aquarium	Upgrade enhance the esplanade precinct	Planning stage	R 200 000,00	R 200 000,00	R 400 000,00
Upgrade of Ubuhlanti Park (Marina Glen A) & Little Mauritius	Integrated plans for infrastructural upgrades at Ubuhlanti and Little Mauritius	Planning Stage	Currently not allocated.		
Development of Marina Glen B and Sea View Terrace	Development of publicly owned vacant land parcels on the East London Beachfront	Planning Stage	Currently not allocated.		
Electricity Upgrade: Upgrade and replacement of existing network	Electrical Infrastructure: Upgrading and replacement of the 132KV network and old equipment within the Coastal Area	Implementation Stage	Breakdown requested	Breakdown requested	Breakdown requested

MELD CORRIDOR PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23
Upgrading of the Public Transport Corridor from East London to Mdantsane	Phase 2 - Dualization of Qumza Highway from Mdantsane Mall to NU12 intersection. Phase 1 - Dualization of Qumza Highway from NU12 intersection to the Sasol Intersection in Fort Jackson.	Phase 2. Construction Stage expected completion date is March 2021. Phase 1. Design Stage complete.	R56 000 000,00	-	-
Mdantsane Access Road	Widening of the Mdantsane Access Road from Vergenoeg to Mdantsane Gate	Conceptual and Preliminary Design Stage	R30 000 000,00	-	-

Duncan Village Redevelopment Initiative (DVRI): Duncan Village proper		Consultant appointed for the design of 5000 units and social survey is in progress.	R5 000 000,00	R5 000 000,00	R5 000 000,00
DVRI: Duncan Village Composite Site		Implementation stage	R2 000 000,00	R5 000 000,00	R5 000 000,00
DVRI: C Section and Triangular Site	Development of Duncan Village to provide roads, houses and hostels, business premises for the community of Duncan Village	Implementation stage	R12 000 000,00	R10 000 000,00	R9 949 000,00
DVRI: D Hostel		Implementation stage	R10 000 000,00	R5 000 000,00	R7 000 000,00
DVRI: Block Yard TRA		Implementation stage	R1 500 000,00	-	-
Duncan Village Military Veterans		TBD	R 5 000 000,00	-	-
Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works		Diversion of Sewage from Central to Reeston Wastewater Treatment Works	Finalisation of the reviewed tender document expected.	R170 800 142,00	R265 000 000,00
Upgrading of the Mdantsane Wastewater Treatment Works	Upgrade of the Mdantsane Treatment works.		R4 000 000,00	-	-
Rehabilitation of the Ziphunzana Bypass	Rehabilitation	Planned Implementation	R2 500 000,00	R1 500 000,00	R1 000 000,00
North West Corridor	Dual carriage way road from the Amalinda Main Road (SPCA) to Ziphunzana Bypass near Traffic Department	Preliminary Design Stage	R3 000 000	R4 044 304,00	R11 517 100,00

MDANTSANE URBAN HUB CATALYTIC PROGRAMME

Project Name	Project Type (Description)	Project Status	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23
Toyana Road Pedestrian link to Station	Pedestrianization and beautification of the Toyana Road to enhance the movement of pedestrians from Mount Ruth Train station to the Mdantsane Urban Hub	Construction Stage. First phase from Billie Road Intersection to Mount Ruth Train Station in progress but is for 18/19 funds. Expected completion of this phase is mid-December 2019. It is anticipated that expenditure on the 19/20 funds will be start in January 2020.	R 18 000 000,00	-	-
Extension of Mdantsane Arts Centre	Extension of Mdantsane Arts Centre to accommodate more art forms.	Planning Stage: TOR for appointment of consultant have been submitted to BAC.	R 3 000 000,00	R 3 000 000,00	R1 500 000,00
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Construction of earthworks worth R5.1m complete. Procurement of Contractor for the refurbishment of the pool,	R10 000 000,00	-	-

		filtration system and buildings in progress.			
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WEST BANK ECONOMIC CORRIDOR & LOGISTICS HUB

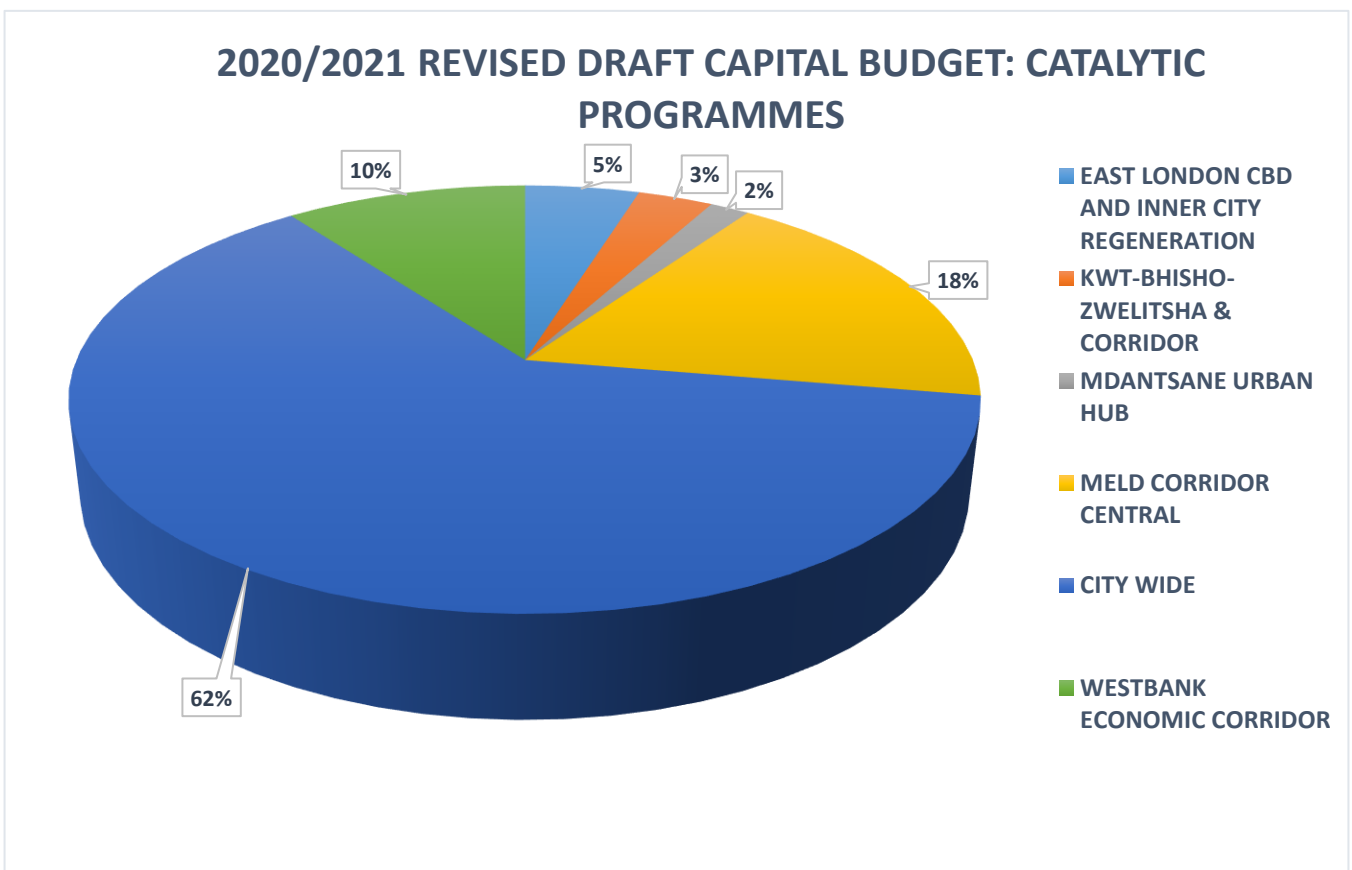
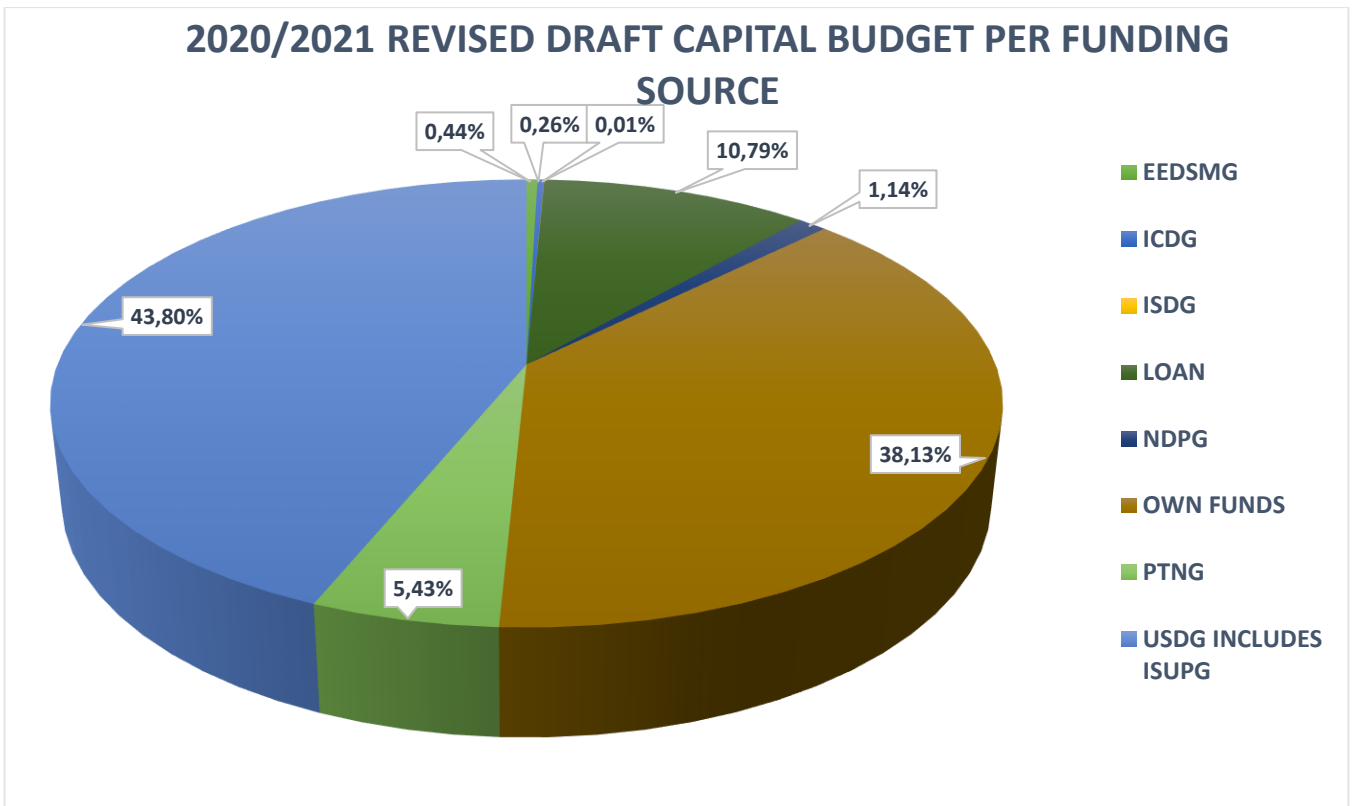
Project Name	Project Type (Description)	Project Status	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23
Water World (Water Park): BCMDA	Upgrading of Recreational Facility	Service Provider Appointed to do detail Designs	R 25 000 000,00	R 25 000 000,00	R 25 000 000,00
West Bank Restitution – Housing 2000 Units	Infrastructure	Procurement to appoint contractor to start with Phase 1 of 1000 Units	R 30 550 000,00	-	R 30,000 000,00
Hood Point Marine Sewer	Extension of Marine Outfall Sewer	Procurement of Service Provider to develop Maintenance Master Plan	R 5 000 000,00	R4 500 000,00	R4 000 000,00
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6	Planning Stage	R154 050 000,00	R91 250 000,00	-
N2-R72 Bypass	This road will enable shorter travelling time for people travelling from the Midland and Inland areas towards West Bank which is due to become a major centre of employment.	IGR prioritisation required	-	-	-
New Road Link from MBSA to IDZ / Harbour Arterial	This road will enable the unblocking of freight and heavy vehicular traffic on the N2 by allowing direct connectivity between the IDZ and MBSA as well as the Port.	Feasibility stage	-	-	-

BHISHO- KING WILLIAM'S TOWN- ZWELITSHA CORRIDOR

Project Name	Project Type (Description)	Project Status	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23
Bhisho KWT & Zwelitsha Bulk Regional Sewer Scheme-Phase 2	Infrastructure	Phase 2 construction	R55 000 000,00	R84 500 000,00	R84 000 000,00
Bulk Mains KWT and Bhisho Infrastructure	Infrastructure	Construction	-	R5 030 000,00	R4 530 000,00
KWT Art Centre	Infrastructure	Construction	R 4 000 000,00	R2 000 000,00	R1 000 000,00
KWT and Bhisho Water Treatment Works	Infrastructure	Construction	-	R16 500 000,00	R10 000 000,00

D2. RESOURCING THE METRO'S PROJECT PIPELINE / SPATIAL BUDGET MIX

BCMM's Draft Capital Budget 2020-21, V02 as it relates to the BEPP's Strategic Programmes is outlined below. Refer to Annexure 3 for the Inter-Governmental Spatial Budget Mix.



BCMM DRAFT MTREF BUDGET (BEPP 2020-21)- V02 REVISION

FOCUS AREA	CATALYTIC PROGRAMMES	FUNDING SOURCES	2020/2021 DRAFT BUDGET	2021/2022 DRAFT BUDGET	2022/2023 DRAFT BUDGET
PRIMARY INTEGRATION ZONE	EAST LONDON CBD AND INNER CITY	ICDG	R 4 158 500,00	R 6 514 500,00	R 10 776 000,00
		OWN FUNDS	R 53 300 000,00	R 63 648 860,00	R 58 500 000,00
		USDG	R 32 200 000,00	R 25 000 000,00	R 25 000 000,00
		TOTAL EAST LONDON CBD AND INNER CITY	R 89 658 500,00	R 95 163 360,00	R 94 276 000,00
	MDANTSANE URBAN HUB	NDPG	R 18 000 000,00	R 2 025 000,00	R 15 000 000,00
		OWN FUNDS	R 13 000 000,00	R 3 000 000,00	R 1 500 000,00
		TOTAL MDANTSANE URBAN HUB	R 31 000 000,00	R 5 025 000,00	R 16 500 000,00
	MELD CORRIDOR (CENTRAL)	ISUPG	R -	R 31 500 000,00	R 41 449 000,00
		LOAN	R 170 800 142,00	R 265 000 000,00	R -
		OWN FUNDS	R 3 000 000,00	R 4 044 304,00	R 11 517 100,00
		PTNG	R 86 000 000,00	R -	R -
		USDG	R 75 000 000,00	R 55 000 000,00	R 25 500 000,00
		MELD CORRIDOR TOTAL	R 334 800 142,00	R 355 544 304,00	R 78 466 100,00
	WESTBANK ECONOMIC CORRIDOR	OWN FUNDS	R 154 050 000,00	R 91 250 000,00	R -
		USDG	R 35 550 000,00	R 4 500 000,00	R 34 000 000,00
		TOTAL WESTBANK CORRIDOR	R 189 600 000,00	R 95 750 000,00	R 34 000 000,00
	NON-CATALYTIC	ISUPG	R -	R 188 673 000,00	R 198 673 000,00
		OWN FUNDS	R 52 581 106,00	R 78 029 822,00	R 81 518 926,00
		USDG	R 261 000 000,00	R 167 000 000,00	R 173 500 000,00
		NON-CATALYTIC TOTAL	R 313 581 106,00	R 433 702 822,00	R 453 691 926,00
	TOTAL PRIMARY INTEGRATION ZONE			R 958 639 748,00	R 985 185 486,00
SECONDARY INTEGRATION ZONE	KWT-BHISHO-ZWELITSHA & CORRIDOR	OWN FUNDS	R 4 000 000,00	R 2 000 000,00	R 1 000 000,00
		LOAN	R -	R 80 000 000,00	R 80 000 000,00
		USDG	R 55 000 000,00	R 4 500 000,00	R 4 000 000,00
		TOTAL BHISHO-KWT CORRIDOR	R 59 000 000,00	R 86 500 000,00	R 85 000 000,00
	NON-CATALYTIC	ISUPG	R -	R 46 085 000,00	R 42 000 000,00
		OWN FUNDS	R 30 600 000,00	R 28 472 889,00	R 21 000 000,00
		USDG	R 125 740 084,00	R 79 030 000,00	R 79 549 515,00
		TOTAL NON-CATALYTIC	R 156 340 084,00	R 153 587 889,00	R 142 549 515,00
TOTAL SECONDARY INTEGRATION ZONE			R 215 340 084,00	R 240 087 889,00	R 227 549 515,00
CITY WIDE	NON-CATALYTIC	EEDSMG	R 7 000 000,00	R 9 000 000,00	R 6 000 000,00
		ISDG	R 150 000,00	R 150 000,00	R -
		OWN FUNDS	R 293 007 074,00	R 277 296 843,00	R 341 230 446,00
		USDG	R 108 741 420,00	R 97 933 850,00	R 79 731 505,00
		TOTAL NON-CATALYTIC	R 408 898 494,00	R 384 380 693,00	R 426 961 951,00
TOTAL CITY WIDE			R 408 898 494,00	R 384 380 693,00	R 426 961 951,00

D3. INSTITUTIONAL ARRANGEMENTS

Managing, planning and resourcing of catalytic programmes and projects within the City is coordinated through the EPMO which serves as the secretariat to the BEPP Task Team as well as the BEPP IGR Task Team.

The EPMO plays a lead role in identifying, coordinating and budgeting for projects of an integrated nature, which are cross-cutting, and bring together transversal elements of urban space, public transport and mixed / residential uses. The role of the BEPP as a 'change' agent has been recognized by top management, led by the City Manager, who has proposed that the planning and budgeting issues from the BEPP be tabled at every top management meeting as a standing item.

BCMM has established an agency (BCMDA) who has been mandated to plan and implement a number of strategic projects which fall within Catalytic Programme areas of the city. The EPMO and the Agency are currently working jointly in a complementary manner on a number of initiatives around the Inner City Catalytic Programme which are envisaged to result in implementable projects within the short to medium term. The EPMO will play a strategic transversal coordination role within BCMM in relation to catalytic programme preparation and budgeting, with the BCMDA playing a more decisive role in catalytic project implementation especially as these relate to projects requiring the leveraging of private investment and promotion of partnerships.

IGR coordination and alignment will be strengthened through the BEPP IGR Task Team which will be convened twice a year to report on BEPP implementation, identify bottlenecks and solutions, and escalate those issues which cannot be resolved technically to the City Manager and Council for resolution. As highlighted earlier, the EPMO forms the secretariat for IGR coordination on the BEPP.

SECTION E : CATALYTIC PROGRAMME IMPLEMENTATION

E1. PROGRESS WITH IMPLEMENTATION OF CATALYTIC PROGRAMMES

A detailed account of progress with implementation of BCMM 2019-20 projects within the catalytic programmes is found in the Table below. The Cost to date and comments column is based on information recorded as at 31st December 2019. The schedule includes projects on the IGR pipeline as far as information is available.

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME							
Project Name	Project Type: Description	Department	Project Status	Budget Allocated: 2019-20	Actual Expenditure as at 30 April 2020	Status / Percentage Expenditure	Comments / Challenges
Sleeper Site Road	New Road to unlock the Sleeper Site Development	Transport Planning and Operations	Construction Stage	R34 553 041,00	R27 814 335	81%	Stormwater Pipe is 98% complete. Rehabilitation between Bowls Road and Commercial Road complete. Works suspended on 25 March 2020 due to the COVID-19 National Lockdown. Work to resume in the second week of May 2020.
City to Sea Boulevard	New multi-use boulevard on Moore Street East London	Transport Planning and Operations	Planning Stage	R2 000 000,00	R1 071 756	54%	Preliminary designs presented to Technical Team.
Court Crescent Implementation	Public Space Upgrade on the East London Beachfront	BCMDA	Implementation Stage: Contractor appointment being finalised, tenders closed on 6 Sept 2019	R30 000 000,00	R1 626 266	5,42%	Expenditure on this grant will improve upon commencement of construction.
Orient Theatre Refurbishment	Upgrades to the Orient Theatre complex form part of the Tourism Hub on the Esplanade.	Transport Planning and Operations	Construction Stage	R972 100,00	R 142 211	15%	An additional invoice submitted to Finance for payment processing.
East London Station Development: Railway Station Precinct	Planned Upgrade of the East London Railway Station Precinct	PRASA	TBD	R 133 897 800,00	← PRASA →		
Upgrade of Ubuhlanti Park & Little Mauritius	Integrated plans for infrastructural upgrades at Ubuhlanti and Little Mauritius	BCMDA	Implementation Stage	R1 000 000,00	0	0%	Tenders for a pool of contractors being finalised, construction to commence in 2020.

Development of Marina Glen B at the Esplanade	Development of publicly owned vacant land parcels on the East London Beachfront.	BCMDA	Planning Stage	Estimated value R1.4Billion	←	BCMDA Processes underway	→
Development of Sea View Terrace at the Esplanade	Development of publicly owned vacant land parcels on the East London Beachfront.	BCMDA	Planning Stage	Estimated value R450m	←	BCMDA Processes underway	→
Public Realm Upgrades and Greening	Implementation plan for Public Space Upgrades in the East London CBD and Inner-City area	EPMO	Planning Stage	To be allocated in 2020-21 budget	R0,00	None	National Treasury approved funding application in October 2019. Bid documentation currently being prepared for submission to SCM by 31 Jan 2019
Port of East London: Rehabilitation of Latimer's Landing & Signal Hill (East Bank)	Waterfront Development	Transnet	Planning Stage	R80 000 000 (estimated budget)	←	TRANSNET	→
Bulk Electricity Infrastructure Upgrade (Ring Fenced 4%)	Electrical Infrastructure: Upgrading and replacement of the 132KV network and old equipment within the Coastal Area	Infrastructure	Implementation Stage	R25 200 000,00	R21168 000	84%	Project 2844 Completed Project 2943 Project 2941 Project 2942 are in progress.

MELD CORRIDOR CENTRAL PROGRAMMES AND MDANTSANE URAN HUB

Project Name	Project Type: Description	Department	Project Status	Budget Allocated: 2019-20	Actual Expenditure as at 30 April 2020	Status / Percentage Expenditure	Comments / Challenges
Upgrading of the Public Transport Corridor from East London to Mdantsane	Phase 2 - Dualization of Qumza Highway from Mdantsane Mall to NU12 intersection. Phase 1 - Dualization of Qumza Highway from NU12 intersection to the Sasol Intersection in Fort Jackson.	Transport Planning and Operations	Phase 2. Construction Stage, expected completion date is March 2021. Phase 1. Design Stage complete but no budget yet	R188 000 000,00	R99 174 777	53%	Contractor is almost 89% complete and currently busy with Traffic circle and Nu8 intersection and works by the Mdantsane Mall, work suspended on the 25 March 2020 due to the Lockdown.
Mdantsane Access Road	Widening of the Mdantsane Access Road from Vergenoeg to Mdantsane Gate	Transport Planning and Operations	Conceptual and Preliminary Design Stage	R42 616 000,00	R3 833 992,00	9%	Concept and preliminary design work for the upgrading of MAR has commenced and will be completed by June 2020. Traffic Modelling has commenced.

Integrated Public Transport Network Plan	Transition of current public transport operators into companies that can contract with BCMM	Transport Planning and Operations	Implementation	R2 350 000	R2 051 212	87%	Business Plan for MELD Corridor nearing completion, consultation with the Taxi industry has begun.
Duncan Village Proper	Development of Duncan Village to provide roads, houses and hostels, business premises for the community of Duncan Village	Human Settlements	Implementation Stage	R3 500 000,00	R3 220 025,00	92%	The project falls under the scope of the implementing agent (ASLA), the implementing agent is currently busy with the bulk assessment exercise that should be completed by the third quarter of the financial year.
Duncan Village Composite Site		Human Settlements	Implementation Stage	R3 000 000,00	R0,00	0%	Termination notice has been issued to the contractor
C Section and Triangular Site		Human Settlements	Implementation Stage	R3 500 000,00	R0,00	0%	The project falls under the scope of the implementing agent (ASLA)
D Hostel		Human Settlements	Implementation Stage	R2 500 000,00	R0,00	0%	As above
Block Yard TRA		Human Settlements	Implementation Stage	R3 250 000	R0,00	0%	As above
Reeston Housing	Construction of 2500 low cost housing units for the residents of Reeston	Human Settlements	Procurement in progress for the appointment of a contractor for the construction of an initial 951 units	R28 000 000,00	R0,00	0%	The directorate is considering using Annual Contractors to fast track project implementation and to improve expenditure in the second quarter of the financial year.
Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works	Diversion of Sewage from Central to Reeston Wastewater Treatment Works	Infrastructure Services	Project loan was suspended by Council until September 2019. Finalisation of the reviewed tender document expected to be presented to BSC mid to end October 2019.	Budget moved to 2020-21	n/a	n/a	Revised Tender Document has been submitted, and will be presented to the BSC soon, to commence with procurement.
North West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road. This includes a feasibility study for the Chiselhurst High Density Housing	Dual carriage way road from the Amalinda Main Road (SPCA) to Ziphunzana Bypass near Traffic Department	Transport Planning and Operations	Preliminary Design Stage	R2 000 000,00	R1 256 349,00	63%	Service Provider has submitted a draft concept design report which is currently under review by BCMM, The environmental assessment process has commenced, and geotechnical investigations will commence shortly

Mdantsane Urban Renewal - Mount Ruth Node	Mount Ruth Grade Separated Interchange	Transport Planning and Operations	Detailed Design Stage	R1 580 488,00	R1 099 899,00	70%	Design for the Mount Ruth Interchange at 90% and EIA process in progress
Toyana Road Pedestrian link to Station	Pedestrianization and beautification of the Toyana Road to enhance the movement of pedestrians from Mount Ruth Train station to the Mdantsane Urban Hub	Infrastructure	Construction Stage. First phase from Billie Road Intersection to Mount Ruth Train Station in progress but is for 18/19 funds. Expected completion of this phase is mid-December 2019. It is anticipated that expenditure on the 19/20 funds will be start in January 2020.	R7 500 000,00	R494 849,00	7%	Annual Contractor appointment in progress. Should be finalised by December 2019. Movement on expenditure expected soon after this
New Government Offices: Feasibility	New Integrated Government Offices by the National Department of Public Works	National Department of Public Works	Feasibility Stage: MOU to be signed by BCMM			0%	NDPW MOU waiting to be signed by BCMM
Extension of Mdantsane Arts Centre	Extension of Mdantsane Arts Centre to accommodate more art forms.	Economic Development and Agencies	Planning Stage: TOR for appointment of consultant have been submitted to BAC.	R2 000 000,00	R2 940,00	0%	The tender was advertised on the 8th November and closed on the 29th November 2019 and now its waiting for assessment.
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Municipal Services	Construction of earthworks worth R5.1m complete. Procurement of Contractor for the R25m refurbishment of the pool, filtration system and buildings in progress.	R21 128 417,00	R3 468 458,00	16%	expenditure incurred from this current year's budget for NU2 Swimming pool has been journalised to the roll-over budget.
Orlando Stadium: Construction of the ablutions Refurbishment of boundary wall and gates Caretaker Cottage, Installation of floodlights, Rehabilitation of playing surface	The ablutions and boundary and gates completed in 2017/18 but the caretaker's cottage had no budget	Municipal Services	complete. Caretaker's cottage to be done under the NU2 Swimming pool above	-	-	100%	Project Complete

WEST BANK ECONOMIC CORRIDOR & LOGISTICS HUB

Project Name	Project Type (Description)	Department	Project Status	Budget Allocated 2019/2020	Actual Expenditure as at 30 April 2020	Status Percentage Expenditure	Comments Challenges
Port of East London: Extend Main Breakwater and Deepen Entrance	Logistics access	TRANSNET	Budget not allocated	← TRANSNET →			Transnet National Board decision
EL Airport: EL Lounge Expansion	Airport Lounge expansion	ACSA	TBC	← ACSA →			
EL Airport: Multi-story parking	Parking	ACSA	TBC	← ACSA →			
EL Airport: Code C Aircraft parking stand	Aircraft Parking	ACSA	TBC	← ACSA →			
Science and Technology Park	Laboratories testing centre	IDZ	TBC	← IDZ →			
IOX International Sea Cable/ Meet me Room	Telecommunication	IDZ	TBC	← IDZ →			
Revitalisation of the West Bank industrial area/ Motor Industry cluster	W206	IDZ	TBC	← IDZ →			
Water World (Water Park): BCMDA	Upgrading of recreational facility	BCMDA	Implementation Stage: Contractor appointment being finalised, tenders closed on 6 Sept 2019	R33 000 000,00	R1 626 266,17	5,42%	Expenditure on this grant will improve upon commencement of construction.
Hood POINT Marine out Sewer & Auxiliary Work	Extension of Marine Outfall Sewer and Ancillary Work	Infrastructure		R10 000 000,00	R1 267 927,00	13%	The scope of work had to be revised to align with available budget. A new BOQ will be issued to the Contractor soon.
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6	Transport Planning and Operations	Planned	R42 815 984,00	R3 034 355	4%	Budget allocated in 2020-21
N2-R72 Bypass	This road will enable shorter travelling time for people travelling from the Midland and Inland areas towards West Bank which is due to become a major centre of employment.	Transport Planning and Operations	Partnership to be initiated	← SANRAL →			Not Budgeted: Partnership with SANRAL to be taken forward

New Road Link from MBSA to IDZ / Harbour Arterial	This road will enable the unblocking of freight and heavy vehicular traffic on the N2 by allowing direct connectivity between the IDZ and MBSA as well as the Port.	Transport Planning and Operations	Feasibility stage	n/a	n/a	Not budgeted
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BHISHO-KING WILLIAMS TOWN-ZWELITSHA CORRIDOR

Project Name	Project Type: Description	Department	Project Status	Budget Allocated: 2019-20	Actual Expenditure as at 30 April 2020	Comments / Challenges
KWT Public Transport Interchange, Market Square Bus Rank,	Upgrade of Bus Rank	Transport Planning and Operations	Complete	R	100,00%	KWT Public Transport Interchange, Market Square Bus Rank,
KWT Public Transport Interchange Market Square Taxi Rank	Upgrade of Taxi Rank	Transport Planning and Operations	In Construction Est Completion by Feb 2020	R14 579 185	67%	KWT Public Transport Interchange Market Square Taxi Rank
KWT Public Transport Interchange, Mary Street Upgrade	Upgrade of Mary Street	Transport Planning and Operations	In Construction Est Completion	R1 711 166	44%	Design for Hawker Concept is complete, and implementation will follow.
Zwelitsha Regional Bulk Sewage Scheme	Upgrade of Bulk Sewage Scheme Phase 2	Infrastructure Services	Phase 1 - Complete Phase 2 - Construction	R78 848 450	63%	Contractor is progressing well on site.
Bhisho-King Water infrastructure	Bulk Water Supply	Infrastructure Services	In Planning	R11 000 000	27%	Progressing well.
Kei Road to Bhisho Bulk Water Scheme	Bulk Water Supply	Infrastructure Services	In Design Waiting for Funding Aurecon (Petronella)			Project not budgeted.
SANRAL: Upgrade R63 Section 15+26 from Bhisho to N6 Interchange	Upgrade Regional Road	SANRAL	In Planning	←	SANRAL	→
SANRAL: Upgrade N2 Section 14+15 from Green River to Buffalo River	Road Infrastructure	SANRAL	In Planning	←	SANRAL	→
SANRAL: New N2 Breidbach + Belstone Interchange	Road Infrastructure	SANRAL	In Planning	←	SANRAL	→
SANRAL: N2 KWT Bypass Ring Road	Road Infrastructure	SANRAL	Route Identification done by GIBB	←	SANRAL	→
Province: N2 Upgrade Bulembu Airport to King Williams Town & Interchange	Road Infrastructure	SANRAL	Project not yet underway.	←	SANRAL	→
Amathole Museum	Upgrade Amathole Museum	PROVINCE	Planning Stage	←	PROVINCE	→
KWT Art Centre	Upgrade KWT Art Centre	ED&A	Planning Stage	R	0,00%	There is a delay in getting a suitable municipal owned building. The Directorate has

						requested assistance from Property Management.
Upgrade of the KWT Electrical Network	Electrical Substation Upgrade	Infrastructure	Completed November 2013	R -	100%	Project Complete
Upgrade of the KWT Electrical Network	Electrical Substation Upgrade	Infrastructure	Completed February 2018	R -	100%	Project Complete

E2. PROCUREMENT APPROACH

As a city, we had three committees to procure infrastructure projects namely;

- Bid Specification Committee (BSC),
- Bid Evaluation Committee(BEC) and;
- Bid Adjudication Committee (BAC).

Three additional committees (BSC, BEC and BAC) were established in order to fast track the growing demand on infrastructure projects and to mitigate against slow implementation of catalytic projects.

In addition to the above, it is proposed that a list of all Catalytic Urban Development Programmes and projects be circulated at SCM in order that projects which fall within this list are mandated with fast tracked adjudication processes.

E3. REGULATORY REFORM PROGRAMME

E3.1 Progress with the Reform Action Plans for 2019-20 and plans for 2020-21 Financial Year

National Treasury has approved the Getting Electricity, the Registering Property and the Construction Plans 2019/20 Reform Action Plans as submitted by the BCMM Task Teams. Both Getting Electricity and the Registering Property 2019/20 RAP received a green rating which is indicative of a good quality reform plan. They have however, raised concern about the slow progress and the weak interventions outlined in the Construction Permits Reform Action Plan. 2019/2020 The City Support Program and National Treasury have raised the following concerns:

- Getting Electricity and Construction Permits are 100% BCMM's responsibility-Getting Electricity has shown consistent improvement compared to the poor performance and weak Reform Action Plan submitted by Construction Permits Task Team. This raises serious concern about the quality of service offered to our customers.
- Whilst Registering Property is only 30% BCMM's responsibility; the Task Team has committed to improve their performance and has submitted a more robust RAP.
- The continued poor performance in the Construction Performance indicator is compromising BCMM's overall performance in the SNDB. Despite Getting Electricity and

Registering Property receiving a Green rating; whilst the Construction Permits indicator does not improve BCMM will receive an overall Red rating for the SNDB PRGRAM

- This has serious implications for our Inner-City Development Grant which will be withheld as recommended by CSP

The Doing Business Key Reform Interventions indicators include:

E3.2 Registering Property

All critical stakeholders have identified, and initial discussions have commenced. The first engagement session was held on 4 December 2019. Currently, it is challenging to link the GIS website to the BCMM website to improve transparency of information. This is because BCMM is unable to comply due to the ESRI licence fees not being paid. ESRI to be consulted through professional service hours paid for by SLA.

The building plan team will present their processes at the next stakeholder engagement. In the interim, they have requested IT to assist by making building plans available on the website by 30 June 2020.

A service provider has been appointed to conduct the land cadastral audit (data cleaning). The **process is almost completed sitting at roughly 90%**. BCMM is waiting for the SLA with SITA to be approved to allow for the integration between ESRI and SOLAR.

During the 2019/2020 financial year, nine Township registers will be opened. Conveyancers have been appointed for Cambridge, Dacawa, Ndancama, Fynbos, Hlalani. Masibulele. Conveyancers requested certified copies of general plans, sub divisional consent, conditions of establishment and title deeds where applicable. Conveyancers to draft relevant application for certificate of registered title, application for consolidated title, application for lost deed where applicable.

E3.3 Dealing with Construction Permits

The first stakeholder engagement with the first Built Environment Stakeholder engagement with architects, attorneys, developers and town planners took place on 4 December 2020 to ensure that they are kept abreast of the BCMM property management application processes. The stakeholder session provided practical and very tangible insights into the realities of both current and future economic activities in the city as well as the challenges stakeholders experience when they make applications to and engage with BCMM. This engagement will serve as a forum to

ensure that we improve our service delivery offering to our stakeholders, to improve efficiency and to reposition Buffalo City as an investment destination of choice.

The team are also committed to put a system in place to ensure that all investment applications are prioritised as well as that the status of the applications are communicated to applicants on an ongoing basis.

The first SANS was scheduled for 23 February 2020. In addition, the department has put measures in place by convening regular meetings to ensure the smooth flow of information among relevant staff. A database with all the stakeholders' information was developed and this will be updated as and when required. The building plan information was submitted to communications and has been loaded onto the BCMM website and LED screens.

E3.4 Getting Electricity

The electricity department interventions included the establishment of an online portal for instant and accurate availability of relevant documentation. Due to ICT constraints, the team has in the interim developed a less interactive approach – a downloadable PDF information link on the BCMM website.

All information regarding BCMM Tariffs, By laws, Service charges and terms of services has been made available online - in the interim the team developed a less interactive approach – a downloadable PDF information link on the BCMM website.

The Electricity team have undertaken to upgrade the current information on the BCMM website to include a custom page for electricity supply by 01 July 2020.

Due to the limited GIS functionality within BCMM, the electricity team was unable to link the electricity information with GIS for outage management. Once the approved licenses are restored for use, all the outdated electrical information will be updated.

In order to improve stock management and ensure availability of key materials and equipment, the End User departments and Bid Committees to commence procurement the tender replacement process earlier.

To ensure the immediate availability of staff to perform required key functions including identifying operational shortfalls with regards to new service connections and outage management systems,

ongoing contract management to commence procurement and tender replacement process earlier.

E3.5 Way forward

CSP 2 launched the new programme in October 2019. As part of this initiative, additional resources in the form of two consultants have been appointed to fast-track and assist with any technical queries regarding the implementation of the Construction Permit, Registering Property and Getting. The two technical leads will be working closely with the BCMM Task Team to improve efficiencies in the respective reforms and to ensure the implementation of the reforms to ease the cost of doing business. The CSP 2 support also includes a Transversal Management workshop for Top Management and the BCMM SNDB Team facilitated by the World Bank in Quarter 4.

E4. ENHANCING PRIVATE SECTOR INVESTMENT

In addition to the Sub-National Doing Business reforms, in order to ease the Cost of Doing Business in the Metro, BCMM has introduced the following interventions to attract investment and increase economic activity in Buffalo City

E4.1 Buffalo City Investment Centre

BCMM will establish the Buffalo City Investment Centre to support investors to explore investment opportunities in Buffalo City by assisting with information, facilitation and investment aftercare. Due to budgetary constraints this will be established in FY 2020/21. In the interim, BCMM has established the Investment Facilitation Committee with a dedicated focus to fast-track the approval of all commercial plans submitted to BCMM.

E5. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

Since the interventions aim to improve efficiencies, the budgets for the proposed reforms are costed to the various departments on the BCMM Task Team that are responsible for the implementation of the reforms for the respective indicators.

SECTION F: URBAN MANAGEMENT

F1. URBAN MANAGEMENT

Urban management operates at various levels of city development. At the highest levels good urban management at the municipal level ensures a well functioning land use management system which is supported by regulatory frameworks such as the Local Area Spatial Development Frameworks as well as Zoning Schemes. These assist with the demarcation and regulation of private spaces. Urban management also includes the adequate provision of services such as water and electricity and the consistent maintenance and upgrade of this infrastructure.

At the precinct level, urban management is mostly concerned with regulation of public spaces so that these are free of crime and abuse. It also includes the maintenance of public spaces and infrastructure so that these continue to be attractive and useful to people. The governance of these spaces is also key to the successful urban management of spaces and precincts. Combined government, private and community inputs contribute to a greater sense of ownership of spaces (Urban Landmark, 2009).

F1.2 Call to Action Programme

Concerted precinct management efforts in BCMM are largely driven by the BCMDA who, through the Call-2-Action Programme deliver on various modalities which rely on partnerships between business, government and civil society. The four pilot areas covered by the above programme are:

- Airport to Oxford Circle
- Oxford Circle and Western Avenue
- East London Beachfront
- Southernwood, St George's Road

These initiatives largely fall within the East London CBD and surrounds catalytic programme area (with the exception of Airport to Oxford Circle which concentrates on the N2, Settler's Way).

Areas of focus include greening and beautification, maintenance, physical upgrading and the creation of special rating areas (SRA's) and urban development zones (UDZ). The Quigney Beachfront area is identified and prioritized as an Urban Development Zone.

Multi-funded urban management projects in the pipeline coordinated by the BCMDA include:

- Cleaning and securing the East London Beachfront: R1million
- Waste Management Systems with DEA: R15million. The sub components of this project include the upgrading of the East London buy-back centre (BBC), development of eight waste collection and sorting facilities (WCSF) in eight residential areas, and street cleaning in three strategic areas of East London including Settler's Way, Quigney and Nomumelelo.

F1.3 Buffalo City Knowledge and Innovation Precinct: City Improvement District

The Buffalo City Metropolitan Development Agency (BCMDA) has embarked on a process of consultation with local stakeholders to establish a city improvement district (CID) in Southernwood as part of a larger two-phase strategy to revitalise the inner city in coordination with the private sector and local anchor institutions, including the local universities and hospitals. Key stakeholders in Southernwood include Frere Hospital; Life St Dominic's Hospital; Life St James Hospital; the Buffalo City Technical and Vocational Education and Training (TVET) College; a Boston City Campus and Business College; a number of medical service firms and medical practices, such as the Eye Centre and Ampath East London, as well as local pharmacies; and university students from Walter Sisulu University (WSU), including from the Lilitha College of Nursing, who live in residences and private rented accommodation in the area. In addition, St Dominic's features the Life College of Learning, which offers nursing and health sciences courses and the University of Fort Hare trains nurses at the local hospitals through its Faculty of Health Sciences. The proposed CID area also includes important local schools: Clarendon Girls High School and Selborne College. Important local community organisations include the Masimanyane Women's Support Centre.

Situational analysis in the area has revealed serious concerns about waste management, the maintenance of the public realm and safety among the anchor medical institutions and local providers of medical services and practitioners, which may lead to them uprooting themselves, depriving the area of important rates revenues and undermining its socio-economic fabric. Student residents have also expressed discontent about community safety, the area's upkeep, and inadequate, overcrowded accommodation.

The CID under the aegis of the BCMDA, the municipality, the key local stakeholders listed above and other relevant agencies such as local business representatives and the South African Police Service (SAPS), will contribute funds to clean up the area; improve and maintain its fabric, including roads, pavements and verges, street furniture, streetlighting and local parks; promote

public safety; and address the socio-economic challenges through a package of incentives for improving private accommodation.

The CID will build on the momentum created by the Call-2-Action campaign to clean and green public spaces in the area, coordinating with the stakeholders engaged in this initiative. Slumlords also represent a particular area of focus for economic intervention, with the municipality effectively foregoing rates due to a lack of incentives for owners to improve their properties. In addition, as the CID evolves, consideration may be given to establishing a partnership with Walter Sisulu University and/or the Buffalo City TVET College to establish a student residence in the area. Student transport issues will also be addressed. The municipality will map a plan for its engagement in the CID, including the budgetary provision that will need to be made across a number of departments.

The project will be branded according to appropriate design principles as a collaborative venture established and managed by the municipality, the BCMDA and participating local anchor institutions as the “Inner-City Revitalisation Project: Creating Buffalo City’s Future Together”. The area to be covered by the CID will include Wynne Street; St Mark Road; Gateley Street; and St Peters Road. Signage marking the gateway to the CID will be erected. Promotion (and management) of the project will also take place through the production of indicators for its impact and the publication of these.

F1.4 Mdantsane Urban Hub Precinct Management

A precinct management model for the Mdantsane Urban Hub was developed in 2016. The founding principles of the model are premised on the following characteristics:

- Create a catalytic precinct that is liveable, secure and provides a conducive urban environment for its users,
- Create enabling conditions for new investments through sound urban management,
- Ensure the sustainability of existing and new public assets by supplementing the normal municipal urban management services, and
- Contribute to “Place-making” and the creation of a strong neighbourhood identity

The model outlines a multipronged approach to the long term urban management of the CBD. The initial stage involves the appointment of a Municipal Legislated Precinct Management Authority to improve management and operations in the CBD. This is coupled with the long term goal of strengthening private sector involvement in the day to day management and operations

of the area so that the CBD ultimately operates similarly to a Special Rating Area (SRA) which can financially sustain its own management operations.

There are various processes that need to take place before such a model can become operational. The appointment of a Transaction Advisor is envisaged as the next step in testing the feasibility for the establishment of the Precinct Management Model.

F2. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

At a city-wide level, service delivery and management are currently undertaken by the respective municipal departments of BCMM. The focus on getting the basics of urban management in place highlights the significance of city cleaning and waste management as a fundamental building block to increasing investor confidence within targeted precincts. The operations of BCMM's Waste Management Department is currently in the process of being restructured and optimised through the support of GTAC. The viability of institutionalising targeted waste management within priority catalytic precincts is being examined.

The BCMDA currently plays a lead role in terms of precinct management initiatives for the Central City Areas through the Call-2-Action Programme which relies on partnerships between business, government and civil society.

The City Improvement District (CID) component of the Buffalo City Knowledge and Innovation Precinct as described in Section F1.3 will be led by the BCMDA with the initial support of the City. It is envisaged that the BCMDA will look into the necessary institutional arrangements for the setting up of a self-managing entity in the longer-term comprised of a partnership of rate-payers within this CID.

SECTION G: REPORTING & EVALUATION

G1. REPORTING

Circular No. 88 (Nov 2017) of the MFMA Act No. 56 of 2003, introduced a new set of integrated indicators that rationalise planning and reporting requirements for the 2018/19 MTREF. Emphasis has been placed on measuring functional outcomes, which when delivered directly become measurable indicators of the extent of spatial transformation in the city. The Built Environment

Performance Plan was identified as the most appropriate planning instrument to measure the extent of spatial transformation in the city. City Transformational Outcomes were identified as:

- Targeted investments in integration zones;
- Reduction in urban sprawl;
- New housing options with social diversity; and
- Affordable and efficient public transport services.

The 2018/19 and 2019/20 BEPP documents successfully incorporated thirteen out of the sixteen City Transformational Indicators and targets. Baselines and targets were set for all Indicators with the exception of 3 Indicators. Two of the three indicators were the IC3 and IC4 indicators which fall under the New Housing Options category. The above indicators deal with the Ratio of Housing Types and Housing Tenure Status respectively. The third indicator which wasn't addressed was IC8 indicator which falls under the Affordable and Efficient Transport Services category. This indicator deals with the percentage share of household income spent on transport costs.

In November 2019, Metros were updated on further reporting reform developments which resulted in the moving of the above three indicators, viz. the IC3, IC4 and IC8 as well as IC6 from being Tier 1 and 2 indicators to Tier 3 and 4 indicators. Circular – 88 provides the following definitions for the various tier classification system.

- Tier 1 Indicator conceptually clear, established methodology and standards available and data regularly produced.
- Tier 2 Indicator conceptually clear, established methodologies and some standards but there is variability in interpretation and systems available to support. Data are not yet regularly produced across all stakeholders.
- Tier 3 Indicator for which there is agreed conceptual value, but not yet a common established methodology and standards for data to be produced.
- Tier 4 Indicator for which there is an identified need, but not yet conceptual agreement between stakeholders and this is a placeholder for a future indicator.

A number of other city transformational indicators had changes to the Technical Indicator Definition (TID) calculation, definition and/ or data elements. The proposed changes to TIDs are reflected in Annexure 4 of the document with the resulting changes in targets amended where information could be sourced at the time of submission of the document.

G2. CONCLUSION: THEORY OF CHANGE

From the foregoing discussion, it is clear that BCMM has made a conscious effort to enhance and coordinate investments within its identified Primary and Secondary Integration Zones, as well as its Economic Nodes and Marginalised Areas.

In this respect, the Catalytic Urban Development Programmes of the BEPP serve to prioritise and integrate interdepartmental as well as intergovernmental investment within the City through implementation of projects that seek to align public transport and marginalised areas with areas of economic significance. Ongoing partnerships from programme initiation through to project implementation will ensure greater collective impact with the aim of transforming BCMM's urban environment into an inclusive, productive and sustainable city.

Through the city-wide projects of the BEPP, BCMM is also ensuring, socio-economic development, improvement of the quality of lives of its residents, and redressing of backlogs, in order that all its residents have access to necessary basic services including water, electricity and sanitation.

The following diagram summarises the envisaged Theory of Change of this BEPP mapped towards a desired long-term impact and change which is achieved through the meeting of outcomes - made possible through the implementation of supporting processes and strategies.

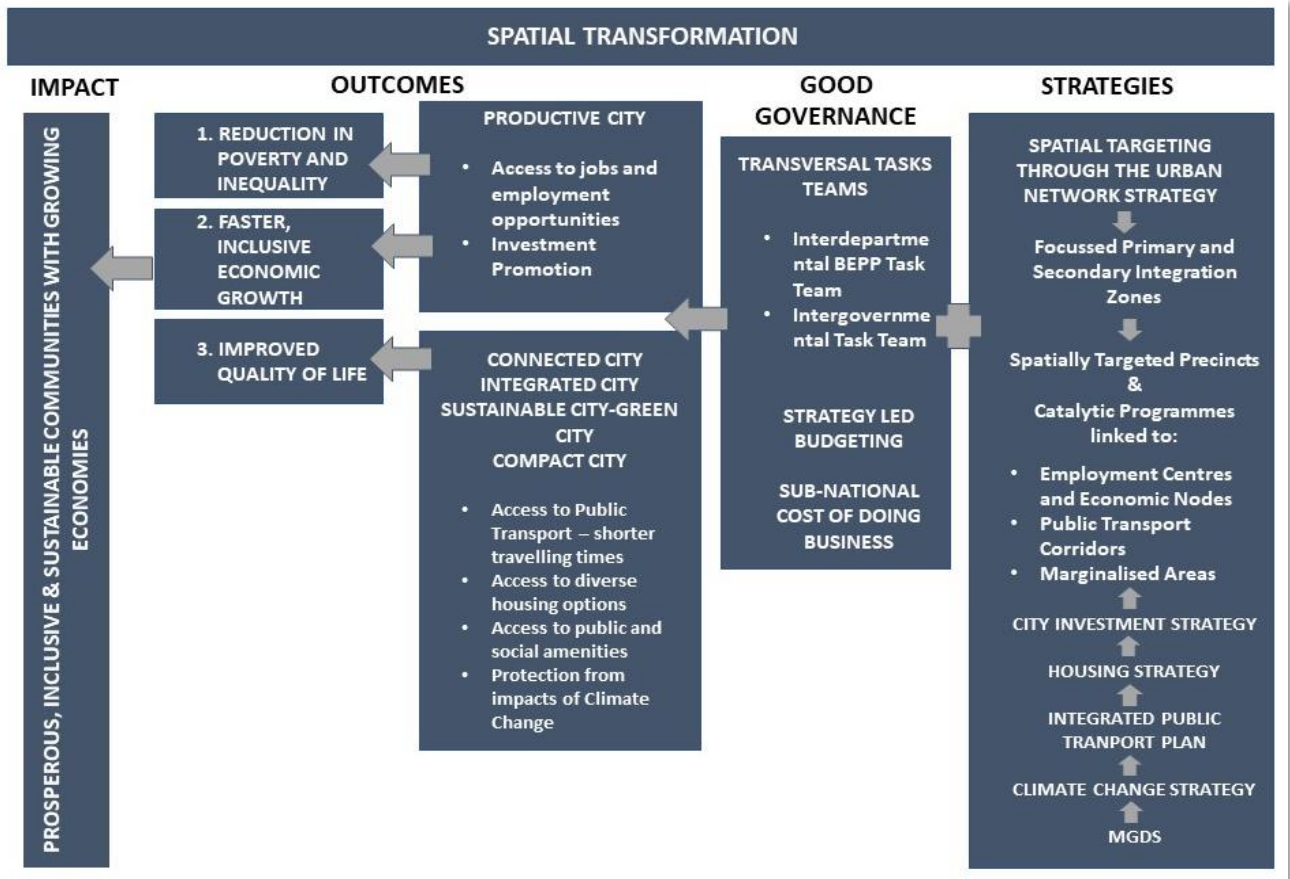


Figure F.2: Mapping of Theory of Change of this BEPP (Source: BEPP 2020-21)

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2. Annexure 2: Intergovernmental Project Pipeline
3. Annexure 3: Spatial budget Mix
4. Annexure 4: Built Environment Outcomes Indicators & Targets / Intentions
5. Annexure 5: Draft USDG Plan
6. Annexure 6: BEPP Task Team Representatives, Attendance Register and
Minutes of BEPP Task Team Meeting
7. Annexure 7: Attendance Register and Minutes of IGR Task Team Meeting

ANNEXURE 1: Catalytic Urban Development Programmes

Annexure 1: Catalytic Urban Development Programmes

PROJECT LIST				FUNDING SOURCE (TOTAL PROJECT VALUE)										PROGRAMME STATUS (% OF PROJECT COMPLETE)									
Metro	Integration Zone	Name of Catalytic Programme	Catalytic Projects & Mega Projects	Total			Municipal			Provincial /SOE		Private Funding			Planning /Inception /Tender	Concept	Pre Feasibility	Feasibility	Project Packaging	Implementation / Finalization			
				Total Value (R'm)	Own (2020-21)	Loan (2020-21)	Grant (2020-21)	Province (2020-21)	SOE (2020-21)	PPP	SPV	Private Sector Only	Private Sector Leverage %										
BCMM	Primary Integration Zone	1. East London CBD and Inner-City Regeneration	Sleeper Site road	R 33 500 000	R 1 300 000		R USDG 32 200 000								√	√	√	√	√	√			
			City to Sea Boulevard	R 255 000 000	R -		R -									√	√	√	√				
			Public Realm Upgrades and Greening (Planning 15% of ICDG)	TBD			R ICDG 1 247 550									√							
			Integrated City Development Grant (Capital)	R 4 158 500			R ICDG 4 158 500									√							
			Court Crescent Implementation (EL Beachfront)	TBD	R 25 000 000												√	√	√	√	√	√	
			Orient Theatre Upgrade	R 4 500 000	R 2 000 000												√	√	√	√	√	√	
			Refurbishment of the Aquarium (EL Beachfront)	TBD			R 200 000										√						
			Upgrade of Ubuhlanti Park & Little Mauritius (Planning BCMDA)	R 1 250 000	R -						R 1 250 000						√	√					
			Marina Glen B (Planning BCMDA)	R 1 000 000							R 1 000 000						√						
			East London Station Development: Railway Station Precinct	R 133 897 800							PRASA R 5 000 000						√						
		Targeted Urban Management (Waste)	TBD													√							
		Electricity: Upgrade and replacement of existing network	TBD													√							
		Rehabilitation of Latimer's Landing & Signal Hill (TRANSNET - East Bank)	R 80 000 000							R 80 000 000	TRANSNET					√							
		2. MELD Corridor Central	Upgrading of the Public Transport Corridor from East London to Mdantsane	R 500 000 000					R 56 000 000							√	√	√	√	√	√	This project is implemented in phases	
			Mdantsane Access Road	R 580 000 000,00					R 30 000 000							√	√	√	√	√	√	√	
			Rehabilitation of Ziphuzana Bypass	R 2 500 000	R 1 500 000				R 1 000 000							√	√	√	√	√	√	√	
			Duncan Village Redevelopment Initiative (comprising Duncan Village Proper, Duncan Village Compostie Site, C-Section, Triangular Site, D-Hostel, Blockyard TRA, DV Military Veterans)	R 35 500 000					R USDG 35 500 000	R HSDG 10 200 000							√	√	√	√	√	√	
			Reeston Housing (linked to DV initiative)	R 25 557 500					R 25 000 000								√	√	√	√	√	√	
			Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works	R 300 000 000		R 170 800 142											√	√	√	√	√	√	
			Upgrading of the Mdantsane Treatment Works	TBD					R USDG 4 000 000								√	√	√	√	√	√	
			N2/ R72 Bypass (impacting on the MELD Corridor and the Westbank Corridor)	R 1 300 000 000,00													No finance						
			North West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road. This includes a feasibility study for the Chiselhurst High Density Housing	R 800 000 000,00	R 3 000 000												√	√					
			3. Mdantsane Urban Hub	Improved Regional Access	R 13 250 000												√	√	√	√	√	√	No finance
		Toyana Road Pedestrian link to Station		TBD					R NDPG 18 000 000							√	√	√	√	√	√	√	
		Land registration and regularization within the Mdanstane Urban Hub		Prioritise and take forward one site and project	R -												√						Project not progressing effectively
		Mixed Use and High density infill projects		Engagements with NDPW underway													√						Project not progressing effectively
		New Government Offices: Feasibility Ongoing		R 561 000 000													√	√	√	√	√	√	MOU to be signed
		Mdantsane Library Maintenance and Upgrade		R 14 753 000						R 14 753 000							√	√	√	√	√	√	
	Rehabilitation of Mdanstane Mall	R 3 000 000							R ECDC 3 000 000							√	√	√	√	√	√	Implementation underway	
	Extension of Mdantsane Arts Centre	R 3 000 000		R 3 000 000												√	√	√	√	√	√		
	Redevelopment of Mdantsane Sport Precinct N12 Swimming Pool	TBD		R 10 000 000												√	√	√	√	√	√		
	Upgrade replacement of the 132/33/11 kV network	R 1 500 000 000		TBC						R 1 500 000 000						√	√	√	√	√	√	√	
	4. West Bank Economic Corridor / Logistics Hub	Upgrade of Mount Ruth Substation	R 80 000 000	TBC											TRANSNET								
		Port of East London (TRANSNET): Extend Main Breakwater and Deepen Entrance	R 14 500 000 000																			Awaiting National Board decision	
		Construction of Container Terminal (TRANSNET)	TBC													√							
		Maritime National Training College (TRANSNET)														√							
		EL Airport (ACSA): EL Lounge Expansion including Airport Multi-story Parking, Airport Aircraft Parking Stand	R 72 000 000							ACSA	R 72 000 000					√	√	√	√	√	√		
		Science and Technology Park														√	√	√	√	√	√		
		IOX International Sea Cable / Meet Me Room (IDZ)	R 63 000 000								EL IDZ R 63 000 000					√	√	√	√	√	√		
		Revitalisation of the West Bank industrial area/ Motor Industry cluster	R 33 000 000								EL IDZ					√	√	√	√	√	√		
		Water World (Water Park): BCMDA	R 25 000 000	R 25 000 000												√	√	√	√	√	√		
		Harbour Arterial Road (new link from MBSA to ELIDZ)	R 80 750 000,00													√							
	5. KWT-Bhisho-Zwelitsha & Corridor	West Bank Water Supply																					
		West Bank Restitution (housing)	R 32 000 000					R USDG 32 000 000								√	√	√	√	√	√		
		Hood Point Marine OUTF Sewer						R 5 000 000								√	√	√	√	√	√		
Rehabilitation of Settlers Way		R 400 000 000	R 154 050 000												√	√	√	√	√	√			
Zwelitsha Regional Bulk Sewage Scheme		R 55 000 000					R 55 000 000								√	√	√	√	√	√			
KWT and Bhisho Water Treatment Works			R 1 000 000,00																				
Bhisho-King Bulk Water infrastructure			funded 2021/22												√	√	√	√	√	√	Completing detail design and tender documentation		
Kei Road Bulk Water Scheme: Amathole District Municipality															√	√							
Province : N2 Upgrade Bulembu Airport to King Williams Town & Interchange																							
SANRAL: Resurfacing from KWT to Bhisho & Breidbach; Upgrade R63 Section 15+26 from Bhisho to N6 Interchange; Upgrade N2 Section 14+15; New N2 Breidbach + Belstone Interchange from Green River to Buffalo River;N2 KWT Bypass Ring Road;		TBD								SANRAL					√	√	√	√	√	√	√		
Proposed Provincial Government Precinct: Bhisho	TBD							TBD						√						Implementation underway			
Amathole Museum														√									
KWT Arts Centre	R 4 000 000	R 4 000 000,00							DSRAC					√									
Upgrade of the KWT Electrical Network	R 10 000 000	TBC												√	√	√	√	√	√	√			

ANNEXURE 2: Intergovernmental Project Pipeline

INTERGOVERNMENTAL PROJECT PIPELINE: DRAFT BEPP 2020-2021- V01

Annexure 2: Intergovernmental Project Pipeline

PRIMARY INTEGRATION ZONE: THE EAST LONDON CBD & INNER CITY AREA, THE MELD CORRIDOR, THE WESTBANK ECONOMIC CORRIDOR AND THE MDANTSANE HUB PRECINCT		DESCRIPTION: The Primary Integration Zone is informed by National Treasury's Urban Network Strategy, which is a strategy to enable the long term restructuring of larger urban settlements with the aim of ultimately eradicating spatial inequality in South African Cities. For East London, the area termed the East London – Mdantsane Corridor (MELD Corridor) was identified as being the area which could "initiate restructuring in the East London Metropolitan area, which would result in Mdantsane and other previously disadvantaged areas being integrated with the East London core". This area straddles the main transportation routes (roads and railway) linking the township of Mdantsane and East London's Central Business District.											
CATALYTIC URBAN DEVELOPMENT PROGRAMME	PROJECTS: ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2020-21)	TOTAL VALUE	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ESKOM (2020-21)	PRIVATE SECTOR/ OTHER	TOTAL FUNDS	
1. East London CBD & Inner City Regeneration: The East London CBD and Inner-City Regeneration Programme represents visible investment in the CBD and inner-city area including the esplanade and beachfront area and is anticipated to spur additional investments which could strengthen the growth and performance of this node. Provision of vital infrastructure and projects that improve city life and quality of living are promoted in order to build the image of the city and boost tourism and investment.	Sleeper Site: Sleeper site road	Engineering / Infrastructure	This is the first project related to the strategic Sleeper Site development and involves the realignment/re-routing of the section of the R72 between Commercial Road and Fleet Street. The road will bisect the Sleeper Site and open the area up for development.	R 1 300 000,00			R 32 200 000,00					R 33 500 000,00	
	CBD: City to Sea Boulevard	Other: Integrated Public Space Project	Feasibility Study required for the City to Sea Boulevard which will link up the city center and the Quigney, connecting Oxford Street to the Esplanade. This project will include provision of street furniture, pedestrian walkways, street lights, sidewalks, cyclists paths, greening and art effects through the upgrading and extension of Moore Street. Projected total cost refelected.	funds proposed for 2021-2023	Proposed R255m		USDG						
	CBD: Public Realm Upgrades and Greening (planning 15% of Integrated City Development Grant)	Other: Integrated Public Space Project	Planning for public realm upgrades in the city. Upgrades to include provision of street furniture, bollards, litter bins, seating and tree-planting.				R 1 247 550					R 1 247 550,00	
	Integrated City Development Grant	Other: Integrated	Capital funding for integrated upgrades				R 4 158 500					R 4 158 500,00	
	Esplanade: East London Beachfront & Esplanade Upgrade - Court Crescent Upgrade (BCMDA)	Other: Integrated Public Space Project	Phase 1: Precinct Planning and Implementation Plans for the development of the East London Esplanade including key BCMM land parcels along the beachfront is currently underway coordinated by the BCMDA. Funds for implementation of projects are in the process of being sourced by BCMDA.(Project now in implementation: Phase 1 court crescent)	R 25 000 000,00		TBD		0				R 25 000 000	
	Esplanade: Orient Theatre Upgrade	Other: Integrated Public Space Project	This project falls within the precinct of the Beachfront Upgrade Project. Planning and design should therefore be coordinated in order to achieve integration.	R 2 000 000,00								R 2 000 000,00	
	Esplanade: Upgrade of the Aquarium	Public Building	Refurbishment of the Aquarium	R 200 000,00		TBD						R 200 000,00	
	Esplanade: Upgrade of the Ubhlangi Park & Little Mauritious (BCMDA operational)	Other: Social Amenity	Upgrade of the ablution blocks and parking area	R 1 250 000,00		TBD						R 1 250 000,00	
	Esplanade: Marina Glen B (BCMDA operational)	Other: Integrated Public Space Project	Environmental Enhancement for improved quality entertainment use. An Integrated Urban Design Framework is required to be prepared for this project.	R 1 000 000,00								R 1 000 000,00	
	CBD: East London Station Redevelopment : Railway Station Precinct & Multi-modal Public Transport Interchange	Public Transport	This study conducted by PRASA will have a major impact on the public transport operations within the CBD. Details of projects, plans and budgets are to be obtained from PRASA.						R5 000 000,00				R 5 000 000,00
	CBD: Targeted Waste Management	Other: Public Space Upgrade	Phase 1: Cleaning of the public environment, provision of street furniture, including litter bins, seating and tree-planting. The private sector are keen to contribute via the 'Call to Action' project driven by the Border Kei Chamber of Commerce.		R0,00		TBD						R -
	CBD: Electricity: Upgrade / replacement of the existing 132/33/11kV network.	Engineering / Infrastructure	Replacing of old infrastructure and to allow for additional capacity to to stabilise the electrical network and to cater for growth.		TBC	R 300 000 000,00							
	Transnet: Rehabilitation of Latimer's Landing and Signal Hill	Other					TBD					R -	
	CBD: Development of BCMM land adjacent to North Street	Other: Mixed use	Mixed use development				TBD					R -	
SUB-TOTAL: CBD & INNER CITY REGENERATION				R 30 750 000,00	R 1 372 700 000,00	R -	R 37 606 050,00	R 5 000 000,00	R -	R -	R -	R 73 356 050,00	

INTERGOVERNMENTAL PROJECT PIPELINE: BEPP 2020-2021 V01

Annexure 2: Intergovernmental Project Pipeline

PRIMARY INTEGRATION ZONE: THE EAST LONDON CBD & INNER CITY AREA, THE MELD CORRIDOR, THE WESTBANK ECONOMIC CORRIDOR AND THE MDANTSANE HUB PRECINCT

DESCRIPTION: The Primary Integration Zone is informed by National Treasury's Urban Network Strategy, which is a strategy to enable the long term restructuring of larger urban settlements with the aim of ultimately eradicating spatial inequality in South African Cities. For East London, the area termed the East London – Mdantsane Corridor (MELD Corridor) was identified as being the area which could "initiate restructuring in the East London Metropolitan area, which would result in Mdantsane and other previously disadvantaged areas being integrated with the East London core". This area straddles the main transportation routes (roads and railway) linking the township of Mdantsane and East London's Central Business District.

CATALYTIC URBAN DEVELOPMENT PROGRAMME	PROJECTS: ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2018-19)	TOTAL VALUE	PROVINCIAL (2020-21)	NATIONAL (2020-21)	LOAN (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ESKOM (2020-21)	PRIVATE SECTOR/ OTHER	TOTAL
2. MELD Corridor: This is the area straddling the main transportation routes (roads and railway) and links the townships of Mdantsane and other previously disadvantaged areas to East London's Central Business District.	Corridor (Qumza Highway): Upgrading of the Public Transport Corridor from East London to Mdantsane	Engineering / Infrastructure	Road expansion from single to dual roadway.		R 500 000 000,00		R 56 000 000						R 56 000 000,00
	Corridor: Mdantsane Access Road		Link Road from Mdantsane to CBD		R 580 000 000,00		R 30 000 000						R 30 000 000,00
	Duncan Village Redevelopment Initiative	Human Settlement Catalytic	New planned settlements and upgrading of informal settlement – Upgrading of Duncan Village Propoer, C Section and Triangular site ; D Hostel; Blockyard TRA, Duncan Village Composite and competition site, DV Military Veterans project		TBD	R 10 200 000,00	R 35 500 000,00						R 45 700 000,00
	N2/ R72 Bypass (impacting on the MELD Corridor and the Westbank Corridor)	Engineering / Infrastructure	The project will enhance the connectivity and will have a multiplier effect on the BCMM economy. Negotiations are underway with SANRAL as the relevant authority.		R1 300 000 000,00								R -
	Arnoldton Node	Other: Public Transport/ Mixed use	Mixed use multi-modal node		No financing								R -
	Mount Ruth Node	Other: Public Transport/ Mixed use	Mixed use multi-modal node		No financing								R -
	Central to Reeston Sewer Diversion, Waste Water Treatment Works Tunnel and Civil works	Engineering / Infrastructure	Substantial centrally located Greenfield site situated between the road and rail component of the MELD Corridor with potential high density mixed land use development. Central to Reeston Tunnel project: The project is required in order to create more capacity within the existing central urban areas of Amalinda; Summerpride and Haven Hills The project will unlock the land within the Amalinda Junction	R170 800 142,00	R 200 000 000,00								R 170 800 142,00
	Upgrading of the Mdantsane Treatment Works	Engineering / Infrastructure	Upgrading of water supply to the Central East London Area	R 4 000 000,00	R 300 000 000,00								R 4 000 000,00
	Amalinda Junction Mixed Use Housing	Human Settlement Catalytic	BCMM has designated 3000 mixed use units and commercial uses for tertiary institutions in support of the knowledge economy.		TBD								R -
	National Station Improvement Programme	Engineering / Infrastructure			R 50 883 000,00					TBC			R -
	Rehabilitation of the Ziphunzana Bypass	Engineering / Infrastructure	Rehabilitation of existing road	R1 500 000,00									R 1 500 000,00
Feasibility Study for the Extension of North West Expressway	Engineering / Infrastructure	The North West Expressway is a public transport route that will link the CBD to Amalinda Junction and open up vacant land for High density housing. The road will provide access to significant parcels of land along its length. Amalinda Junction Precinct and Chiselhurst high density housing precincts are two of the most important nodes along the corridor. This project includes a feasibility study for high density housing at Chiselhurst.	R 3 000 000,00	R 800 000 000,00								R 3 000 000,00	
SUB-TOTAL: MELD CORRIDOR				R 179 300 142,00	R 3 730 883 000,00	R 10 200 000,00	R 121 500 000,00	R -	R -	R -	R -	R -	R 311 000 142,00

INTERGOVERNMENTAL PROJECT PIPELINE: BEPP 2020-2021 V01

Annexure 2: Intergovernmental Project Pipeline

CATALYTIC URBAN DEVELOPMENT PROGRAMME		PROJECTS: ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2020-21)	TOTAL VALUE	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ESKOM (2020-21)	PRIVATE SECTOR/ OTHER	TOTAL	
				<p>DESCRIPTION: The Primary Integration Zone is informed by National Treasury's Urban Network Strategy, which is a strategy to enable the long term restructuring of larger urban settlements with the aim of ultimately eradicating spatial inequality in South African Cities. For East London, the area termed the East London – Mdantsane Corridor (MELD Corridor) was identified as being the area which could "initiate restructuring in the East London Metropolitan area, which would result in Mdantsane and other previously disadvantaged areas being integrated with the East London core". This area straddles the main transportation routes (roads and railway) linking the township of Mdantsane and East London's Central Business District.</p>										
<p>3. Mdantsane Urban Hub: A self-sustaining, attractive and vibrant Economic Hub that showcases the Creative Arts, Sports, Cultural History and Identity of Mdantsane.</p>		Mdanstsane Urban Hub Land Regularization	Catalytic	Land regularization processes currently underway		TBD							R -	
		Improved Regional Access	Engineering / Infrastructure	New Access off and across the N2 at Billie Road, New access from R102 onto Toyana Road.		R 8 000 000,00							R -	
		Toynana Road Upgrade: Network of public squares, activity streets and pedestrian routes.	Other: Integrated Public Space Project	Upgrade of pedestrian facilities on Toyana Road, linking the CBD to the Mt Ruth Station.		R 18 000 000,00		R 18 000 000,00						R 18 000 000,00
		Upgrade of the Public Transport Facility at the Hub	Public Transport	Proposed facility to be put out to tender and should include, a shopping mall and informal traders facilities		No Financing: Proposed: R385m								R -
		Mixed Use and High Density Infill projects in the precinct	Human Settlement Catalytic	Approximately 3000 new mixed use units / higher density units can be accommodated within the CBD.		No financing: Identify priority land parcel.								R -
		New Government Offices Node	Other: Integrated Project	Proposed on the Eastern end of Makinana Road - further investigations and institutional engagements required with SASSA & Department of Home Affairs		Discussion with NDPW in process								R -
		Revitalisation of Mdantsane Mall	Other: Social Amenity					R 14 753 000,00						R 14 753 000,00
		Mdantsane Library Upgrade	Other: Social Amenity	Discussions with Provincial Treasury to be initiated.			R 561 000 000,00		R 1 000 000,00					R 1 000 000,00
		Extension of Mdantsane Arts Centre			R 3 000 000,00									R 3 000 000,00
		Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	Other: Social Amenity	Underway	R 10 000 000,00		TBD							R 10 000 000,00
Upgrade of Mt Ruth Substation	Engineering / Infrastructure	Required to provide additional capacity for the development of the Mdantsane CBD/ Mt Ruth/Buffer Strip areas.			R 100 000 000,00							R -		
SUB-TOTAL: MDANTSANE URBAN HUB					R 13 000 000,00	R 687 000 000,00	R 15 753 000,00	R 18 000 000,00	R 0,00	R 0,00	R 0,00	R 0,00	R 46 753 000,00	

INTERGOVERNMENTAL PROJECT PIPELINE: BEPP 2020-2021 V01

Annexure 2: Intergovernmental Project Pipeline

PRIMARY INTEGRATION ZONE: THE EAST LONDON CBD & INNER CITY AREA, THE MELD CORRIDOR, THE WESTBANK ECONOMIC CORRIDOR AND THE MDANTSANE HUB PRECINCT
 DESCRIPTION: The Primary Integration Zone is informed by National Treasury's Urban Network Strategy, which is a strategy to enable the long term restructuring of larger urban settlements with the aim of ultimately eradicating spatial inequality in South African Cities.

CATALYTIC URBAN DEVELOPMENT PROGRAMME	PROJECTS: ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2020-21)	TOTAL VALUE	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ACSA (2020-21)	ESKOM (2020-21)	PRIVATE SECTOR/ OTHER	TOTAL	
<p>3. Westbank Economic Corridor: This is a newly established Catalytic Programme which aims to support investment, improve logistics and boost economic performance of the corridor. It includes a suite of planned and budgeted projects which will enhance the infrastructure capacity as well as assist in unlocking planning and land related issues promoting investment within the corridor.</p>	Port of East London: Extend Main Breakwater and Deepen Entrance	Other: Industrial	The expansion and deepening of the Port will re-inforce the future positioning of Buffalo City as a logistics gateway and an export manufacturing hub.		R 14 500 000 000,00							R 1 500 000 000,00	R 1 500 000 000,00	
	TRANSNET: Construction of Container terminal	Other: Industrial	Construction of container terminal		TBD							TRANSNET		
	TRANSNET: Maritime National Training College	Other: Industrial	Maritime College		TBD							TRANSNET		
	EL AIRPORT: EL Lounge Expansion	Other: Industrial	Expansion of Departure Lounge including development of retail facilities.		R 72 000 000,00					R 72 000 000,00		ACSA	R 72 000 000,00	
	East London Airport Upgrade: Multi-story parking, Aircraft parking stand	Infrastructure	The project is an ACSA initiative that entails upgrading of the East London Airport and involves the lengthening of the main runway to allow bigger airplanes. This will open up opportunities to export goods and will contribute towards revitalising the economy of EL.										R -	
	IOX International Sea Cable / Meet me Room Data Centre	Other: Cross-cutting	Landing of an international sea cable at the IDZ		R 63 000 000								EL IDZ	
	Science and Technology Park	Other: Cross-cutting	This project is an IDZ initiative that involves the Science and Technology Park which will serve to link business with local Universities. This project is a key component of the University Town initiative in the MGDS.									TBD	EL IDZ	R -
	Revitalisation of the West Bank Industrial area/Motor industry cluster.	Other: Industrial	The project entails augmentation of bulk infrastructure, upgrade of road network and landscaping of city entrance. Will ensure sufficient infrastructure capacity is available to accommodate commercial and industrial employment growth forecasts and will support retention and expansion of the manufacturing initiatives. Project also involves the upgrading and use of Race Track that will link to the motor industry and sport tourism.		R 33 000 000								EL IDZ	R -
	West Bank Race Track	Other: Motor Sport	The project is a private sector initiative that entails developing an internationally recognised motor sport venue that attracts new investment in the precinct through motor sport facilities and motor sport related industries in a quality environment. The project will require the Harbour arterial route to be extended so that the track can be used full time for motorsport activities											R -
	West Bank WWTW	Engineering / Infrastructure	This project will be part of the process of opening up the area (Spatial Priority 2) for development .											R -
	Bulk Water Supply	Engineering / Infrastructure	This project will be part of the process of opening up the area (Spatial Priority 2) for development to provide serviced land for workers on the West Bank				R -							R -
	Water World (Water Park: BCMDA)	Other: Social Amenity	Upgrading and expanding current water park for tourism attraction	R 25 000 000	TBD									R 25 000 000,00
	Rehabilitation of Settler's Way	Infrastructure	Funding Available for 2020/21	R 154 050 000,00	R 400 000 000									R 554 050 000,00
	Hood Point Marine Outfall	Infrastructure		R 5 000 000,00										R 5 000 000,00
Westbank Restitution	Housing	USDG funded infrastructure project		TBD		R 32 000 000,00 USDG							R 32 000 000,00	
SUB-TOTAL: WESTBANK ECONOMIC CORRIDOR				R 184 050 000,00	R 568 000 000,00	R 0,00				R 72 000 000,00		R 1 500 000 000,00	R 2 188 050 000,00	

INTERGOVERNMENTAL PROJECT PIPELINE: BEPP 2020-2021

Annexure 2: Intergovernmental Project Pipeline

SECONDARY INTEGRATION ZONE: THE BHISHO - KWT AND CORRIDOR		DESCRIPTION: This Integration Zone is made up primarily of the historic CBD / hub of King Williams Town (KWT) and surrounding townships of Ginsberg, Zwelitsh and Breidbach. The Secondary Integration Zone incorporates the administrative hub of Bhisho which forms a strategic employment node within this Zone. The R63 KWT- Bhisho Corridor forms an important public transport route within the Secondary Integration Zone.										
PRIORITY FOCUS AREAS	ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2020-21)	TOTAL VALUE	PRIVATE SECTOR	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ESKOM (2020-21)	TOTAL
1. KING WILLIAMS TOWN-BISHO CORRIDOR: The Bhisho/KWT Corridor will provide a public transport link between KWT and Bhisho. Vacant BCMM and State land will be developed for high density housing and mixed land uses. A large part of the corridor is made up of the Bhisho Revitalisation Project and will enhance Bhisho as the capital of the provincial administration.	Bhisho - King Bulk Mains Water infrastructure	Engineering / Infrastructure		Funding 2021/22								
	King Williams Town and Bhisho Water Treatment Works	Engineering / Infrastructure		R 1 000 000,00								R 1 000 000,00
	Proposed new Government Precinct / Bhisho Revitalisation Precinct	Catalytic	which is a EC Prov Govt initiative but includes BCMM land.				No financing					R -
	Zwelitsha Regional Bulk Sewage Scheme(Bulk infrastructure project)	Engineering / Infrastructure	The project is required in order to create more capacity within the existing central urban areas such as Breidbach, Zwelitsha, Bisho, Schornville, Pakamisa and Ilitha unlocking of the mixed housing development in the Bisko/King Willaims Town area.		R 700 000 000,00			R 55 000 000,00				R 55 000 000,00
	King Williams Town Arts Centre	Building Infrastructure	Land being identified	R 4 000 000,00	TBD		DSRAC					R 4 000 000,00
	Upgrade of the Bhisho Switch house and the electrical network	Engineering / Infrastructure	To allow for growth in the Bhisho Precinct.	TBC	No funding at this time.							
	Upgrade of the KWT electrical network (Power Station switch house)	Engineering / Infrastructure	to allow for growth and stabilise the network into KWT . Funding used is own funding from the electricity department capital project Estimate for first phase R6 to 10 million May 2017 to May 2018	TBC	R 10 000 000,00							
	Kei Road Bulk Water Scheme: Amathole District Municipality	Engineering / Infrastructure										
	SANRAL Projects	Infrastructure	Resurfacing from KWT to Bhisho & Breidbach; Upgrade R63 Section 15+26 from Bhisho to N6 Interchange; Upgrade N2 Section 14+15; New N2 Breidbach + Belstone Interchange from Green River to Buffalo River;N2 KWT Bypass Ring Road;								TBD	
N2 Upgrade Bulembu Airport to King Williams Town & Interchange	Infrastructure											R -
SUB-TOTAL: SECONDARY INTEGRATION ZONE				R 5 000 000,00	R 710 000 000,00	R -	R -	R 55 000 000,00	R -	R -	R -	R60 000 000,00

Annexure 2: Intergovernmental Project Pipeline

MARGINALISED AREAS - TOWNSHIP & INFORMAL SETTLEMENTS														
FOCUS AREAS	ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL(2020-21)	MUNICIPAL TOTAL	PRIVATE SECTOR	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2021-20)	SANRAL (2020-21)	ESKOM (2020-21)	TOTAL		
TOWNSHIPS & INFORMAL SETTLEMENTS	BCMM Ongoing Informal Settlement Upgrade / Housing projects within the East London and Mdantsane Areas:	Human Settlement	New settlements and upgrading of informal settlement – Includes provision of internal services and top structures: Breakdown per project is shown below.	R	-	R	-	R	-	R	-	R	330 488 881,00	
			Mdantsane Zone 18cc (PH 2)				R	3 998 000,00	R	25 000 000,00			R	28 998 000,00
			Cluster 1 (Velwano, Ilinge, Masibambane, Masibulele, Dacawa)				R	3 000 000,00	R	15 000 000,00			R	18 000 000,00
			Cluster 2 (Chris Hani, Winnie Mandela, Daluxolo, Sisulu)				R	3 000 000,00	R	20 000 000,00			R	23 000 000,00
			Cluster 3 (Fynbos Informal) - Relocation sites				R	3 000 000,00	R	1 500 000,00			R	4 500 000,00
			POTSDAM VILLAGE PHASE 1 & 2 - P5				R	4 000 000,00	R	-			R	4 000 000,00
			Potsdam Ikhwezi Block 1 - P5				R	6 640 000,00	R	10 000 000,00			R	16 640 000,00
			Potsdam Ikhwezi Block 2 - P5				R	100 000,00	R	1 000 000,00			R	1 100 000,00
			Potsdam North Kanana				R	4 000 000,00	R	5 000 000,00			R	9 000 000,00
			CNIP VICTIMS PROJECT: CAMBRIDGE WEST				R	5 000 000,00	R	10 050 000,00			R	15 050 000,00
			REESTON PHASE 3 STAGE 2				R	8 000 000,00	R	25 000 000,00			R	33 000 000,00
			REESTON PHASE 3 STAGE 3				R	3 200 000,00	R	500 000,00			R	3 700 000,00
			D HOSTEL				R	3 100 000,00	R	10 000 000,00			R	13 100 000,00
			DUNCAN VILLAGE PROPER				R	3 100 000,00	R	5 000 000,00			R	8 100 000,00
			AMALINDA CO- OP				R	2 500 000,00	R	5 000 000,00			R	7 500 000,00
			Duncan Village Military Veterans				R	5 000 000,00	R	-			R	5 000 000,00
			Duncan Village Comp Site				R	4 000 000,00	R	2 000 000,00			R	6 000 000,00
			Block Yard TRA				R	-	R	1 500 000,00			R	1 500 000,00
			Braelyn EXT 10				R	-	R	2 000 000,00			R	2 000 000,00
			Westbank Restitution				R	-	R	30 550 000,00			R	30 550 000,00
			C Section Triangular Site				R	3 100 000,00	R	12 000 000,00			R	15 100 000,00
			Mzamomhle: Peoples Housing Process				R	-	R	8 000 000,00			R	8 000 000,00
			Boxwood Project				R	-	R	20 000 000,00			R	20 000 000,00
			Ford Msimango				R	7 378 351,00	R	7 000 000,00			R	14 378 351,00
			N2 Road Reserve				R	3 100 000,00	R	5 000 000,00			R	8 100 000,00
			HANI PARK				R	-	R	500 000,00			R	500 000,00
			HLALANI				R	-	R	500 000,00			R	500 000,00
			PHOLA PARK				R	-	R	500 000,00			R	500 000,00
			BERLIN LINGELITSHA - PHASE 1				R	-	R	500 000,00			R	500 000,00
			EMPILISWENI				R	-	R	500 000,00			R	500 000,00
			MATSHENI PARK				R	-	R	500 000,00			R	500 000,00
			KHAYELITSHA				R	-	R	500 000,00			R	500 000,00
			GINSBERG				R	-	R	500 000,00			R	500 000,00
			SLOVO PARK				R	-	R	500 000,00			R	500 000,00
			EKUPHUMLENI				R	-	R	500 000,00			R	500 000,00
			ETHEMBENI				R	-	R	500 000,00			R	500 000,00
			EAST BANK RESTITUTION				R	-	R	500 000,00			R	500 000,00
			NELSON MANDELA 102 PROJECT				R	-	R	500 000,00			R	500 000,00
			NONDULA				R	-	R	500 000,00			R	500 000,00
			ZIPHUNZANA BYPASS						R	1 000 000,00			R	1 000 000,00
			ZIPHUNZANA BYPASS RELOCATION SITE (TRAs)						R	2 200 000,00			R	2 200 000,00
			LILYVALE						R	5 000 000,00			R	5 000 000,00
			SUNNYRIDGE ERF 271						R	3 000 000,00			R	3 000 000,00
			MAJARANTYENI				R	-	R	6 722 530,00			R	6 722 530,00
			COVID 19 SPECIAL CLINICS (PARKHOMES)						R	3 000 000,00			R	3 000 000,00
			MDANTSANE ERF 81,87&88 RELOCATION AREA						R	3 000 000,00			R	3 000 000,00
			MDANTSANE ERF 81,87 &88 RELOCATION SITE UNITS						R	1 750 000,00			R	1 750 000,00
FYNBOSS RELOCATION SITE UNITS						R	1 500 000,00			R	1 500 000,00			
BCMM Ongoing Informal Settlement Upgrade / Housing projects within the Bhishe / King Williams Town Area	Human Settlement		New settlements and upgrading of informal settlement. Breakdown per project is shown below.	R	-	R	-	R	-	R	-	R	55 720 800,00	
			Ilitha North 177				R	2 000 000,00	R	9 950 000,00		R	11 950 000,00	
			Ilitha 49 Sites					R	2 500 000,00			R	2 500 000,00	
			Tyutyu				R	2 000 000,00	R	8 770 800,00		R	10 770 800,00	
			Ginsberg				R	-	R	500 000,00		R	500 000,00	
			Breidbach				R	-	R	3 000 000,00		R	3 000 000,00	
			Dimbaza					R	7 000 000,00			R	7 000 000,00	
			Xhwitinja				R	-	R	5 000 000,00		R	5 000 000,00	
			Phakamisa South				R	-	R	14 500 000,00		R	14 500 000,00	
			KWATSHATUSHU				R	-	R	500 000,00		R	500 000,00	
TOTAL: MARGINALISED AREAS				R	-	R	-	R	-	R	-	R	386 209 681,00	

INTERGOVERNMENTAL PROJECT PIPELINE: BEPP 2020-2021 V01

Annexure 2: Intergovernmental Project Pipeline

ECONOMIC / EMPLOYMENT NODES OUTSIDE CATALYTIC PROGRAMME AREAS			DESCRIPTION: ECONOMIC NODES										
PRIORITY FOCUS AREAS	ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2020-21)	MUNICIPAL TOTAL	PRIVATE SECTOR	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ESKOM (2020-21)	TOTAL	
ECONOMIC NODES	Dimbaza – Small industries; agro processing.											R 0,00	
	Fort Jackson - agro processing		Security Upgrades				R 1 330 000,00					R 1 330 000,00	
	Informal Trade (Hawkers stalls)		construction of hawkers stalls	R3 500 000,00									
	Mdantsane Industrial Node adjacent to Mt Ruth & N2		Ideally located land for Logistics/Warehousing and light industry to support the growing logistics industry in the region. Requires well as bulk water and sewer capacity									R 0,00	
	Bulembu Airport Revitalisation											R 0,00	
	Berlin- Green Energy Hub	Other: Industrial	Focussed on Renewable Energy, to broaden the energy mix, transforms and diversify the economy. Research and Development component. <ul style="list-style-type: none"> Includes manufacturing and agro-processing as part of a green energy hub concept. Solar Farm proposal by IDZ. Solar (Manufacture panels and geysers) 										
	Hydroponics and Packhouse	Industrial		R 3 475 155,00									R 3 475 155,00
	Revitalisation of Industrial Areas (Locations to be verified)	Industrial		R 2 000 000,00									R 2 000 000,00
	Upgrading of the Market Hall			R 5 000 000,00									R 5 000 000,00
	Bhisho Airport	Transport Operations						R 3 500 000,00					R 3 500 000,00
	Dimbaza – Industrial Park	Infrastructure Investment	Roads Upgrade					R 14 753 000,00					R 14 753 000,00
TOTAL: ECONOMIC NODES				R 13 975 155,00			R 19 583 000,00					R 33 558 155,00	

INTERGOVERNMENTAL PROJECT PIPELINE: BEPP 2020-2021 V01

Annexure 2: Intergovernmental Project Pipeline

STRATEGIC CITY-WIDE PROJECTS																			
PRIORITY FOCUS AREAS	ENABLERS & SUB-COMPONENTS	CATEGORY	DESCRIPTION	MUNICIPAL (2020-21)	PRIVATE SECTOR	PROVINCIAL (2020-21)	NATIONAL (2020-21)	PRASA (2020-21)	SANRAL (2020-21)	ESKOM (2020-21)	TOTAL								
TOTAL: CITY-WIDE PROJECTS	BCMM Integrated ICT project. Broadband infrastructure roll out (backbone and access networks)	Other: Cross-cutting	This project will fast-track the realisation of achieving 100% connectivity and encourage the potential of the local ICT industry to promote economy revitalisation and extend ICT connectivity to facilitate e – service. The project will ensure that the residents have equitable access to evolving computer technologies and opportunities to develop their techno-literacy skills								R -								
			FIBRE NETWORK	R	3 000 000,00						R	3 000 000,00							
			INTELLIGENT OPERATING CENTRE HARDWARE & SOFTWARE	R	2 000 000,00							R	2 000 000,00						
			LTE INFRASTRUCTURE	R	2 848 851,00							R	2 848 851,00						
	R72 Upgrade between Fish River amd Birch River								R	450 000 000,00	R	450 000 000,00							
	R72 Upgrade between Birch River and Open Shaw								R	400 000 000,00	R	400 000 000,00							
	Road Reseal from Alice to King Williams Town								TBC		R	-							
	Upgrade R63/N6 Intersection to R63/N2 Intersection								R	380 000 000,00	R	380 000 000,00							
	National Station Improvement Programme		Improvement of all Railway Stations within BCMM - Over 3 financial years						R	50 883 026,00	R	50 883 026,00							
	National Station Upgrade Programme		Station Commercialisation Programme for revenue generating purposes - Over 3 financial years						R	23 000 000,00	R	23 000 000,00							
Partnership with Tertiary Institutions	Other: Cross-cutting									R	-								
TOTAL: CITY-WIDE PROJECTS				R	7 848 851,00	R	-	R	-	R	-	R	73 883 026,00	R	1 230 000 000,00	R	-	R	1 311 731 877,00

ANNEXURE 3: Spatial Budget Mix

2020-21 DRAFT SPATIAL BUDGET MIX NEW - UPDATED

ENTITY	SPATIAL TARGETING AREAS		OUTSIDE INTEGRATION ZONES			OTHER	TOTAL
	PRIMARY INTEGRATION ZONE (INCLUDING INFORMAL SETTLEMENTS AND ECONOMIC NODES)	SECONDARY INTEGRATION ZONE	INFORMAL SETTLEMENTS	MARGINALISED AREAS	ESTABLISHED ECONOMIC NODES		
METRO	R 3 000 000,00	R 3 500 000,00	R 6 000 000,00	R -	R 5 000 000,00	R 266 730 059,00	R 284 230 059,00
PROVINCIAL							R -
NATIONAL	R 313 050 000,00	R 59 943 330,00	R 10 000 000,00	R 25 000 000,00	R -	R 31 600 000,00	R 439 593 330,00
SOE's	R 30 185 000,00						R 30 185 000,00
TOTAL	R 346 235 000,00	R 63 443 330,00	R 16 000 000,00	R 25 000 000,00	R 5 000 000,00	R 298 330 059,00	R 754 008 389,00

2020-21 DRAFT SPATIAL BUDGET MIX RENEWAL AND UPGRADES - UPDATED

ENTITY	SPATIAL TARGETING AREAS		OUTSIDE INTEGRATION ZONES			OTHER	TOTAL
	PRIMARY INTEGRATION ZONE (INCLUDING INFORMAL SETTLEMENTS AND ECONOMIC NODES)	SECONDARY INTEGRATION ZONE	INFORMAL SETTLEMENTS	MARGINALISED AREAS	ESTABLISHED ECONOMIC NODES		
METRO	R 443 731 248,00	R 31 100 000,00			R 2 000 000,00	R 44 480 000,00	R 521 311 248,00
PROVINCIAL	R 95 529 351,00	R 5 500 000,00		R 4 060 000,00			R 105 089 351,00
NATIONAL	R 198 858 500,00	R 120 796 754,00	R -	R -	R -	R 81 291 420,00	R 400 946 674,00
SOE's	R -	R -					R -
TOTAL	R 738 119 099,00	R 157 396 754,00	R -	R 4 060 000,00	R 2 000 000,00	R 125 771 420,00	R 1 027 347 273,00

ANNEXURE 4: Built Environment Outcomes Indicators & Targets

BUILT ENVIRONMENT OUTCOME INDICATORS & TARGETS: BEPP 2020-2021

Annexure 4: Built Environment Outcome Indicators and Targets

Outcome	Indicator code	Update of C-88 Indicator for 2020-21 planning cycle: Proposed change in TID	Indicator Name	Baseline year	Baseline value	19/20 data	19/20 target	20/21 target	21/22 target	22/23 target	City Contact person	Contact number	Email	Notes	Formulas
T1: TARGETED INVESTMENTS IN INTEGRATION ZONES	WG13	No Change	Percentage change in the value of properties in Integration Zones	2018/19	46%	46%	Municipal Valuations done every 3 years				Vella Maretoane & Dean Peters	043 705 1125	VellaM@buffalocity.gov.za	Integration Zone boundary revised in 2018, therefore the new 2018/19 baseline has been set.	$\frac{((\text{Value of privately owned buildings in integration zones on year 3}) - (\text{Value of privately owned buildings in integration zones on year 1})) / (\text{Value of privately owned buildings in integration zones on year 1}) \times 100$
	CC2	Proposed change in TID: 'processed' to 'finalised'	Number of land use applications finalised in integration zones as a percentage of the total number of land use applications submitted city-wide.	2019/20	100.00%	100.0%	73.0%	73.2%	73.3%	73.4%	Nzondelelo Mbongo	043 705 3363	NzondeleloM@buffalocity.gov.za	Updated baseline based on change in TID	$\frac{(\text{Number of land use applications finalised in integration zones}) / (\text{Total number of land use applications finalised citywide}) \times 100$
	CC3	Proposed change in TID: 'processed' to 'approved'	Number of building plan applications approved in integration zones as a percentage of the total number of building plan applications city-wide	2018/19	77.80%	77.80%	77.9%	78.0%	78.1%	78.2%	Zamuxolo Nyamza	043 705 2114	ZamuxoloN@buffalocity.gov.za	Baseline to be updated based on change in TID	$\frac{(\text{Number of building plan applications approved in integration zones}) / (\text{Total number of building plan applications approved citywide}) \times 100$
	PC4	Proposed clarification in TID: Percentage of commercial and industrial rateable value within integration zones of a metro as a % of overall commercial and industrial rateable value for that same metro.	Commercial and industrial rateable value within integration zone for a single metro as a % of overall commercial and industrial rateable value for that same metro.	2018/19	93.20%	93.20%	93.30%	93.40%	93.50%	93.60%	Vella Maretoane & Dean Peters	043 705 1125	VellaM@buffalocity.gov.za	No expected change	$\frac{((\text{Commercial rateable value of land in integration zone in metro}) + (\text{Industrial rateable value of land in integration zone in metro})) / ((\text{Commercial rateable value of land in metro}) + (\text{Industrial rateable value of land in metro})) \times 100$
T2: REDUCTION IN URBAN SPRAWL	CC1	Proposed clarification in TID: Percentage of hectares approved for future development outside the 2015 urban edge.	Total hectares allocated for future development outside the urban edge as defined by the 2015 SDF	2014/15	15.9%	2.20%	2.1%, Mar 2020: 0%	2.10%	2.1%	2.10%	Raymond Foster	043 705 2269	RaymondF@buffalocity.gov.za	2020 SDF being finalised.	$\frac{(\text{Hectares approved for future development outside the 2015 urban edge}) / (\text{Total hectares allocated for future development as defined by the 2015 SDF}) \times 100$
	IC1	Proposed change in TID: Percentage of new subsidised units 'developed' to 'finalised' in brownfields developments city-wide.	New subsidised units finalised in Brownfields developments as a percentage of all new subsidised units city-wide.	2016/17	53%	85%	85%	85%	85%	85%	Thomakazi Maggaza	043 705 1130	ThomakaziM@buffalocity.gov.za	Baseline to be updated based on change in TID	$\frac{(\text{Number of new subsidised housing units in brownfields developments}) / (\text{Total number of newly provided subsidised housing units city-wide}) \times 100$
T3: NEW HOUSING OPTIONS WITH SOCIAL DIVERSITY	IC2	Proposed change in TID: 'residential' unit changed to 'dwelling' unit	Gross residential unit density per hectare within integration zones	2019/20	7.34 du/ha	7.34du/ha	7.34du/ha	7.35du/ha	7.36du/ha	7.37du/ha	Dean Peters/Thozama Oyonase	043 705 3121	DeanP@buffalocity.gov.za	Updated baseline based on change in TID	$\frac{(\text{Number of households in integration zones}) / (\text{Area of integration zones (hectares)})$
	IC3	Changed to Tier 3 or 4: indicators still in the process of being defined for planning and reporting i.e. methodologies for sourcing, collating and reporting vary.	Ratio of housing types in integration zones	TBD							Thomakazi Maggaza, Raymond Foster & Junga Zwane	043 705 1130	ThomakaziM@buffalocity.gov.za	Need for study identified	$\frac{(\text{Number of subsidised units in integration zones}) : (\text{including Social Housing, CRU, BNG, and FUSP/Gap units}) \text{ and private market units, located in integration zones}}$
	IC4	Changed to Tier 3 or 4	Ratio of housing tenure status in integration zone	2011	9.7: 3.5: 6.2: 1	Current Statistics not available					Stats SA GHS and GIS	043 705 3121/ 722 0250	DeanP@buffalocity.gov.za	STATSSA Data from 2011 Census	$\frac{(\text{Number of fully owned households in integration zones}) : (\text{Number of partially owned households in integration zones}) : (\text{Number of rented households in integration zones}) : (\text{Number of households with other tenure arrangements in integration zones})}$
	IC5	All values to be in terms of integration zones	Ratio of Land use types (residential, commercial, retail, industrial) in integration zones	2019	14.2 : 2.7 : 1.2 : 1	14.2 : 2.7 : 1.2 : 1	14.2:2.7:1.2:1	14.2:2.7:1.2:1	14.2:2.7:1.2:1	14.2:2.7:1.2:1	Raymond Foster	043 705 2269	RaymondF@buffalocity.gov.za	Baseline amended due to amended Integration Zone boundaries in 2018/19.	$\frac{(\text{Number of households in integration zones : (GLA of commercial space) in integration zones : (GLA of retail space) in integration zones : (GLA of industrial space) in integration zones}}$
	IC6	Changed to Tier 3 or 4	% households accessing subsidy units in integration zones that come from informal settlements	2017/18	75%	85%	85%	85%	85%	85%	Thomakazi Maggaza	043 705 1130	ThomakaziM@buffalocity.gov.za		$\frac{(\text{Number of households from informal settlements accessing subsidy units in integration zones}) / (\text{Number of subsidy units provided in integration zones})}$
	IC7	Proposed clarification in TID: Percentage of dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all dwelling units within Integration Zones	Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all dwelling units within Integration Zones	2014/15	28%	80%	80%	80%	85%	85%	Dean Peters	043 705 3121	DeanP@buffalocity.gov.za	Integration Zone boundary revised in 2018/19	$\frac{(\text{Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system}) / (\text{Number of dwelling units within Integration Zones}) \times 100$
T4: AFFORDABLE & EFFICIENT PUBLIC TRANSPORT SERVICES	IC8 (National)	Changed to Tier 3 or 4	Percentage share of household income spent on transport costs for different household income quintiles city-wide											Data not available at a municipal level, National assistance required.	
	IC9 (National)		Capital expenditure on integrated public transport network as a percentage of the municipal capital expenditure	2016/17	1.46%	10.7%	17.03%	18.12%	21.45%	Not available	Ayanda Skwebu	043 705 2834	AyandaSK@buffalocity.gov.za	to be updated	$\frac{(\text{Capital expenditure on integrated public transport networks}) / (\text{Total actual capital expenditure}) \times 100$
	IC 11a (National-Data sourced from BCMM Transport Register 2018)	No change	% of learners travelling for longer than 30 minutes to an educational institution.	2014	46%	2019 Data not available	35%	30%	25%	15%	Ayanda Skwebu	043 705 2834	AyandaSK@buffalocity.gov.za	2014 Data sourced from the BCMM 2018 Transport Register - never statistic not available.	$\frac{(\text{1) Number of learners travelling longer than 30 minutes to an educational institution}) / (\text{2) Total number of learners travelling to an educational institution}) \times 100$
	IC 11b (National-Data sourced from BCMM Transport Register 2018)	No change	% of workers travelling for longer than 30 minutes to a place of work.	2014	47%	2019 Data not available	35%	30%	25%	15%	Ayanda Skwebu	043 705 2834	AyandaSK@buffalocity.gov.za	2013 Data sourced from the BCMM 2018 Transport Register - never statistics not available.	$\frac{(\text{1) Number of workers travelling longer than 30 minutes to a place of work}) / (\text{2) Total number of workers travelling to a place of work}) \times 100$

ANNEXURE 5:

The Draft USDG Plan has been submitted to the National Department of Human Settlements.

ANNEXURE 6: Task Team Representatives, Attendance Registers, Agendas of BEPP Task Team Meetings

Buffalo City Metropolitan Municipality
East London | Ekhelo | King William's Town
Province of the Eastern Cape
South Africa

Website: www.buffalocity.gov.za



**BUFFALO CITY
METROPOLITAN MUNICIPALITY**

Office of the City Manager
PO Box 134, East London, 5200
10th Floor, Trust Centre, East London, 5200
Tel: 043 722 1045 | Fax: 043 743 1944
Email: SiyabongaK@buffalocity.gov.za

FROM: CITY MANAGER

**TO: HEADS OF DIRECTORATES
LISTED OFFICIALS**

DATE: 12 JULY 2019

**2019-20 BUILT ENVIRONMENT PERFORMANCE PLAN (BEPP): UPDATED TASK
TEAM REPRESENTATIVES**

In light of efforts to enhance project integration on Catalytic Programmes and Projects across BCMM internal departments and entities, please find attached an updated 2019-20 list of representatives of members for the BEPP Task Team. Relevant officials impacting on the catalytic programmes areas identified in the BEPP, over and above those identified in the list are encouraged to contribute to and attend meetings. The list is attached overleaf.



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List of Representatives:

Directorate	Department	Representative	Head of Department
City Manager	EPMO	Mrs. Sopna Kumar-Nair (BEPP Coordinator / Catalytic Programmes) Ms. Ziyanda Nelani (Support & Project Tracking) Ms. Qawekazi Mkabile (GIS Technician) Mr. Evance Nyanbalo (NDPG Coordinator / Catalytic Programmes) Ms. Nomatamsanqa Sipuka (ICDG Coordinator / Catalytic Programmes) Mr Deon van Tonder (Catalytic Programmes) Ruweida Naina (Investment Promotion)	Mr. S. Bakumeni (Lead)
Spatial Planning and Development	Forward Planning	Mr. Raymond Foster, Hans Schluter Ms. Zabantu Mhlekode	Ms. N. Mbali-Majeng
	Settlement Planning	Mr. Justine Mudimbu Mr. Albie Meiring	
	Transport Planning	Mr. Ayanda Skwebu Mr. Sandile Boo!	
	Land Administration	Mr. Nzondelelo Mbongo Mr. Siphiso Bam	
Human Settlements	Human Settlements	Ms. Thomakazi Magaqa Mr. Thembelani Mjanqeka Mr. Andile Mshumpela Mr. Mthunzi Njonyama	Mr. L. Mbula
Municipal Services	Solid Waste Management	Ms. Nomphele Daniel	Mr. H. Sikweza
	Sports and Recreation Facilities	Mr. Alien Zealand Mr. Keshav Panday	
	Parks and Cemeteries	Mr Babalo Jezile	
	Halls, Libraries & Resorts	Mr George Tolbert	
Economic Development and Agencies	Economic Development	Ms. Khungeka Somnono Ms. Xolelwa Majiza Ms. Phindile Mborwa	Ms. N. Nookazi
Infrastructure Services	Water and Sanitation	Mr. Siyamcela Mamane	Mr. N. Nounyana
	Electricity	Mr. Rob Ferrier	
	Roads and Storm water	Ms. Pumla Madlingozi Mr. Sandile Sojini	
Finance	Finance	Ms. Kholosa Nxala Ms. Yolanda Mfana	Mr. N. Sigcau
Executive Support Services	IDP	Ms. Faith Geberya Ms. Nozuko Franz	Ms. N. Sidukwana
	GIS	Mr. Dean Peters	
	MGDS	Mr. Abongile Ndiani	
	Environmental Management	Ms. Phinda Dyosile Ms. Nomathandazo Hanise	
Health, Public Safety and Emergency	Disaster Management	Mr. Owen Becker Mr. Jotham Khumalo	Mr V. Lwana
	Law Enforcement Planning	Dr. Ntobeko Stemele	
	Development Facilitation	Ms. Athi Ntshokoma /Mr. Gchuxolo Yawathe/ Mr. Oyama Makalima Dr. Eldrid Uithaler	
BCMDA	Development Facilitation	Ms. Athi Ntshokoma /Mr. Gchuxolo Yawathe/ Mr. Oyama Makalima Dr. Eldrid Uithaler	Mr B. Nelana

Thank you.


A. SIHLAHLA
CITY MANAGER

DATE: 2019-07-15

BUFFALO CITY METROPOLITAN MUNICIPALITY



BEPP TASK TEAM MEETING 22nd JULY 2019 5TH FLOOR EPMO BOARDROOM

AGENDA

Time	Item	Responsibility
09h30 – 09h40	1. Welcome and Introductions.	Siya Bakumeni (Head: EPMO)
09h40 - 10h00	2. Presentation: Introduction of CSP 2 envisaged outcomes.	Lungile Madlala (CSP 2: National Treasury)
10h00 – 12h00	3.1 Overview of the proposed management of Catalytic Programmes. 3.2 The Catalytic Programme Matrix. 3.3 Discussion and feedback per matrix.	Siya Bakumeni Sopna Kumar-Nair (BEPP Coordinator & Catalytic Programmes Coordinator), Evanee Nyambalo (Catalytic Programmes), Nomatamsanqa Sipuka (Catalytic Programmes), Deon Van Tonder (Catalytic Programmes). All
12h00-12h30	4.1 BEPP Best Practice Lessons: Intergovernmental Perspective 4.2 Discussion and Feedback	Yasmin Coovadia (National Treasury) All
12h30 -12h40	5. Update on status of the Climate Risk and Vulnerability Assessment	Nomthandazo Hanise (IEMP)
12h40 – 13h00	6. Meeting Conclusion and Way forward	Siya Bakumeni
13h00-13h30	LUNCH	



BUFFALO CITY METROPOLITAN MUNICIPALITY

ATTENDANCE REGISTER
 BEPP TASK TEAM MEETING
 22 July 2019 @ 09:30
 5th Floor Boardroom, EPMO

NAME & SURNAME	DESIGNATION	CONTACT NUMBER	EMAIL ADDRESS	SIGNATURE
ATHI MSHOMO	REG. MGR - BCMDA	072 5751964	ath-i@bcmda.org.za	[Signature]
Yasmin Coovadia	Cities Support Prog - Planning Refines	083 241 27 23	Yasmin.Coovadia@treasury.gov.za	[Signature]
Lungile Madlala	Cities Support Prog - ICN Coord	082 9090 299	Lungile.Madlala@treasury.gov.za	[Signature]
Raphelo Fogler	BCMM - Mktg & External Planning	083 321 2297	raphelo.fogler@bcmda.org.za	[Signature]
Eldrid Uthaler	EXECUTIVE: BCMDA	072 745 9196	eldrid@bcmda.org.za	[Signature]
Andrew Muremy	TA: G-TAC	0828716532	andrewm@buffalo-city.gov.za	[Signature]
Deon v'ONDEL	EPMD + ISDL	082 559 7209	deonv@bcmda.org.za	[Signature]
Amin Fegans	RECREATION: BEPP/EPMD / Parks	078 371 663	Amin.Fegans@bcmda.org.za	[Signature]
MZOLISI DLOVA	MANAGER - SPORTS FACILITIES	072 164 5773	MZOLISI.DLOVA@buffalo-city.gov.za	[Signature]
Zi upanda Nelson	EPMD BEPP Term Negotiator	083 722 2147	ZiupandaN@buffalo-city.gov.za	[Signature]
Gwenkazi Mkeabie	GIS Technician - EPMD	079 349 7311	gwenkazi.m@buffalo-city.gov.za	[Signature]
KUNWIDEA NANA	KEY STRATEGIC INT. MGR	079 522 4738	kunwidea@buffalo-city.gov.za	[Signature]
SOPHIA KUMAR-NHLO	BEPP Coordinator	082 499 9491	sophia.k@buffalo-city.gov.za	[Signature]
NP. SIBUYA	BEPP (Water & Sewerage)	082 487 5927	nsibuya@bcmda.org.za	[Signature]
M. Mponyama	SPK MANAGER	081 340 8665	mponyama@buffalo-city.gov.za	[Signature]
Evance Nyambaho	EPMD: BCMDA	081 323 8295	evance.n@buffalo-city.gov.za	[Signature]
GCINUXOLO YINWATHE	PMID: BCMDA - DF	082 657 4357	gcinuxolo@bcmda.org.za	[Signature]
Amya Mshwini	PM: BEPPS & SPW	081 323 2457	amyam@buffalo-city.gov.za	[Signature]



BUFFALO CITY METROPOLITAN MUNICIPALITY

**ATTENDANCE REGISTER
SDF, BEPP, IDP ALIGNMENT MEETING
24 July 2019 @ 09:00
5th Floor Boardroom, EPMD**

NAME & SURNAME	DESIGNATION	CONTACT NUMBER	EMAIL ADDRESS	SIGNATURE
Dawetazi Mirabile	GIS-Technician EPMD	019 309 7311	dawetazi.M@buffalocity.gov.za	<i>[Signature]</i>
Sopha Kumar-Nair	BEPP Coordinating	082 499 9494	SophaK@buffalocity.gov.za	<i>[Signature]</i>
Faith Mbebenya	Manager: IDP/BI	011 595 4401	faithm@buffalocity.gov.za	<i>[Signature]</i>
RAYMOND FESTE	MANAGER: SPATIAL PLANNING	083 321 2247	raymond@buffalocity.gov.za	<i>[Signature]</i>
Evance Nyambalo	EPMD: Engineer	081 323 8295	EvanceN@buffalocity.gov.za	<i>[Signature]</i>
N P SPUNA	EPMD - Westlake Collies	082 487 5927	ndmatam@gmail.com	<i>[Signature]</i>
A.L. TITUS	CITY PLANNER: SPATIAL PLANNING	043 - 705- 2236	antonettea@buffalocity.gov.za	<i>[Signature]</i>
Kungile Madhala	City Conf: CSP National Treasury	082 909 02 99	kungile.madhala@treasury.gov.za	<i>[Signature]</i>
Ziyanda Nelson	EPMD: M + E	066 200 7778	Ziyanda.Nelson@buffalocity.gov.za	<i>[Signature]</i>
Yasmin Govadia	National Treasury - CSP	0832912723	Yasmin.Govadia@treasury.gov.za	<i>[Signature]</i>
Dean Peters	CSP	X 3121	deanp@buffalocity.gov.za	<i>[Signature]</i>
Les Zumbundu	Business Developer	083 629 4760	LesZ@buffalocity.gov.za	<i>[Signature]</i>
KUMIEDA NANA	KEY STRAT. WEST MPA	0795 22 4738	Kumieda@buffalocity.gov.za	<i>[Signature]</i>
V. Morthoun	PM Treasury	081 713 807	vmp@buffalocity.gov.za	<i>[Signature]</i>

BUFFALO CITY METROPOLITAN MUNICIPALITY



BEPP TASK TEAM MEETING 8th OCTOBER 2019 5TH FLOOR EPMO BOARDROOM

AGENDA

Time	Item	Responsibility
09h00 – 09h15	1. Welcome and Introductions	Siya Bakumeni (Head: EPMO)
09h15 - 10h15	2.1 Feedback from National Treasury Engagement: <ul style="list-style-type: none"> • Overall BEPP Evaluation • Climate Resilience • Economic Development • Human Settlements • Public Transport 	Siya Bakumeni Sopna Kumar-Nair
10h15 – 10h45	2.2 Discussion	All
10h45 – 11h15	3.1 Feedback: Development on Catalytic Programmes	Sopna Kumar-Nair (BEPP Coordinator & Catalytic Programmes), Evance Nyambalo (Catalytic Programmes), Nomatamsanqa Sipuka (Catalytic Programmes), Deon Van Tonder (Catalytic Programmes).
11h15 – 11h30	3.2 Feedback on BCMDA projects relating to Catalytic Programmes and Urban Management.	BCMDA
11h30 – 11h45	3.3 Feedback on the status of the Climate Risk and Vulnerability Assessment.	Nomthandazo Hanise (IEMP)
11h45 – 12h15	3.4 Discussion	All
12h15 - 12h45	4.1 Presentation from Invest Buffalo City: Joint project with Poliso – Litter bins in the East London CBD and surrounds.	Drayton Brown (IBC)
	4.2 Discussion	All
12h45 – 13h00	5. Meeting Conclusion and Way forward	Siya Bakumeni
13h00-13h30	LUNCH	



BEPP TASK TEAM MEETING 2

08 OCTOBER 2019

VENUE: EPMO BOARDROOM, ABSA BUILDING

TIME: 09:00 AM

NAME	DEPARTMENT	CONTACT DETAILS	E-MAIL	SIGNATURE
Faith Gebenyia	TSP/BI	X 1993	faithg@buffalocity.gov.za	
RAYMOND FOSTER	CITY PLANNING	2269	raymond.f@buffalocity.gov.za	
QAMERAZI MKABILE	EPMO	0464	Qamerazi.M@buffalocity.gov.za	
Andrew Muzira	STAC	0828716572	andrew.m@buffalocity.gov.za	
DEAN VAN TONDEL	EPMO	0825597209	dean.v@buffalocity.gov.za	
Evance Nyambala	EPMO	0813238295	evance.n@buffalocity.gov.za	
Jopna Kumar-Nair	EPMO	0824999494	soprak@buffalocity.gov.za	
Nontshandazo Hanise	IEMP	X 2980	Tandih@buffalocity.gov.za	
GINUXOLO YAWATHE	BCMDA - DF	0826574357	ginuxolo@bcmda.org.za	
Rob. Ferrer	Electricity & Energy	X 9602	rob.f@buffalocity.gov.za	
Sibongile Bakumeni	BCMM - EPMO	013-700 0060	sibongile@buffalocity.gov.za	
Joe Khumalo	BCMM Disaster	043 743 7113	Alviran@buffalocity.gov.za	
Phinda Dipsile	IEMP	043 705 2706	phinda.d@buffalocity.gov.za	
KUMEDA NAINA	EPMO	043 7220 556	kumeda.n@buffalocity.gov.za	
AYANDA SKWEBU	TRANSPORT PLANNING	043 7052834	ayandas.k@buffalocity.gov.za	
Thamkazi Ndintshaba	Human Settlements	043 705 1130	thamkazi.n@buffalocity.gov.za	
Drayton Brown	Bk cob	043 743 8138	ibc@bkcob.co.za	

ANNEXURE 7: Attendance Registers, Agendas, Minutes of IGR Task Team Meeting

BUFFALO CITY METROPOLITAN MUNICIPALITY



**2019/2020: BEPP ORIENTATED IGR MEETING
09 DECEMBER 2019
NEW COUNCIL CHAMBERS: TOWN HALL**

AGENDA

IGR CATALYTIC PROGRAMME MEETING	
TIME:	08h30 – 14h00

Time	Item	Responsibility
8h30 - 09h00	REGISTRATION	All
09h00 – 09h10	1. Welcome and Introductions	Head EPMO: Mr. S Bakumeni
09h10 – 09h20	2. Apologies	All
09h20 – 09h45	3. Overview Presentation on BCMM Catalytic Programmes and BEPPs Intent	Head EPMO: Mr. S Bakumeni / BEPP Coordinator: Ms S. Kumar-Nair
09h45 – 11h45	4. Presentations from IGR Partners	IGR Partners: ACSA, BCMDA, SANRAL, PRASA, TRANSNET, NDPW, PDPW, PDHS, HDA, ESKOM, ELIDZ
11h45 – 12h30	5. Feedback and Discussions	All
13h00 – 13h30	6. Way Forward and Closure	Head EPMO: Mr. S Bakumeni
13h30 - 14h00	LUNCH	



BEPP IGR MEETING

9 DECEMBER 2019

VENUE: NEW COUNCIL CHAMBER, CITY HALL

TIME: 08:30 AM

NAME	DEPARTMENT/ INSTITUTION	CONTACT DETAILS	E-MAIL	SIGNATURE
GINA XOLO YAWATHE	BCMDA	043 101 0178	gina.xolo@bcmda.org.za	
Eldred Withale	BCMDA	072 745 9196	eldred@bcmda.org.za	
ATHI NTEHOKOMA	BCMDA	072 313 1964	athi@bcmda.org.za	
Mphahlele Ntshali	ROADS & STORMWATER	079 314 2764	mphahlele@buffalocounty.gov.za	
Lwazi Dawedi	ROADS & S/W	076 83 11006	lwazi@buffalocounty.gov.za	
Evance Nyambayo	BCMM	083 323 5829	evance@buffalocounty.gov.za	
Damekazi Mkoole	EPMD	067 568 3252	damekazi@buffalocounty.gov.za	
Nomajomane Sifiso	WATER - B COMM	083 481 9987	nomajomane@buffalocounty.gov.za	
Fulani Mkhafeta	Airports Company SA	011 723 2726	Fulani.Mkhafeta@airports.co.za	
Lukhanyo Tlana	"	079 657 9905	Lukhanyo.Tlana@airports.co.za	
MICHAEL KENKAKAMU	"	082 532 8101	mike.kakamu@airports.co.za	
JANE STRONG	ELUDZ	043 702 6200	jane@eludz.co.za	
Dean van Niekerk	EPMD / B COMM	082 559 7009	dean@epmd.co.za	
Zimile Kadu	BCMM	082 763 6416	zimile@buffalocounty.gov.za	
Faith Gebeya	BCMM / IDP	07199 54401	faith@buffalocounty.gov.za	
RAYMOND FOSTER	BCMM / KVM PLANNING	083 521 2247	raymond@buffalocounty.gov.za	

BEPP 2020/2021: IGR STAKEHOLDER MEETING



Meeting: BEPP 2020/2021: IGR MEETING

Agenda: Attached

Date: 09 December 2019

Time: 09h00 – 14h00

Venue: New Council Chambers, City Hall

MEETING CHAIR: HEAD: EPMO

ITEM	MINUTES	ACTION																
1.	<p>WELCOME AND INTRODUCTIONS</p> <p>The Head: EPMO, Mr Bakumeni welcomed all those who were in attendance of the meeting.</p> <p>Attendance register attached.</p> <p>The purpose of the meeting was to:</p> <ul style="list-style-type: none"> Update catalytic programmes, projects and related budgets as well as other inputs required from IGR stakeholders in efforts to forge collaboration in spaces of operation. <p>APOLOGIES:</p> <table border="1" style="width: 100%;"> <tr> <td>Ayanda Skwebu</td> <td>BCMM – Transport Planning</td> </tr> <tr> <td>Pumla Madlingozi</td> <td>BCMM - Roads and Storm water</td> </tr> <tr> <td>Dean Peters</td> <td>BCMM – GIS</td> </tr> <tr> <td>Sazi Sobopa</td> <td>Provincial Human Settlements</td> </tr> <tr> <td>Lizelle Coetzee</td> <td>National Department of Public Works</td> </tr> <tr> <td>Rob Ferrier</td> <td>BCMM – Electricity</td> </tr> <tr> <td>Sharon Sijako</td> <td>TNPA</td> </tr> <tr> <td>Annette Lindeque</td> <td>PRASA</td> </tr> </table>	Ayanda Skwebu	BCMM – Transport Planning	Pumla Madlingozi	BCMM - Roads and Storm water	Dean Peters	BCMM – GIS	Sazi Sobopa	Provincial Human Settlements	Lizelle Coetzee	National Department of Public Works	Rob Ferrier	BCMM – Electricity	Sharon Sijako	TNPA	Annette Lindeque	PRASA	EPMO
Ayanda Skwebu	BCMM – Transport Planning																	
Pumla Madlingozi	BCMM - Roads and Storm water																	
Dean Peters	BCMM – GIS																	
Sazi Sobopa	Provincial Human Settlements																	
Lizelle Coetzee	National Department of Public Works																	
Rob Ferrier	BCMM – Electricity																	
Sharon Sijako	TNPA																	
Annette Lindeque	PRASA																	
2.																		

3.	<p>Overview Presentation of the BCMM Catalytic Programmes Presentation attached.</p> <ul style="list-style-type: none"> The need for integration especially in terms of resources in our different spaces of operation in order to maximise the limited resources at our disposal. <p>Discussions:</p> <ul style="list-style-type: none"> The ELIDZ raised the issue of the sewer being directly deposited into the sea as problematic for the city and in conflict with the City's goal of being a green city as well as jeopardising the blue drop status of the City's beaches. (Hood Point Marine Sewer project). The IDZ also mentioned that there are delays in securing funding for the IOX project due to banking regulation changes in India, however the IDZ is continuing with the implementation of the data centre. Also looking into doing the EIA for drilling from the sea to the IDZ (cost 10m – should be going on tender next year). A need for design for operating and maintaining of our stormwater was also raised and identified that there is no project in our catalytic programmes that caters for such as it also accounts for a significant amount of contamination in the City's beaches therefore compromising the Green City initiative. 	EPMO
4.	<p>PRESENTATIONS FROM IGR STAKEHOLDERS AND DISCUSSIONS CONCERNING THOSE PRASA: PRESENTATION ATTACHED</p> <ul style="list-style-type: none"> Programmes: <ul style="list-style-type: none"> National Stations Upgrade Stations improvement upgrade Commercialisation programme looks at efficiently utilising assets to generate more income by renting out to potential customers The 2019/20 budget was low (24m) due to lack of proper 	<p>PRASA to provide more details</p>
	<ul style="list-style-type: none"> current budget would not be increased and would remain, but 	

	<p>185m budget has been requested and is subject to approval.</p> <ul style="list-style-type: none"> • BCMM Projects: <ul style="list-style-type: none"> ○ East London corridor starting from Berlin (this takes up 80% of the Eastern Cape Budget and also generates high income) • PRASA will utilise local service providers in an effort to assist with job creation in the BCMM. <p>Discussions:</p> <ul style="list-style-type: none"> • ELIDZ raised constraints in reliable and affordable transportation especially considering the fact that there will be increased employment in the IDZ with new projects on the horizon, and most of the staff coming from all over BCMM. <p>ELIDZ:</p> <ul style="list-style-type: none"> • Projects: <ul style="list-style-type: none"> ○ Bushveld energy is one of the projected tenants in the IDZ, in terms of renewable energy it has the potential to assist the city. ○ BPO Facility ○ ELIDZ had been nominated to be the ICT innovation centre for the Eastern Cape ○ Mercedes Benz IT Hub <p>ACSA:</p> <ul style="list-style-type: none"> • Projects: <ul style="list-style-type: none"> ○ Stands and should be completed around June 2020, around R50m ○ Extension of the lounge <ul style="list-style-type: none"> ▪ Terminal R110m from R72m because of an increase in scope. Estimated completion end of 2020, to date ACSA has sent documents to ▪ Treasury to assist with funding. <p>Discussions:</p>	<p>ELIDZ to provide further information.</p> <p>ACSA to send presentation</p>
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	<ul style="list-style-type: none"> • Integrated Waste Management System: 199 participants operating in 8 key areas identified by the city, Progress: training provided, and funding has been provided. Collaboration with Clarita, IDZ and the city's Solid Waste Management. • Marina Glen B: Survey done, therefore small contractors will be utilised for upgrade, finalising the process of procurement for that. • Waterworld and Court Crescent: Designs completed. Finalising appointment, early 2020 to start with SMME packages, however actual construction to commence in February 2020. • Waterfront and Latimer's landing: Business plan and feasibility study completed through transactional advisors, as well as mixed use precinct in Signal Hill. • Marina Glen A: Through HDA, projected R1.4bn investment in mixed use development over potentially 6 years, Sea View Terrace: Development proposal for 4-star Hotel at proposed investment of R450m through PPP's. • Sleeper Site is renamed to Northern Central Precinct, development proposal where there is R3.5bn worth of investment, construction of the road to open up the area has already begun • Water world: By end of 2020 construction should commence. <p>Discussion:</p> <ul style="list-style-type: none"> • The IGR should take the format of the Mayors roundtable so as to integrate planning <p>EC PROVINCE: NOT PRESENT</p>	
5.	<p>DISCUSSIONS</p> <p>INCLUDED IN ITEM 4.</p>	ALL

6.	WAY FORWARD AND CLOSURE In closing the Head: EPMO thanked all who were in attendance and encouraged all stakeholders to work together in ensuring that all we effectively utilise resources in a collaborative manner.	EPMO
7.	DATE OF NEXT MEETING To be discussed	EPMO

Buffalo City Metropolitan Municipality
East London | Bhisho | King William's Town
Province of the Eastern Cape
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The HOD: Mr Daluhlanga Majeke
Eastern Cape Provincial Treasury
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TECHNICAL JOINT PLANNING SESSION WITH BCMM: INFRASTRUCTURE PROGRAMMES AND PROJECTS

The Infrastructure Benchmark Hearing held between National Treasury and Provincial Treasury on the 22 January 2020 refers. The Benchmark meeting highlighted key issues to be addressed by BCM in conjunction with the relevant sector departments of Province for the purposes of greater coordination and integration.

Following from the above recommendation, the BCMM hereby invites Provincial Departments and National Treasury to a technical working session to improve joint planning of Infrastructure Programmes and Projects in the Metro especially with regard to the Catalytic Programmes and Projects of the city.

The Provincial Treasury is requested to coordinate representation from the listed departments below:

1. Department of Public Works
2. Department of Sports, Recreation, Arts and Culture
3. Department of Economic Development, Environmental Affairs and Tourism
4. Department of Health
5. Department of Social Development
6. Department of Human Settlements

In order to achieve the desired objectives of the meeting, it is recommended that 2 officials per department (1X infrastructure planning official and 1X infrastructure implementation) be present as well as representation from OTP, PT and Provincial COGTA officials.



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Expected Preparation from Departments:

The province shared a list of projects with the city during December 2019. The City is kindly requesting departments to indicate from the list shared in December 2019:

- Infrastructure projects which are of strategic significance within each department and thereby catalytic in nature (having broader impacts for the Metro).
- Infrastructure projects (planning and implementation) located within BCMM Primary and Secondary Integration Zones and particularly within the Catalytic Land Development Programme Areas of the city.

Catalytic Land Development Programmes within the Primary Integration Zone include:

1. East London CBD & Inner-City Revitalization Programme
2. The Meld Corridor Central Programme including Duncan Village and Amalinda.
3. Mdantsane Urban Hub
4. West Bank Economic Corridor

Catalytic Urban Development Programmes within the Secondary Integration Zone include:

5. King Williams Town, Zwelitsha and Bhisho Nodes & Corridor

BCMM will also present on the above catalytic programmes highlighting the primary and secondary integration zones that require immediate to medium term support from the province. The Province is also requested to present on the Human Settlements Strategy for the province:

- Areas that the Province is prioritising for Human Settlement (immediate, medium to long-term)
- Planned integration of social and economic facilities within existing, planned and new human settlements in the Metro.

The meeting details are as follows:

DATE: 12 February 2019
VENUE: EPMO Boardroom, 5th Floor Absa Building, 85 Oxford Street East London
TIME: 09h00

Yours faithfully


A. SIHLAHLA
CITY MANAGER

Date: 31/01/2020

BUFFALO CITY METROPOLITAN MUNICIPALITY



BCMM-EC PROVINCE: JOINT PLANNING MEETING 12 FEBRUARY 2020 EPMO BOARDROOM

AGENDA

BCMM-PROVINCE JOINT PLANNING MEETING	
TIME:	09h00–15h45
OBJECTIVES:	<ol style="list-style-type: none"> 1. BCMM: Sharing of Information on BCMM's current and planned Catalytic Programmes and Projects. 2. EC Provincial Treasury: Sharing of Information on current and planned Departmental Infrastructure Projects. 3. Joint Planning: Integration of projects falling within Catalytic Programmes Areas. 4. Joint Planning for Integrated Human Settlements. 5. Institutionalisation of BCMM-Province Joint Planning Processes.

Time	Item	Responsibility
09h00- 09h30	REGISTRATION	All
09h30 – 09h45	1. Welcome, Introductions and Apologies.	BCMM Head: EPMO
09h45 – 10h00	2. Background and Purpose of the Meeting.	National Treasury
10h00– 10h30	3. Presentation on 2019/20 BCMM Catalytic Programmes and Projects.	BCMM Catalytic Programmes Coordination Team
10h30 – 12h30	4. Presentation of Infrastructure Projects from Provincial Departments.	Provincial Departments: As per attached invite
12h30-13h30	5. Feedback and Discussions	All
13h30 -14h00	LUNCH	
14h00 – 14h30	6. Presentation from Provincial Human Settlements.	Provincial Human Settlements
14h30 – 15h00	7. Feedback and Discussions.	All
15h00 – 15h30	8. Overview and Recommendations.	National Treasury
15h30 – 15h45	5. Way Forward and Closure.	Head: EPMO



BCMM - EC PROVINCE JOINT PLANNING MEETING

12 FEBRUARY 2020

VENUE: EPMO BOARDROOM, ABSA BUILDING

TIME: 09:00 AM

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