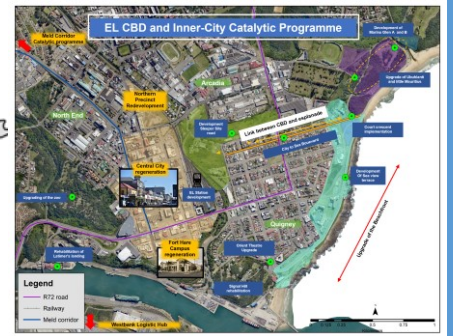
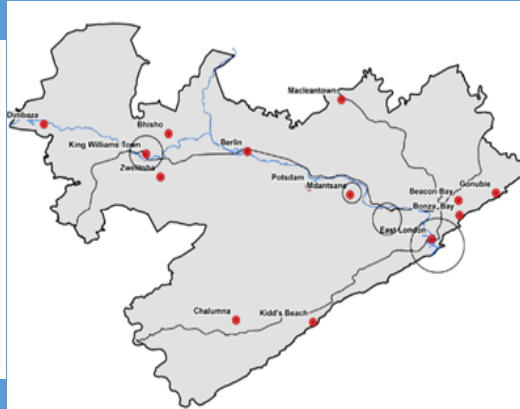
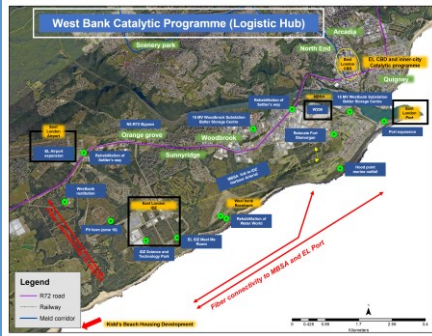




DRAFT BUILT ENVIRONMENT PERFORMANCE PLAN 2023-24:BCMM CATALYTIC LAND DEVELOPMENT PROGRAMMES



20 MARCH 2023

ACRONYMS

ACSA	Airport Company South Africa	IWMP	Integrated Waste Management Plan
AFS	Annual Financial Statements	IPCC	Intergovernmental Panel on Climate Change
AG	Auditor General	IZ	Integration Zone
AMEU	Association of Municipal Electricity Utilities	KWT	King William's Town
BCMDA	Buffalo City Municipal Development Agency	LED	Local Economic Development
BCMM	Buffalo City Metropolitan Municipality	LSDF	Local Spatial Development Framework
BEPM	Built Environment Progression Model	LVC	Land Value Capture
BEPP	Built Environment Performance Plan	MDM	Metro Development Model
BEVC	Built Environment Value Chain	MELD	Mdantsane-East London Development
BKCOB	Boarder Kei Chamber of Business	MFMA	Municipal Financial Management Act
CBD	Central Business District	MGDS	Metro Growth and Development Strategy
CBF	City Budget Forum	MRF	Material Recovery Facility
CIDMS	City Infrastructure Delivery Management System	MSA	Municipal Systems Act
COGTA	Department of Cooperative Governance and Traditional Affairs	mSCOA	Municipal Standard Chart of Accounts
COVID-19	Corona Virus Disease 2019	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	MUH	Mdantsane Urban Hub
CSIP	Capacity Support Implementation Plan	NDP	National Development Plan
CSP	Cities Support Programme	NDPG	Neighbourhood Development Partnership Grant
DBSA	Development Bank of Southern Africa	NDPW	National Department of Public Works
DORA	Division of Revenue	NMT	Non-Motorised Transport
DPME	National Department of Monitoring and Evaluation	NT	National Treasury
DVRI	Duncan Village Re-Development Initiative	NTGN	National Treasury Guidance Note
DWAF	Department of Water Affairs and Forestry	NUSP	National Upgrade Support Programme
EC	Eastern Cape	NWC	North West Corridor
ECSEC	Eastern Cape Socio-Economic Consultative Council	PATT	Planning and Alignment Task Team (NT)
EL	East London	PIU	Project Implementation Unit
ELIDZ	East London Industrial Development Zone	PMM	Precinct Management Model
EPMO	Enterprise Project Management Office, BCMM	PPF	Project Preparation Facility
ERP	Enterprise Resource Planning	PRASA	Passenger Rail Agency of South Africa
FMG	Financial Management Grant	PTIG	Public Transport Infrastructure Grant
GDP	Gross Domestic Product	PTISG	Public Transport Infrastructure and System Grant
GRAP	Generally Recognised Accounting Practice	SANS	South African National Standard
HDA	Housing Development Agency	SANRAL	South African National Roads Agency
HDI	Human Development Index	SDBIP	Service Delivery and Budget Implementation Plans
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome	SDF	Spatial Development Framework
HSDG	Human Settlements Development Grant	SIPDM	Standard for Infrastructure Procurement and Delivery
IBC	Invest Buffalo City	SOC	State Owned Company
ICDG	Integrated City Development Grant	SPLUMA	Spatial Planning and Land Use Management Act 2013
ICR	Inner-City Regeneration	SPV	Special Purpose Vehicle
ICT	Information and Communications Technology	SRA	Special Rating Area
IDP	Integrated Development Plan	TOD	Transit-Oriented Development
IDZ	Industrial Development Zone	UDZ	Urban Development Zone
IGR	Inter-Governmental Relations	UID	Urban Improvement District
INEP	Integrated National Electrification Grant	UNS	Urban Network Strategy
IPTN	Integrated Public Transport Network	USDG	Urban Settlements Development Grant
ISDG	Infrastructure Skills Development Grant	WTP	Water Treatment Plan
IUDF	Integrated Urban Development Framework	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 Qonce (previously King William’s 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.

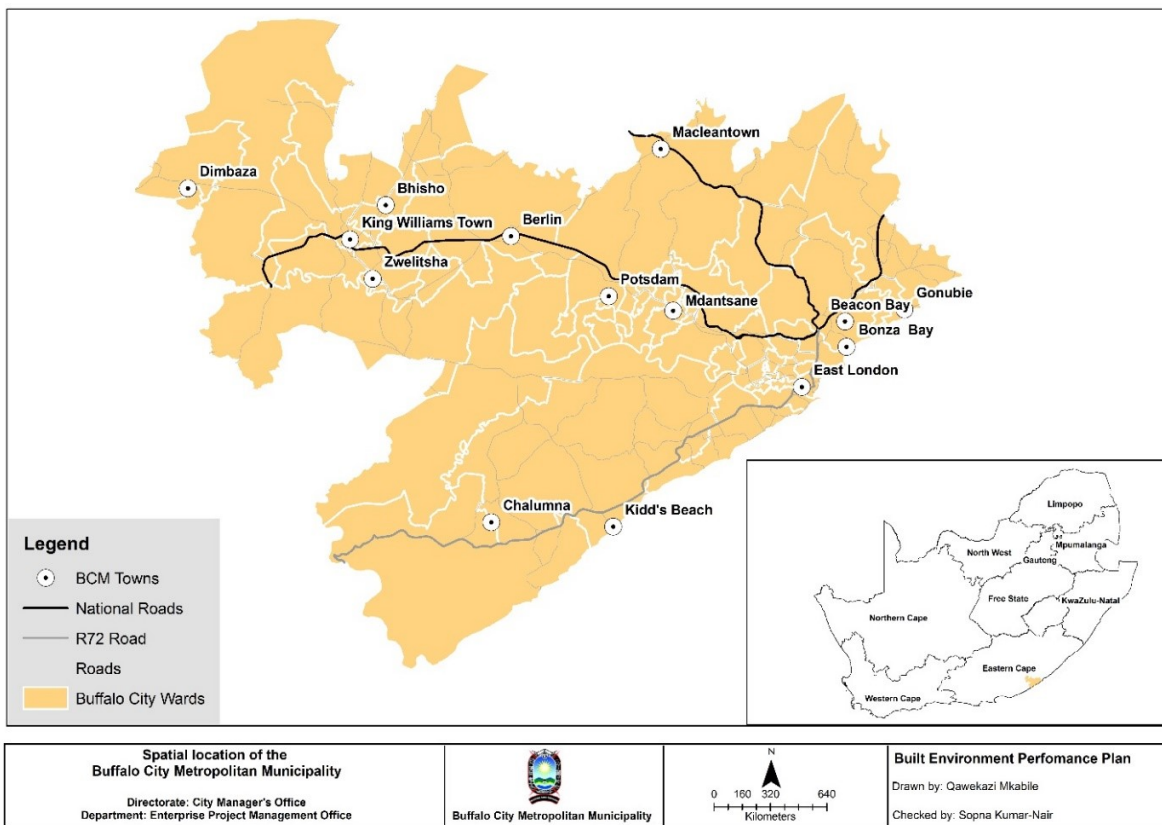


Figure A.1: Spatial location of BCMM (Source: BEPP 2019-2020)

Demographic and Service Delivery Profile

The Buffalo City Metropolitan Municipality has a population of 891 000 people which accounts for 12.2% of the 7.33 million population of the Eastern Cape (IHS Markit Regional Explorer, 2020). 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.

The latest statistics from the IHS Markit statistical survey (2020) shows that in 2010 the number of households without electrical connection in the BCMM was 47 300, which has decreased annually at -8.39% per annum to 19 700 in 2020. In terms of the water backlog (number of households below RDP-level) was 22 900 in BCMM in 2010 and has decreased annually at -0.05% per annum to 22 800 in 2020. Similarly, when looking at the sanitation backlog over time, it can be seen that in 2010 the number of households without hygienic toilets in BCMM was 55 600. This has decreased annually at a rate of -8.36% to 23 200 in 2020. Overall refuse removal however has seen a decline with the number of households with no formal refuse removal having increased annually at 3.42% per annum from 72 500 households in 2010 to 102 000 in 2020. This bears correlation with the growing total number of households within the municipality which has increased at an annual rate of 1.01% from 2010 to 2020. 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 59 900 and has increased annually at 1.76% to 71 300 in 2020.

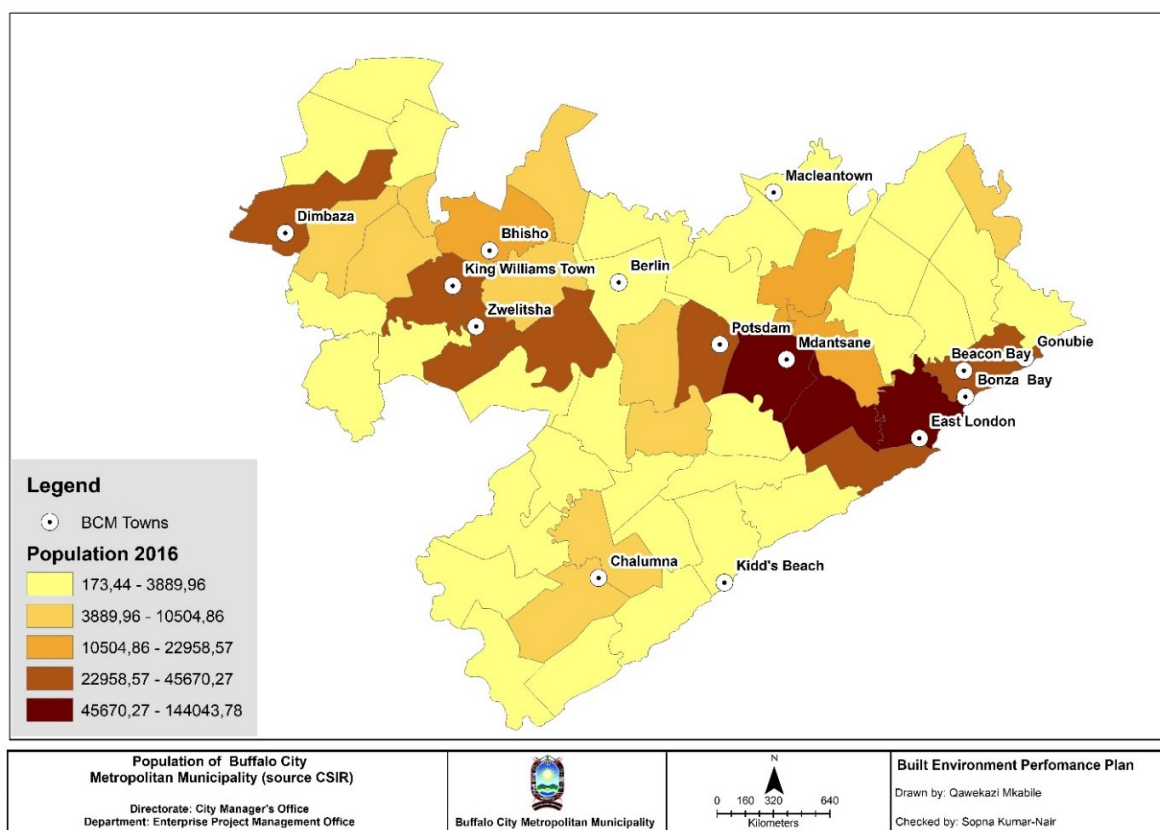


Figure A.2: Population distribution in Buffalo City Metropolitan Municipality (Source: Council of Scientific and Industrial Research 2016)

The following is a summary of the Socio-Economic profile of the BCMM according to the IHS Markit Regional eXplorer statistical overview version 2201 for BCMM.

Gross Domestic Product (GDP)

In 2020, the BCMM achieved an annual growth rate of -6.37% which is a significantly higher GDP growth than the Eastern Cape Province's -6.43%. Contrary to the short term growth rate of 2020, the longer term average growth rate

for Buffalo City (0.30%) is slightly lower than that of South Africa (0.74%). The economic growth in Buffalo City peaked in 2011 at 3.43%. The BCMM had a total GDP of R83.8 billion and in terms of total contribution towards the Eastern Cape Province, the BCMM ranked second relative to all the regional economies to the total Eastern Cape Province GDP.

The community services sector which includes government services is the largest within BCMM accounting for 31.5% of the total GVA in the metropolitan municipality's economy. The finance sector is the second largest contributor to GVA at 24.8%, followed by the Trade sector at 16.7%. For the period between 2010 and 2020, the GVA in the agricultural sector had the highest average annual growth rate in BMMM at 1.63%. The industry with the second highest average annual growth rate is the finance sector averaging at 1.45% per year. The electricity sector had an annual growth rate of -2.36%. The Covid-19 pandemic overall had a negative impact on growth rate for all the industries in 2020 with an annual growth rate of -6.03% since 2019.

The HDI is a composite statistic used for ranking by level of Human development. In 2020, BCMM had an HDI of 0.666 compared to the Eastern Cape with an HDI of 0.602 and 0.661 of National Total. This translates to better human development for Buffalo City compared to South Africa as a whole.

Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1, from perfectly equal to completely inequitable respectively. In 2020, the Gini Coefficient for BCMM stood at 0.641 as compared to 0.632 for the EC province and 0.638 for South Africa as a whole.

Poverty level

In 2020, there were 547 000 people living in poverty, using the upper poverty line definition, across BCMM. This is 19.98% higher than the 456 000 in 2010. The percentage of people living in poverty has increased from 57.74% in 2010 to 61.37% in 2020, which indicates an increase of -3.62 percentage points.

Education level

Within BCMM, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -5.25%, while the number of people within the 'matric only' category, increased from 135,000 to 177,000. The number of people with a 'matric and certificate/diploma' increased with an average annual rate of 4.35%, with the number of people with a 'matric and Bachelor's' degree increasing with an average annual rate of 2.82%. 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 2020, Buffalo City employed 213 000 people which is 15.88% of the total employment in Eastern Cape Province (1.34 million), 1.38% of total employment in South Africa (15.4 million). Employment within Buffalo City increased annually at an average rate of 0.21% from 2010 to 2020.

Buffalo City Metropolitan Municipality employs a total number of 213 000 people within its metropolitan municipality. In Buffalo City Metropolitan Municipality, the economic sectors that recorded the largest numbers of employment in 2020 were the community services sector with a total of 59 500 employed people or 27.9% of total employment in the metropolitan municipality. The trade sector with a total of 48 100 (22.6%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 315 (0.1%) is the sector that employs the least number of people in Buffalo City Metropolitan Municipality, followed by the electricity sector with 673 (0.3%) people employed.

Unemployment rate

In 2020, there were a total number of 167 000 people unemployed in Buffalo City, which is an increase of 90 000 from 77 000 in 2010. The total number of unemployed people within Buffalo City constitutes 17.19% of the total number of unemployed people in Eastern Cape Province. The Buffalo City Metropolitan Municipality experienced an average annual increase of 8.06% in the number of unemployed people, which is worse than that of the Eastern Cape Province which had an average annual increase in unemployment of 7.31%.

In 2020, the unemployment rate in Buffalo City Metropolitan Municipality (based on the official definition of unemployment) was 42.70%, which is an increase of 16.6 percentage points. The unemployment rate in Buffalo City Metropolitan Municipality is higher than that of Eastern Cape. The unemployment rate for South Africa was 30.32% in 2020, which is an increase of -5.39 percentage points from 24.93% in 2010.

TRANSFORMING THE BUFFALO CITY METROPOLITAN MUNICIPALITY

In the 2023-2024 Built Environmental Performance Plan, which is prepared voluntarily by the Metro as a means of monitoring progress on its Catalytic Land Development Programmes (CLDP) and Projects, 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.

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 as a compliance requirement by National Treasury from 2021-2022 onwards, the continued progress with the institutionalisation of the process, content and approach of the BEPP within the BCMM is 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.

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.

A1. ROLE AND PURPOSE OF THE BUILT ENVIRONMENT PERFORMANCE PLAN

The Built Environment Performance Plan is prepared by the city from the 2021-22 financial year as a voluntary document which aims to compile and strengthen the performance and monitoring of the city's catalytic programmes and projects. Envisaged as a strategic spatial planning tool it consolidates the integrated investment rationale, plan and process for the implementation of targeted, 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 consolidate the infrastructure planning and budgeting rationale, engaging both municipal sector infrastructure 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 which is supported through the municipal Integrated Development Planning (IDP) Processes as well as the BCMM Intergovernmental Relations (IGR) Office through its IGR processes. Whilst the BEPP processes and content have now been integrated into the development of the 'One Plan' or the 'Metro Development Model' (MDM) initiative by COGTA, the BEPP continues to reflect the progress on the municipally driven initiatives towards achieving targeted spatial transformation.

The above shared platform of the BEPP provides an opportunity to align various grant funding including the following infrastructure grants:

- **PPPSG:** Programme and Project Preparation Support Grant, Schedule 5B (specific purpose allocations to metropolitan municipalities);
- **USDG:** Urban Settlements Development Grant, Schedule 4B (supplements municipal budgets);
- **ISUPG:** Informal Settlements Upgrading Partnership Grant, Schedule 5B (specific purpose allocations to municipalities);
- **HSDG:** Human Settlements Development Grant, Schedule 5A (specific purpose allocations to provinces);
- **NDPG:** Neighbourhood Development Partnership Grant, Schedule 5B (Capital Grant), Schedule 6B (Technical Assistance);
- **EEDSMG:** Energy Efficiency and Demand Side Management Grant, Schedule 5B (specific purpose allocations to municipalities).

A2. BEPP IN RELATION TO OTHER STATUTORY PLANS

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

The continued voluntary preparation of the BEPP by the Metro, with a focus on the Catalytic Land Development Programmes of the city, serves to compliment and demonstrate the alignment of the metro’s other strategic documents, including the Metro Growth and Development Strategy, the Municipal Spatial Development Framework, the Integrated Public Transport Network Plan and the Integrated Human Settlements Plan all of which align with and feed into the Integrated Development Plan and Budget of the city. It is envisaged that through the highlighting of the Metro’s spatially targeted programmes and projects within this document, it will continue to serve and monitor ‘change’ towards the desired spatial transformation as envisaged through the City’s other strategic documents.

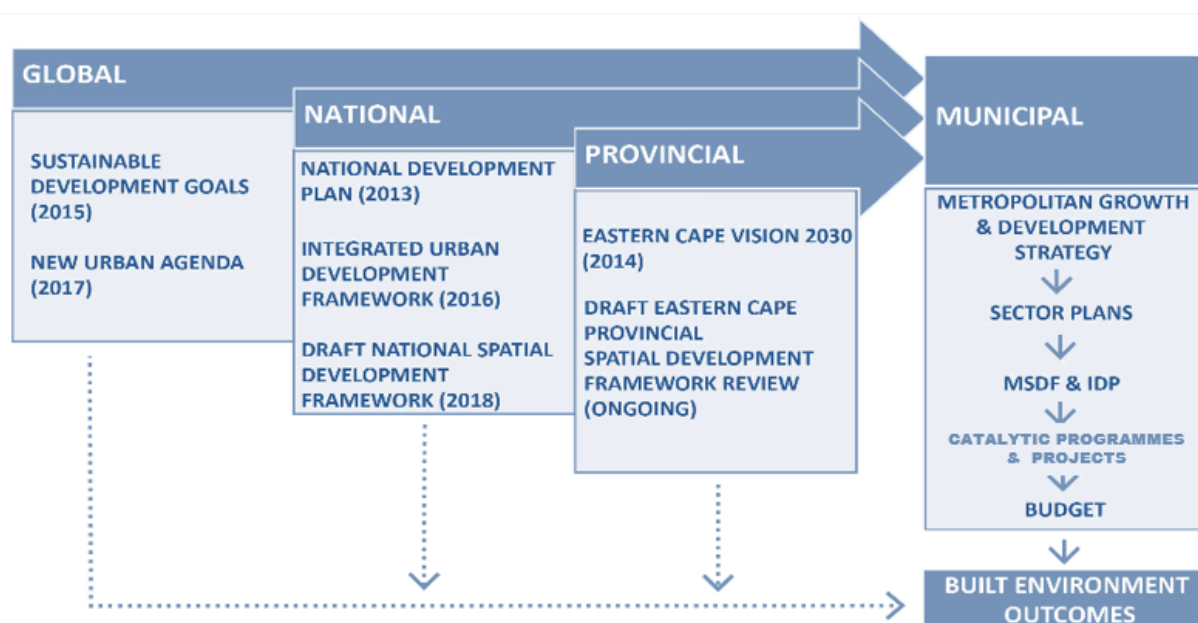


Figure A.3: Relationship with strategic documents (Source: BCMM BEPP 2019/20, updated BEPP 2022/23)

The following documents and data sources were used in the formulation of the 2022-2023 Built Environment Performance Plan:

BCMM Documents:

- BCMM Final BEPP 2019/20, 2020/21, 2021/22, 2022/23.
- BCMM IDP Review 2022/23.
- Metropolitan Growth and Development Strategy 2015.

- BCMM Municipal Spatial Development Framework 2019-2024.
- 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 Draft Climate Risk and Vulnerability Assessment 2019.
- BCMM Coastal Vulnerability Assessment 2019.
- BCMM Integrated Environmental Management Plan 2015.
- BCMM Sub-National Cost of Doing Business 2022.
- 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 2021 including the grant frameworks of the relevant infrastructure grants.
- 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 CITY'S PLANNING, BUDGETING AND 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 MTREF budget cycle. At the time, 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 became critical in ensuring that transformational outcomes could be enhanced and delivered. With the phasing out of the BEPP as a compliance requirement from 2021/2022, Addendum 3 to the Circular 88 introduced in December 2021, identifies criteria to assess the incorporation of planning, budgeting and reporting reforms within the city's plans. These include:

- Evidence of a 'theory of change' for city transformation;
- Outcomes-led planning and spatial targeting
- Strategy-led budgeting
- Alignment of public infrastructure investment in spatially targeted areas
- Adoption of spatial planning, prioritisation and budgeting tools
- Assessment of the City's longer term frameworks and strategies in comparison to the term of office plan (IDP).

Addendum 3 to Circular 88 clarifies that “Municipalities are expected to include a medium-term target for outcome indicators for the electoral term (5th year). Following the 2021 Local Government Elections, this means that outcome indicator targets should be set for the medium-term planning horizon: 2026/27” (National Treasury, 2021). The city transformational outcome indicators of the BEPP introduced in 2017 which include the indicators of 1) targeted investments in integration zones, 2) reduction in urban sprawl 3) new housing options with social diversity and 4) affordable and efficient public transport services, will henceforth be measured and reported as part of the Annual Performance Reports. The city 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 diagram below captures the alignment of intentions between the four city transformational outcomes with BCMM’s strategic planning outcomes contained in the MGDS and the IDP as well as its linkage to the 2023-24 budget. 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.

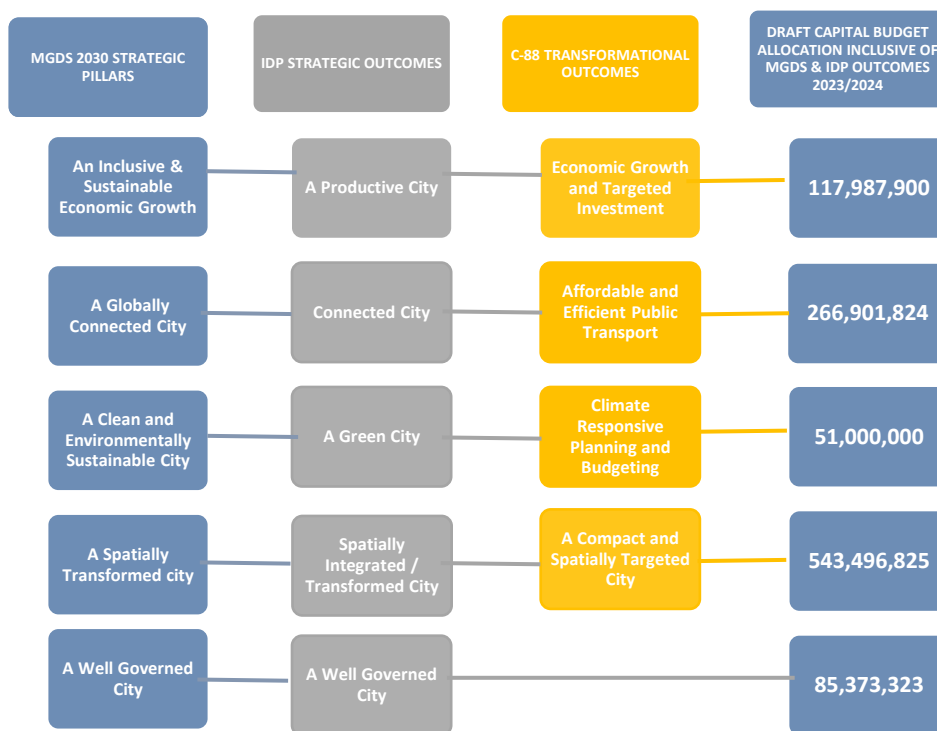


Figure A.4: Diagram of the relationship between the BEPP, IDP, MGDS and the 2023-24 Draft Budget (Source: BCMM Draft Budget 2023-24)

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, previously under the Executive Support Services Directorate 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 further completed a Coastal Areas Risk and Vulnerability Assessment (2019). A Draft Climate Change Risk and Vulnerability Assessment (CRVA) has been prepared in-house in 2020 with support from the CSIR via National Treasury's City Support Programme (CSP). The CSIR is currently also supporting the city with a preparation of a Green Book Metro View which is an online planning tool to support local government in adapting settlements to the impacts of climate change, based on evidence.

A5. INSTITUTIONALISING THE BEPP

A5.1 Alignment between the BEPP on the IDP, SDF and Budget

The catalytic land development programmes (CLDPs) outlined in the BEPP have been confirmed as city priorities for the 2023/24 financial year. CLDPs are incorporated into the 2023-2024 IDP and 2023-2024 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.

This proposed spatial prioritisation reflected in the MSDF 2019-2024 aligns fully with all of the packaged catalytic land development programmes as well as the intergovernmental project pipeline in the 2019-20, 2020-21, 2021-22, 2022-23 and the 2023-24 BEPP.

A5.3 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 coordination and support of catalytic programmes in the city. 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 City Directorates 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 and positive impacts in the short to medium term.

A5.4 Technical support from CSP

In order to support and accelerate catalytic and strategic programme and project implementation, strategic technical support has been assembled to assist the City over the part few years. This included support around project value

assessment and management; business case development and due diligence; as well as governance models and framework design. In order to move catalytic projects closer to implementation, the CSP has over the past three years made such support available enabling greater transversal inter-departmental support and project mobilisation within the catalytic land development programmes of the city.

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 has undertaken a Built Environment Business Process Mapping (BPM) for the city which analysed 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. Service providers have been appointed by National Treasury's City Support Programme (CSP) to support the city over a two year period with the implementation of the City Infrastructure Delivery Management System (CIDMS) in the city.

A5.5 Submission of Draft 2023-24 BEPP Document to Council

The draft version of the BEPP 2023-2024, the IDP and MTREF have been prepared in readiness for Council approval and will be tabled at the Council Meeting scheduled to take place on the 31 March 2023.

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 (to build on improved investor sentiment towards the city (MBSA, ELIDZ). • Sleeper site development (project preparation and financing model) through BCMDA. • 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"> • Transversal integration and catalytic programme co-ordination. • Reeston Tunnel to unlock NW Corridor development (Amalinda Junction).

	<ul style="list-style-type: none"> • 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) • Development of new nodes for revenue enhancement (Kidds Beach, Quenera).
A well governed city	<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 2019-2024

The MSDF 2019-2020 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 MSDF 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.

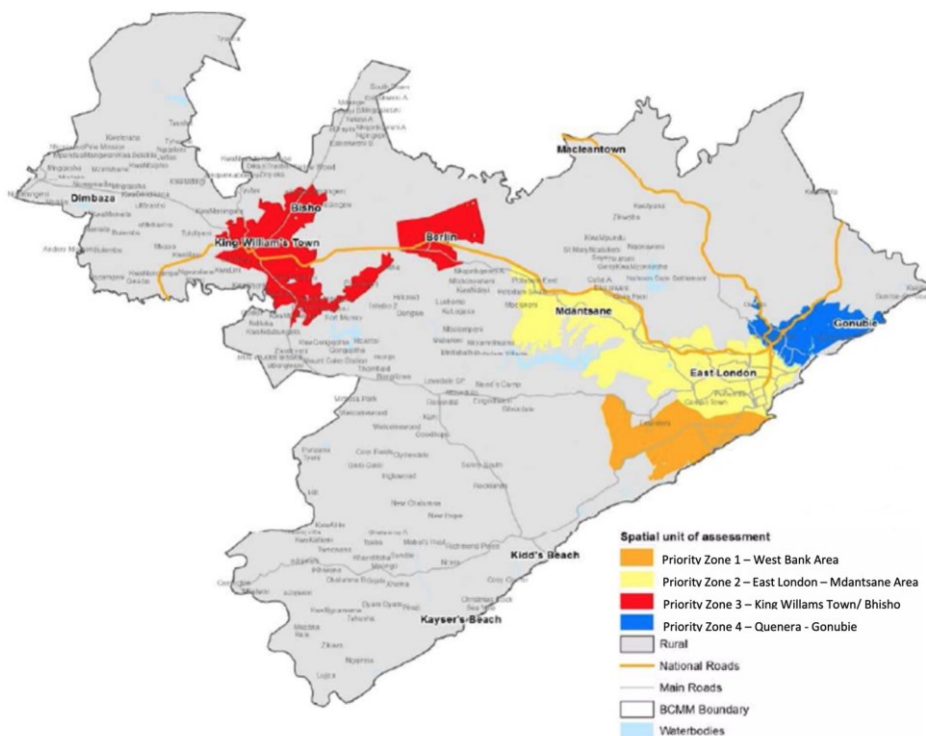


Figure B.1: BCMM SDF 2019-2024: Spatial Reprioritisation (Source: BCMM MSDF, 2020)

B1. SPATIAL PLANNING & SPATIAL TARGETING

B1.1 BCMM Urban Network Strategy: Proposed Integration Zones

The spatial proposals contained in the MSDF 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.

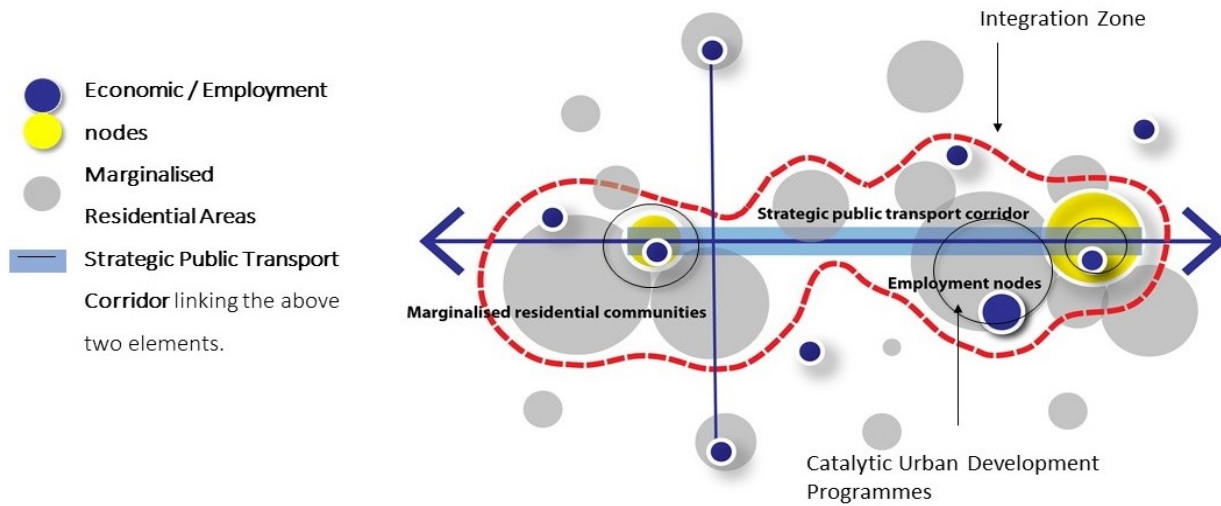


Figure B.2: Spatial Targeting Concept: Structuring Elements: Public Transport Corridors and Nodes (Source: BCMM BEPP 2019-20)

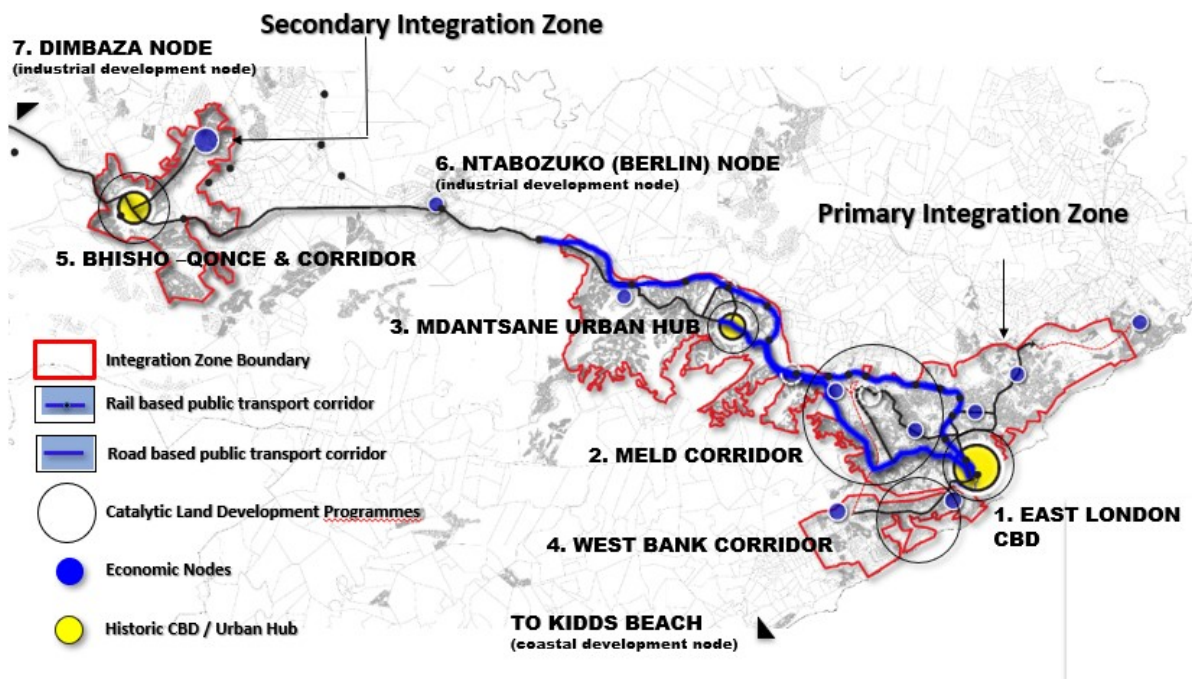


Figure B.3: Spatial Targeting: BCMM Urban Network Strategy (Source: BCMM BEPP 2019/ 2020/ 2021/ 2022/ 2023)

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 current 2023-24 BEPP.

The rework around the integration zones acknowledged 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 2023-24. 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 2023-24. The boundaries were amended in 2019-20 to include marginalised residential areas and townships surrounding the nodes of Bhisho and Qonce (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.

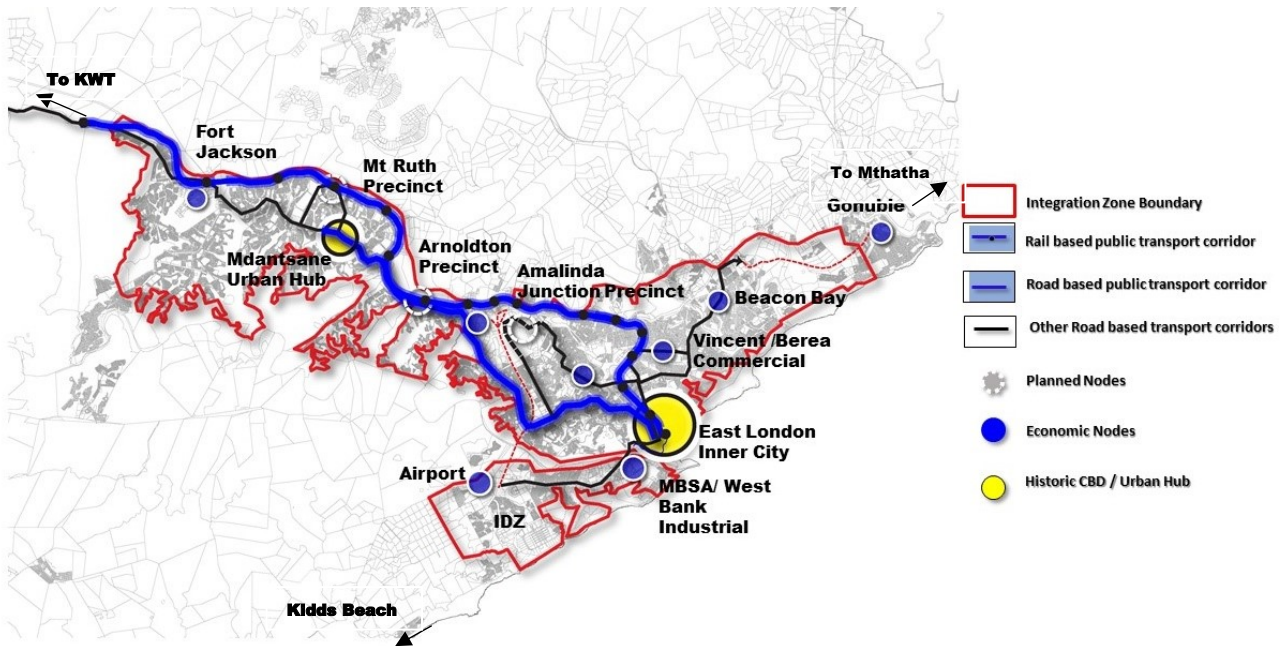


Fig B.4: Spatial Targeting: Primary Integration Zone (Source: BCMM BEPP 2019-20)

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 MSDF (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.

- Qonce (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 Qonce (King William’s 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 **Ntabozuko (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.

Qonce CBD (King William’s Town) has been identified as a key secondary regional service node within the metropolitan context. As noted in the 2013 SDF, Qonce 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.

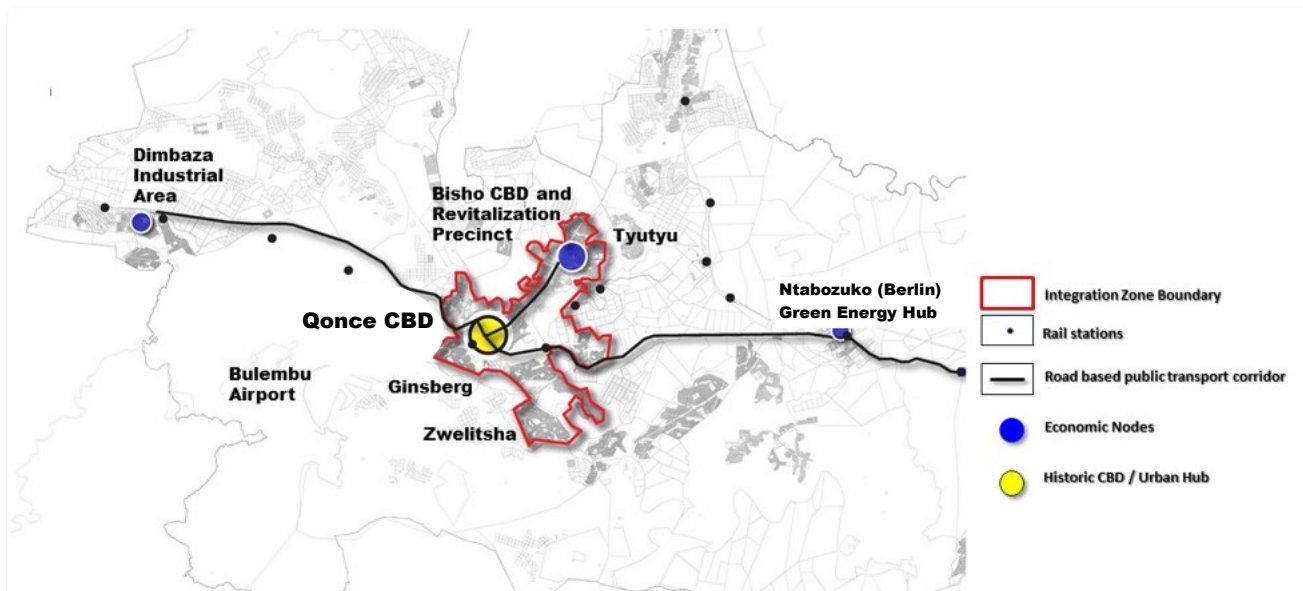


Figure B.5: Spatial Targeting: Secondary Integration Zone (Source: BCMM BEPP 2019-20)

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

The Bhisho / 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 Qonce (King William's Town) and Bhisho and the rural hinterland
- The linking of Qonce Town and Bhisho 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.

Further, prioritised programme preparation related to the development of strategic industrial / economic nodes outside the Integration Zones include:

1. Ntabozuko (Berlin) Node
2. Dimbaza Node

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 – Qonce (KWT) 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.

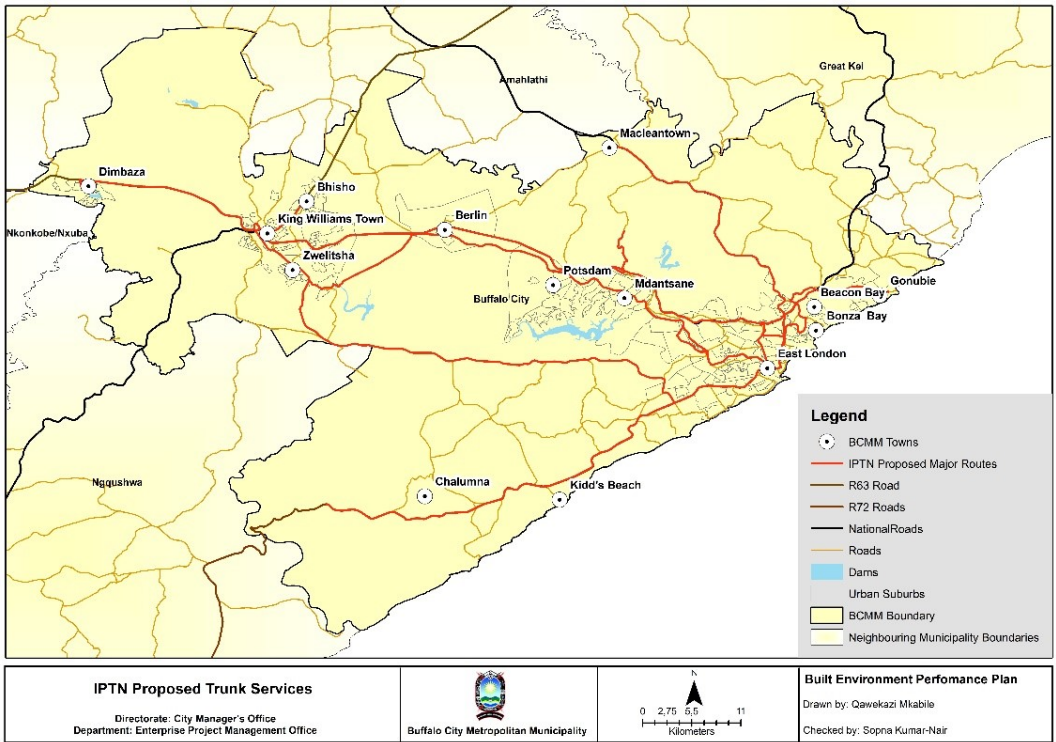


Figure B.6: Proposed Trunk Services only IPTN (Source: BCMM IPTN: 2018)

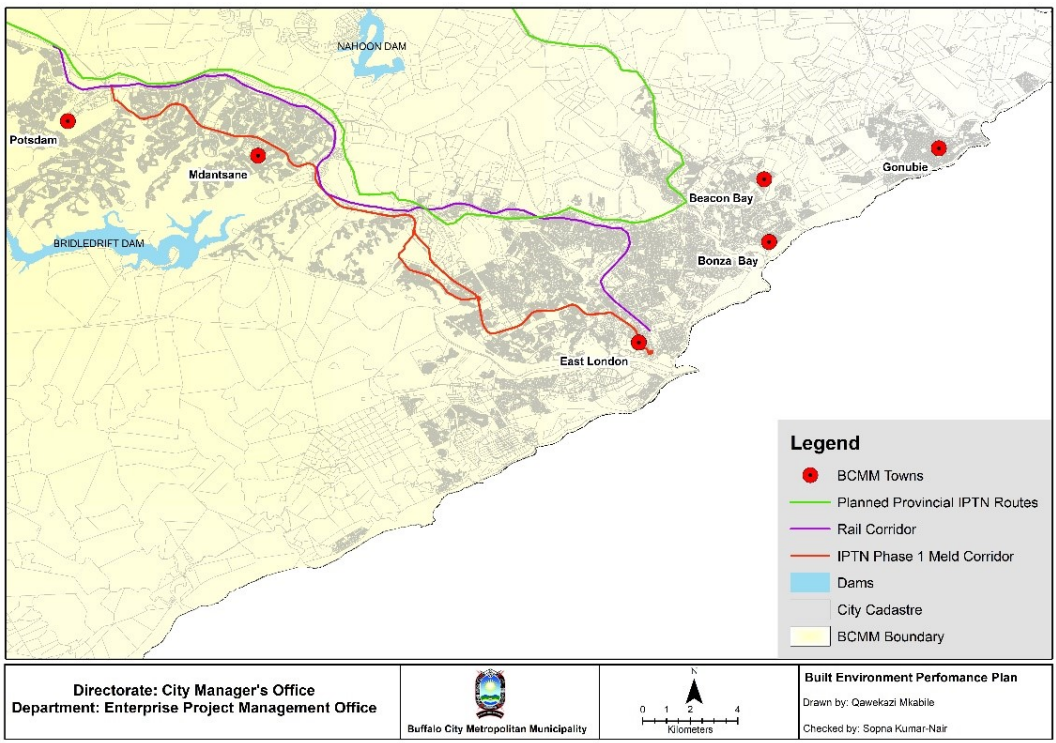


Figure B.7: IPTN Trunk Services: Phase 1 MELD Corridor (Source: BCMM IPTN: 2018)
 Green routes indicate planned Provincial IPT Routes, Red routes indicate the BCMM IPTN and Purple indicates the Rail Corridor

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.

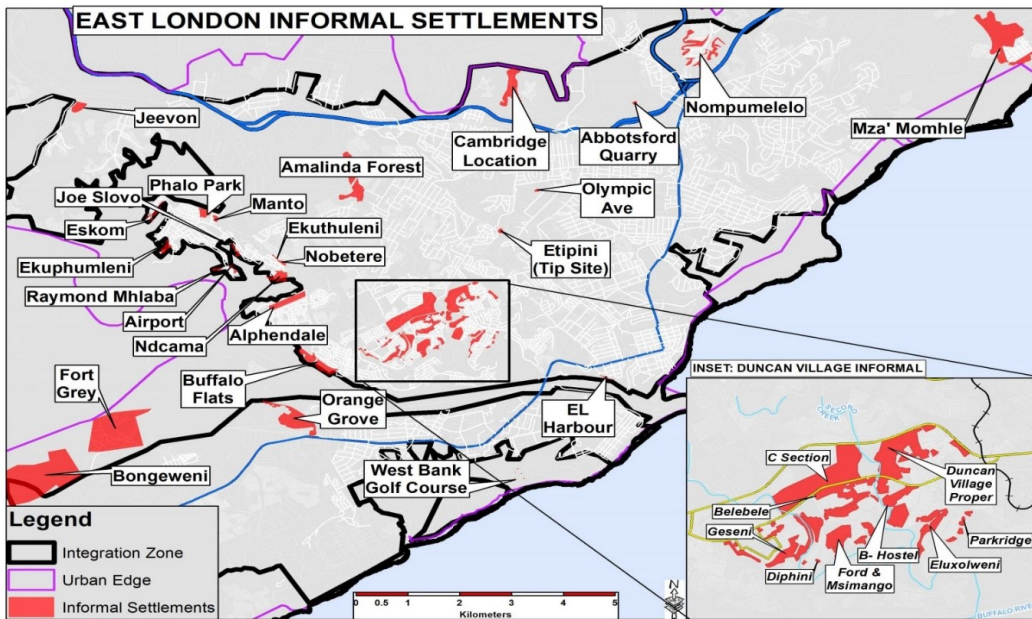


Figure B.8a: East London Urban Informal Settlements (Source: Informal Settlements Study, 2010)

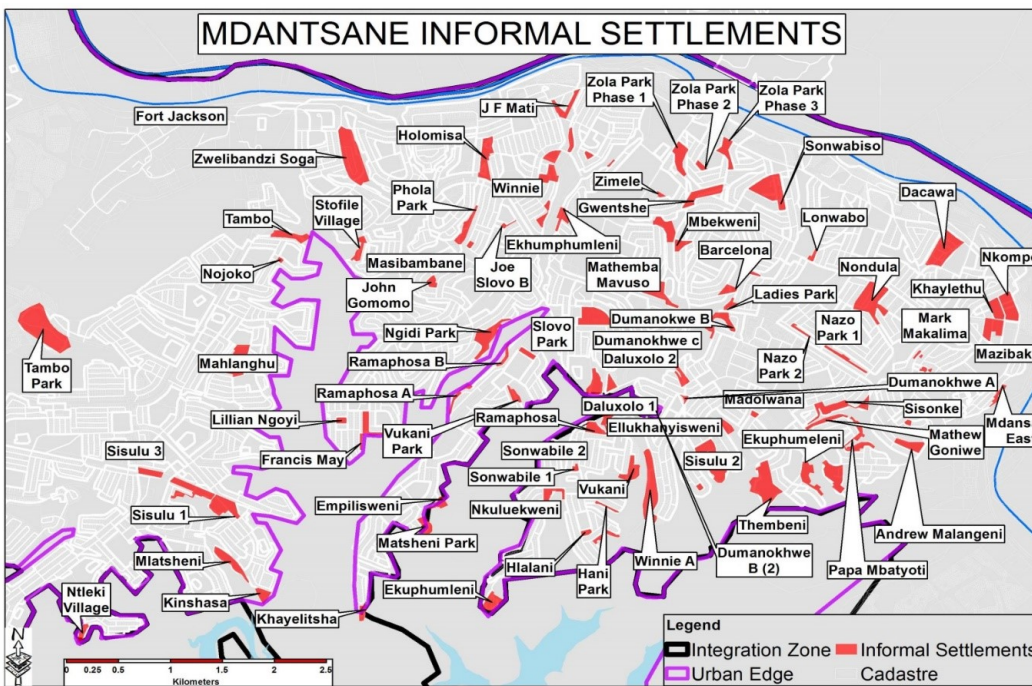


Figure B.8b: Mdantsane Urban Informal Settlements (Source: Informal Settlements Study, 2010)

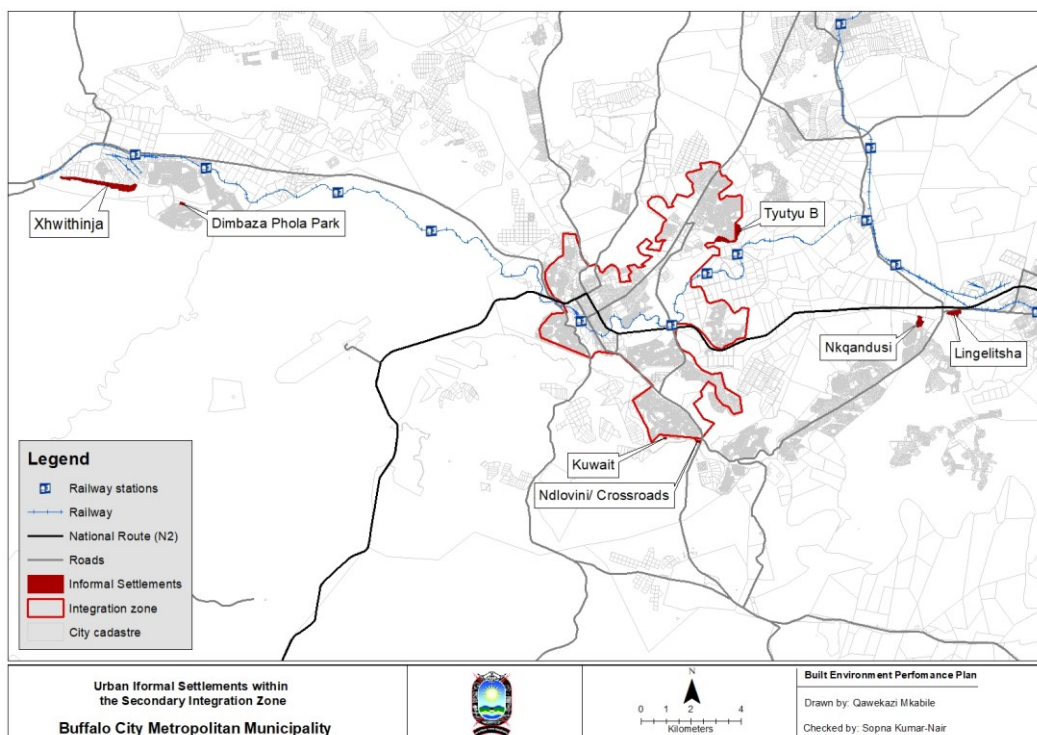


Figure B.8c: Urban Informal Settlements within the Secondary Integration Zone (Source: Adapted from the Informal Settlements Study, 2010)

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; Ekhumeleni; 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; Ekhupumeleni; Ekuthuleni; Nobetere; Olimpic 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

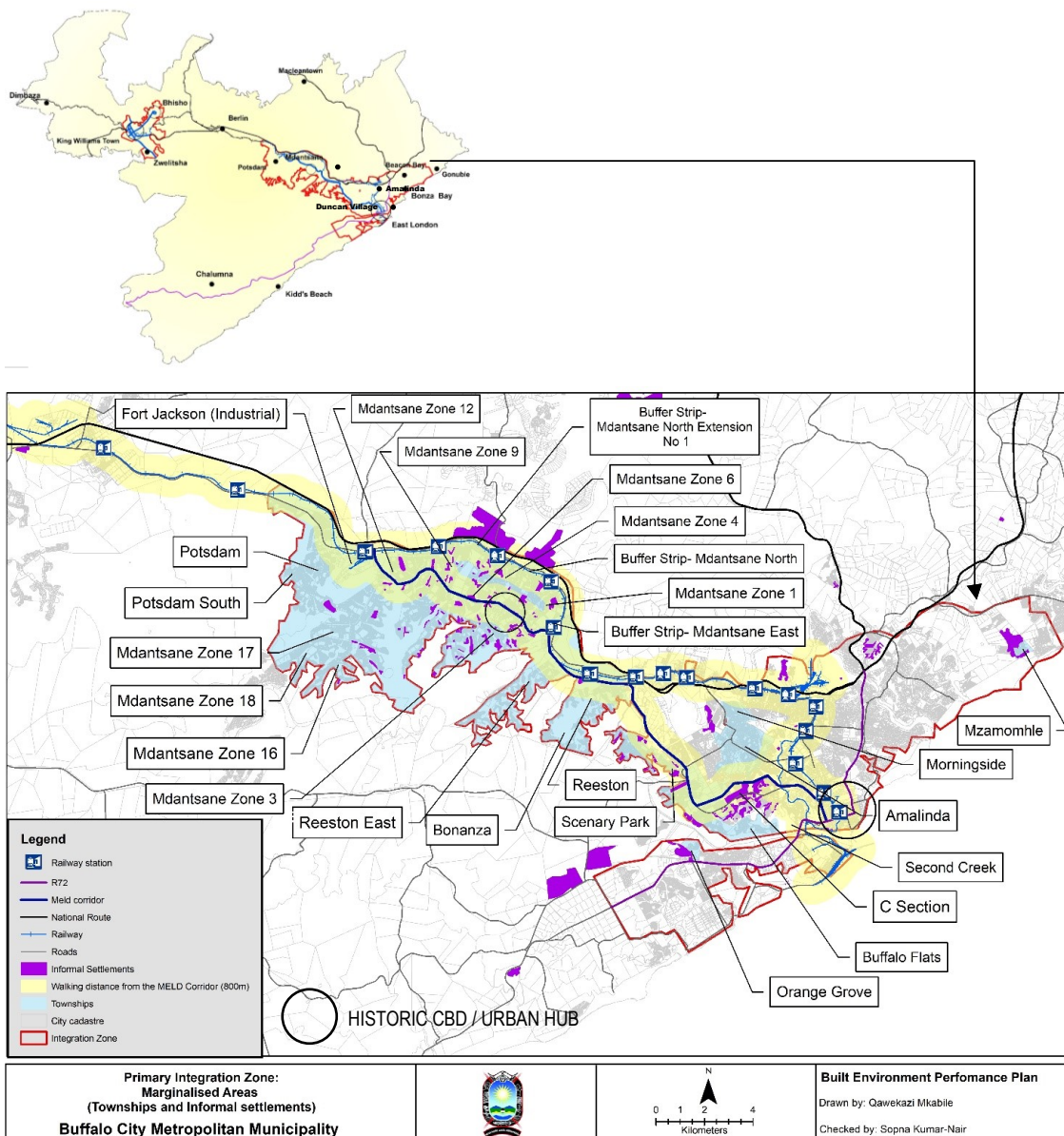


Figure B.9: Townships and Informal Settlements within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

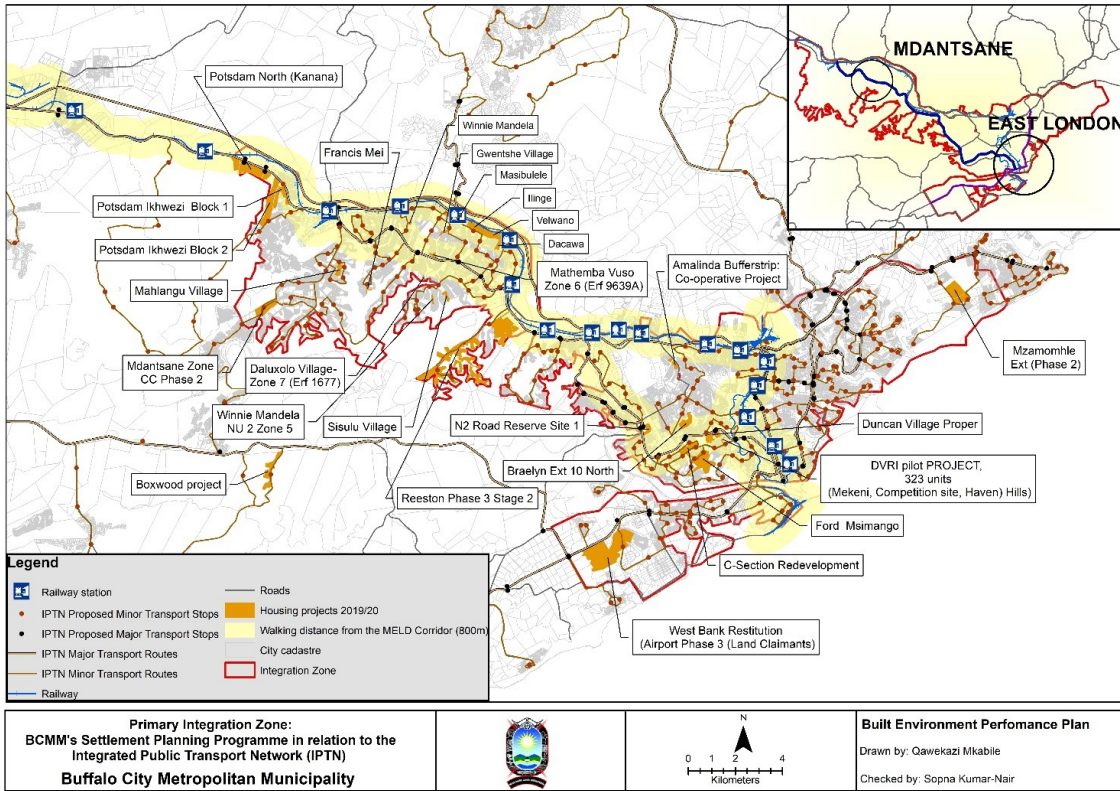


Figure B.10: Primary Integration Zone: BCMM's Settlement Planning Programme in relation to the IPTN
 (Source: BCMM BEPP 2020-21)

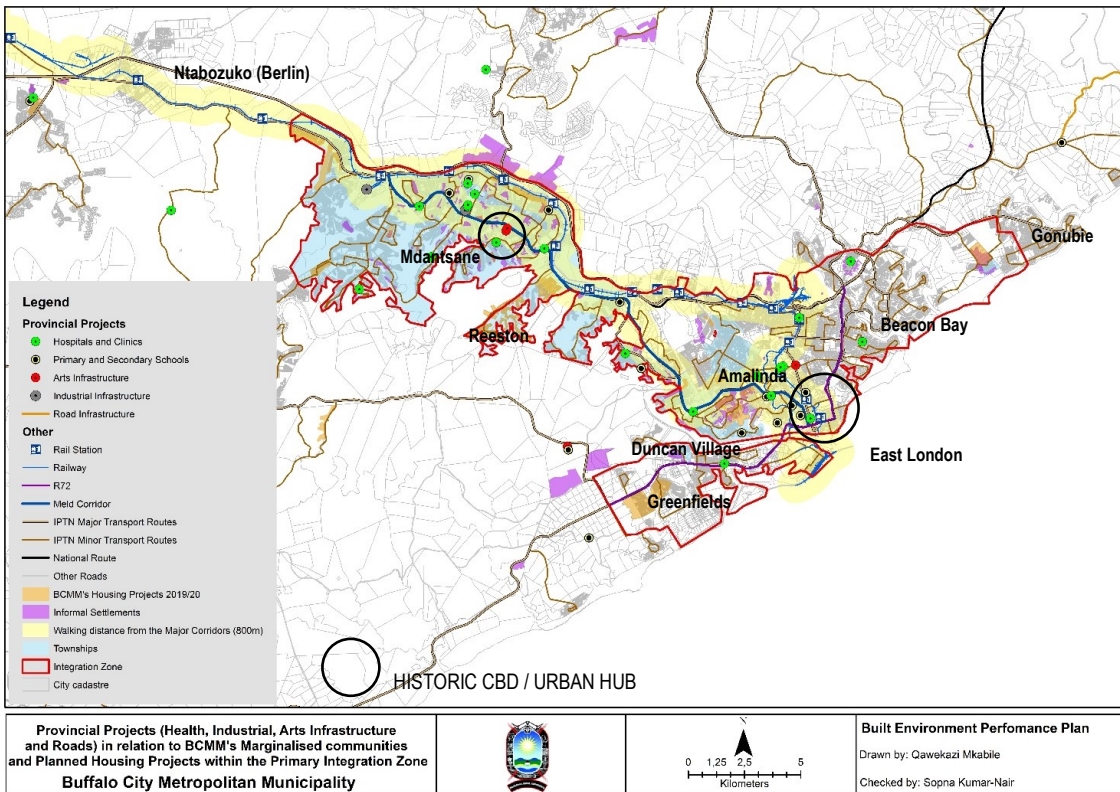


Figure B.11: Primary Integration Zone: Provincial Projects in relation to BCMM's Settlement Planning Programme
 (Source: BCMM BEPP 2020-21)

B1.3.2 Marginalized Areas within the Secondary Integration Zone

The following table outlines existing townships and Informal Settlement within the Secondary Integration Zone. Ntabozuko (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

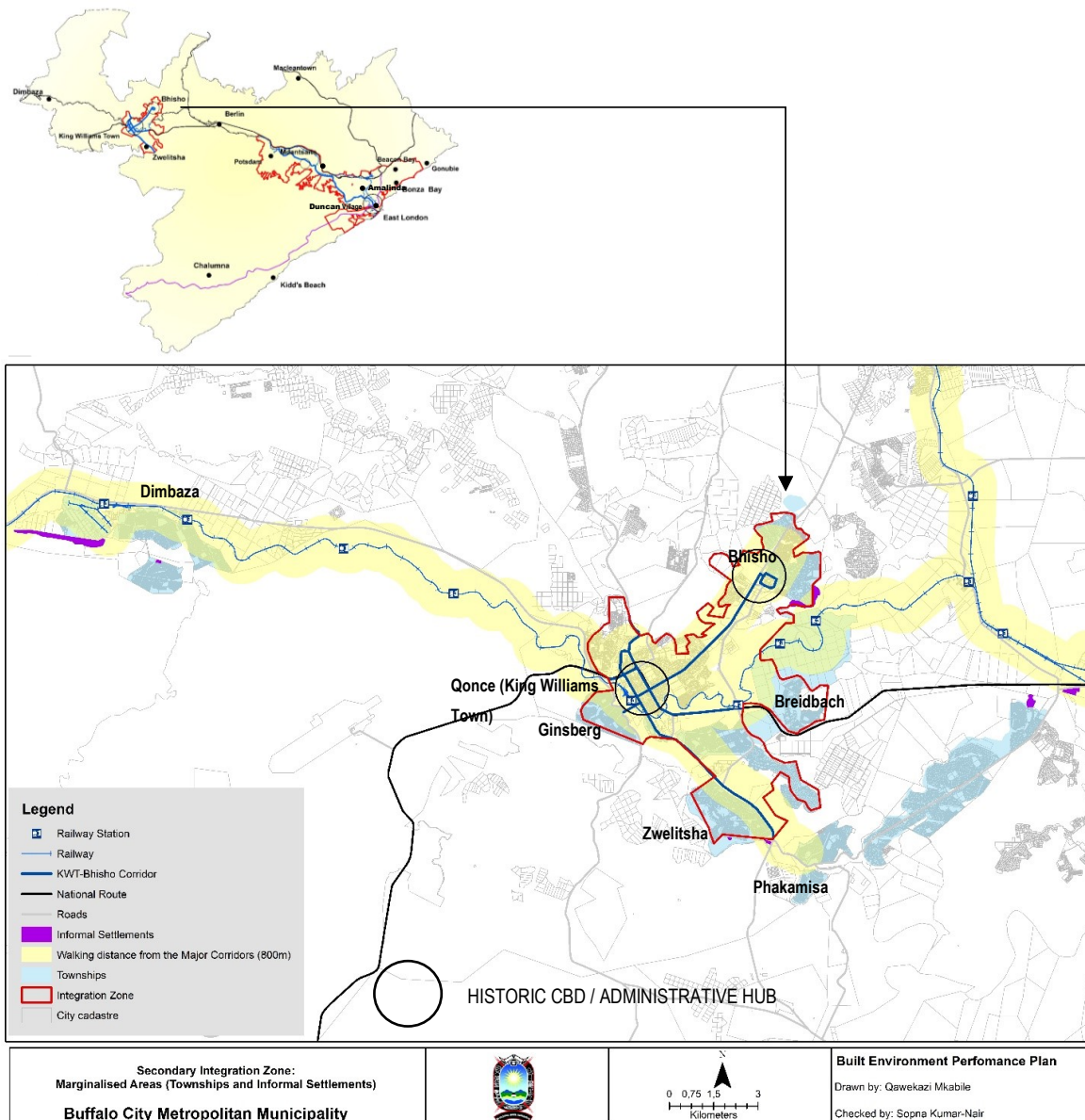


Figure B.12: Marginalised Areas within and surrounding the Secondary Integration Zone (Source: BCMM BEPP 2019-20)

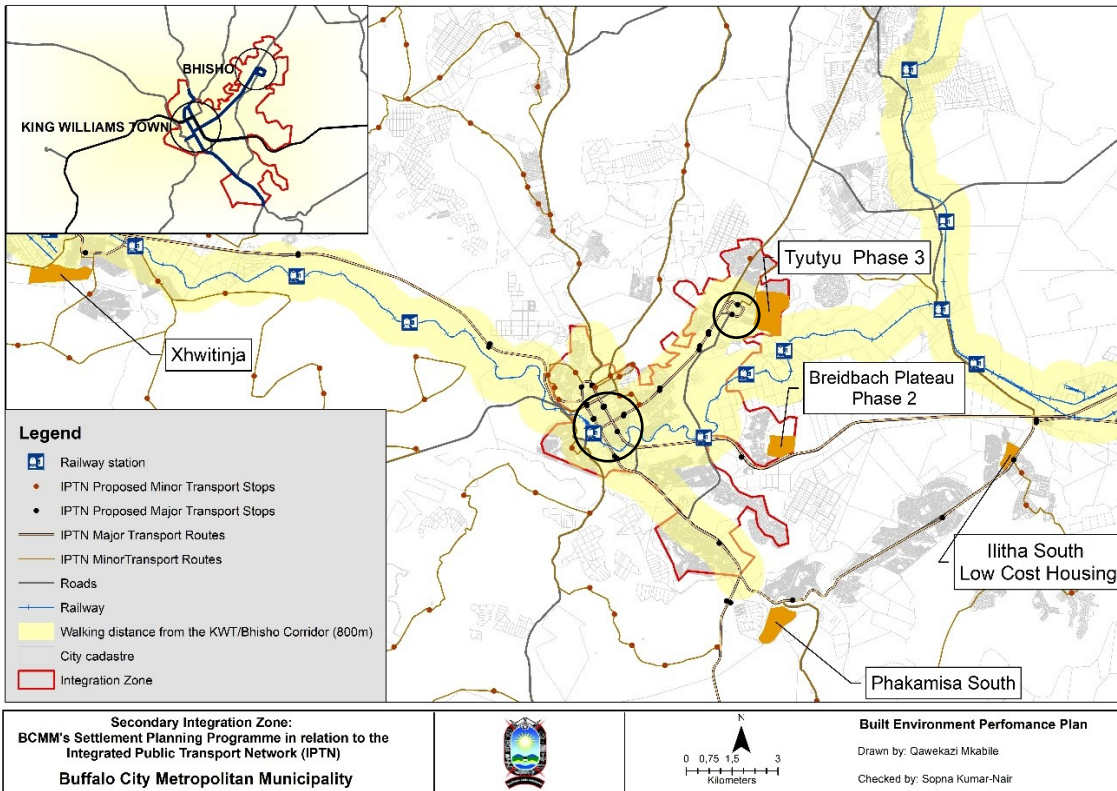


Figure B.13: BCMM's Settlement Planning Programme within the Secondary Integration Zone (Source: BEPP 2019-2020)

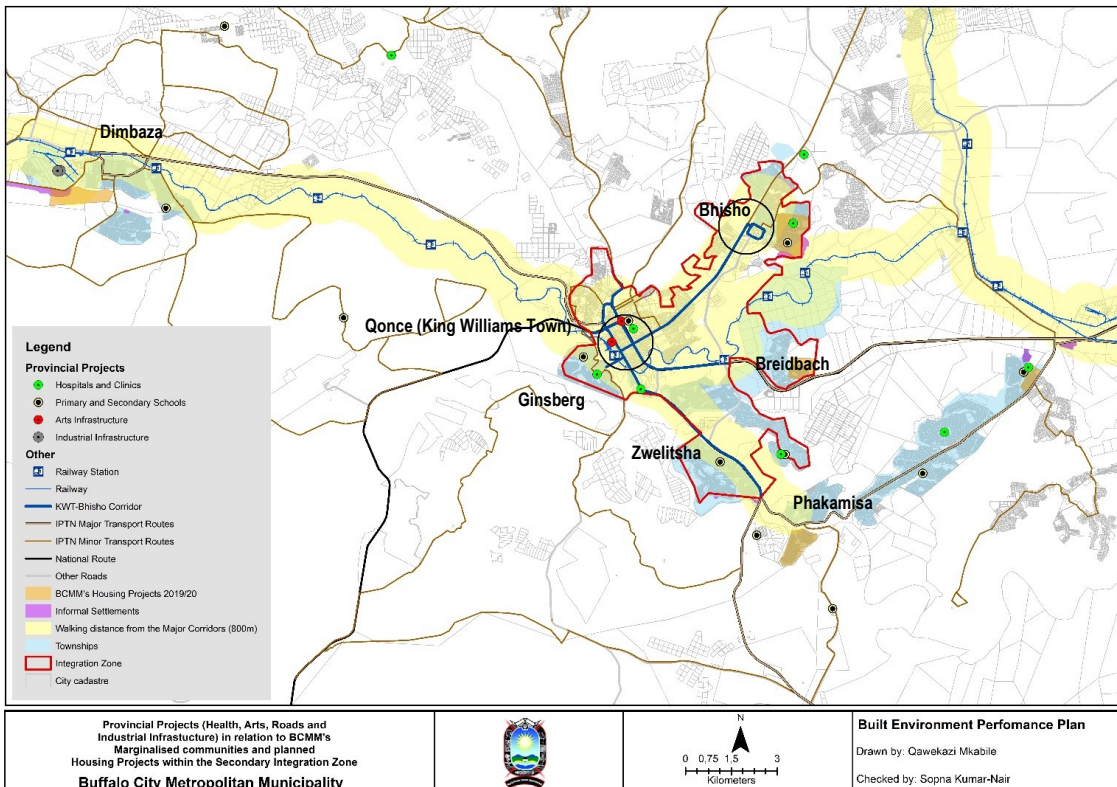


Figure B.14: Secondary Integration Zone: Provincial Projects in relation to BCMM's Settlement Planning Programme (Source: BCMM BEPP 2019-20)

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 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

B1.3.5 BCMM's Prioritised Informal Settlements Programme: ISUPG (Informal Settlement Upgrade Programme Grant)

BCMM's Prioritised Informal Settlements Upgrade Programme of projects for 2023-24 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.

2023/2024 Draft ISUPG Funded Projects					
Settlement Name	Project Name	Est. No. Households	NUSP Category	Project Phase	2023/2024 Draft Budget
Duncan Village	Duncan Vill Comp/Site	131	A & C	Phase 3	R 1 000 000
Duncan Village	Duncan Village Proper	731	A & C	Phase 3	R 500 000
Duncan Village	D Hostel	356	A & C	Phase 3	R 16 163 320
Duncan Village	C Section & Triangular Site	1493	A & C	Phase 3	R 2 000 000
Duncan Village	Ford Msimango	199	A & C	Phase 3	R 500 000
Duncan Village	N2 Road Reserve	353	A & C	Phase 2	R 10 000 000
Tyutyu	Tyutyu Phase 3	150	A	Phase 3	R 6 085 000
Braelyn Extension 10	Braelyn Ext 10	566	A	Phase 2	R 2 000 000

Mdantsane Infill	Hlalani	29	A	Phase 2	R 5 000 000
Mdantsane Infill	Phola Park	36	A	Phase 3	R 5 000 000
Ilitha Township	Ilitha Sportsfield	177	A	Phase 3	R 5 000 000
Mdantsane Infill	Empilisweni	26	A	Phase 2	R 5 000 000
Mdantsane Infill	Matsheni Park	51	A	Phase 3	R 5 000 000
Mdantsane Infill	Khayelitsha	67	A	Phase 3	R 5 000 000
Mdantsane	Slovo Park	150	B1	Phase 2	R 5 000 000
Scenery Park	Ekuphumleni	30	A	Phase 3	R 10 000 000
Mdantsane Infill	Ethembeni	150	B2	Phase 2	R 10 000 000
Phakamisa	Phakamisa South	950	A	Phase 3	-
Kwatshatshu	Kwatshatshu				R 5 000 000
Ginsberg	Ginsberg				R 5 000 000
East Bank Restitution	East Bank				R 15 000 000
Cambridge	CNIP Victims				R 2 500 000
Hemmingways	Hemmingways informal settlements				R 1 000 000
Silvertown	Silvertown				R 1 000 000
Berlin	Berlin Lingelitsha	119	A	Phase 3	R 5 000 000
Francis- Mei	Mdantsane Infill - Cluster 2	70	A	Phase 3	R 10 000 000
Mahlangu	Mdantsane Infill - Cluster 2	123	A And C	Phase 2	
Mathemba Vuso	Mdantsane Infill - Cluster 2	75	A	Phase 3	
Sisulu	Mdantsane Infill - Cluster 2	154	A	Phase 3	
Daluxolo	Mdantsane Infill - Cluster 2	88	A	Phase 3	
Winnie Mandela	Mdantsane Infill - Cluster 2	300	A	Phase 3	
Hani Park	Hani Park	105	A	Phase 3	R 5 000 000
Masibulele	Mdantsane Infill - Cluster 1	165	A	Phase 3	R 5 000 000
Ilinge	Mdantsane Infill - Cluster 1	620	A	Phase 3	
Velwano	Mdantsane Infill - Cluster 1	380	A	Phase 3	
Dacawa	Mdantsane Infill - Cluster 1	315	A	Phase 3	

Potsdam	Potsdam Ikhwezi Block 2	842	A	Phase 2	R 3 000 000
Potsdam	Potsdam North Kanana	868	A	Phase 3	R 9 000 000
Parkhomes For Destitutes & Gbv Victims			A		R 2 000 000
Mdantsane Erf 81,87 &88 Relocation Site Units			A		R 5 000 000
Lillyvale Roads			A		R 3 000 000

Source: BCMM Human Settlements Directorate (2023)

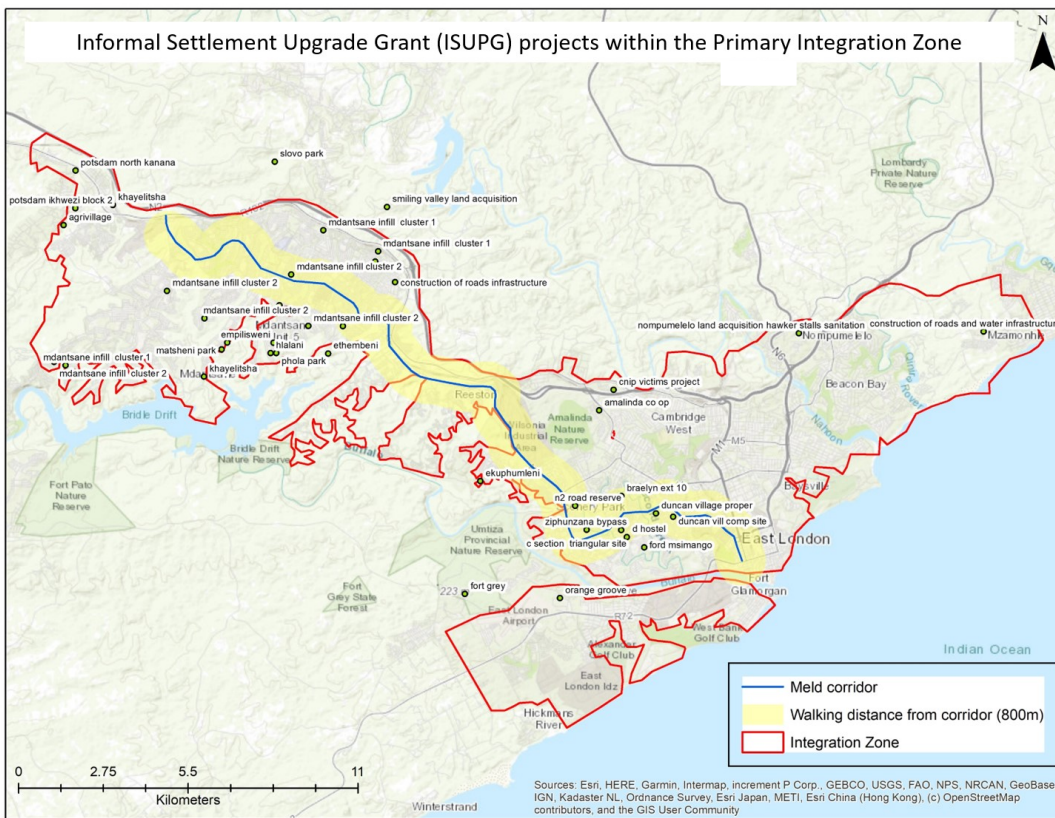


Figure B.15: 2023-24 ISUPG projects in relation to BCMM's Primary Integration Zone

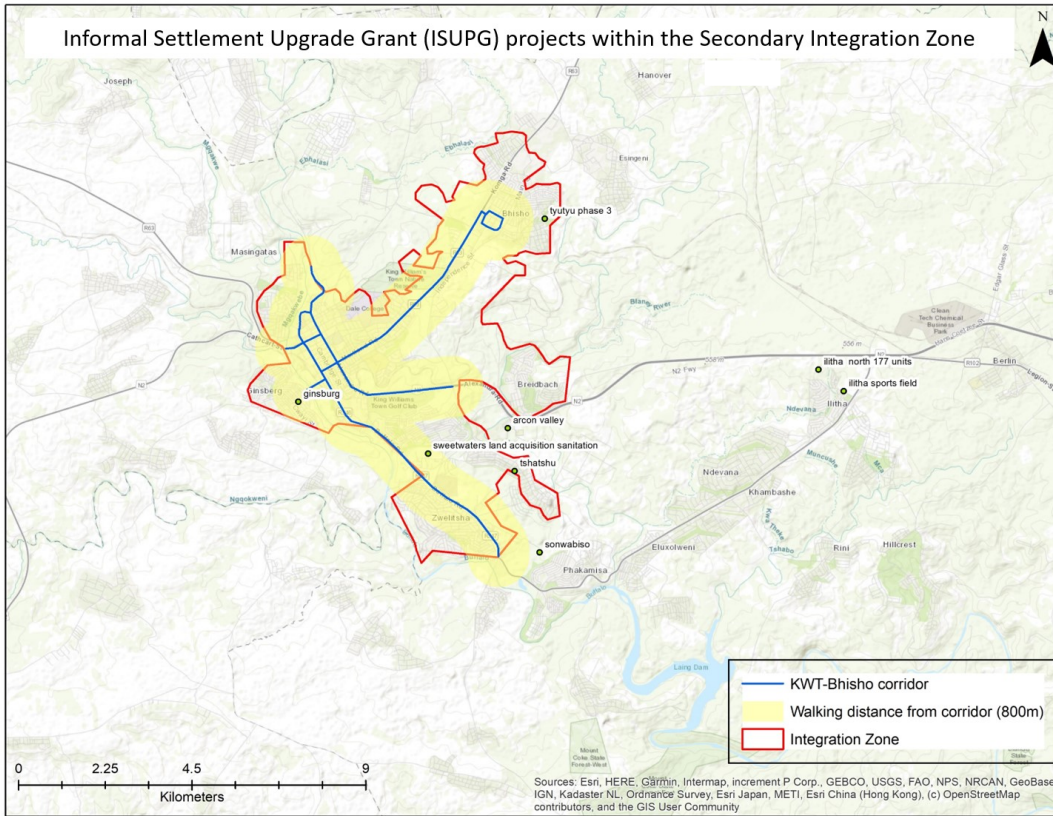


Figure B.16: 2023-24 ISUPG projects in relation to BCMM's Secondary Integration Zone

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 Infrastructure Planning in relation to the Primary and Secondary Integration Zones

The following mapping reflects the city’s key infrastructure planning programmes and projects in relation to the Primary and Secondary Integration Zones. These bulk electricity, water and sewer projects assist in addressing existing infrastructure backlogs in the city as well as in catering to and unlocking new development within the city’s catalytic land development programmes areas. Further details of these projects and the resourcing thereof is covered in Sections C and D of this document. The mapping seeks to demonstrate the city-wide alignment of infrastructure projects in relation to existing human settlement programmes as well as in relation to the public transport corridors.

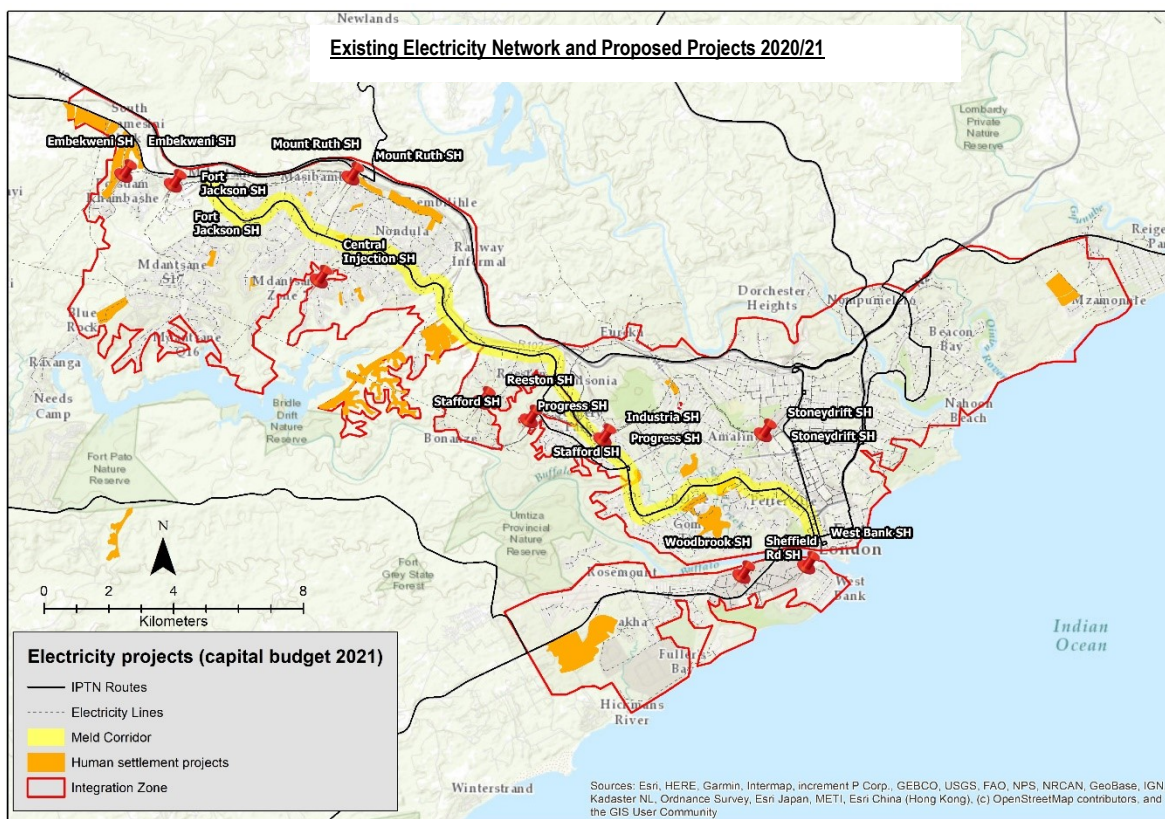


Figure B.17: Electricity projects in relation to BCMM’s Primary Integration Zone (Source: Electricity Department)

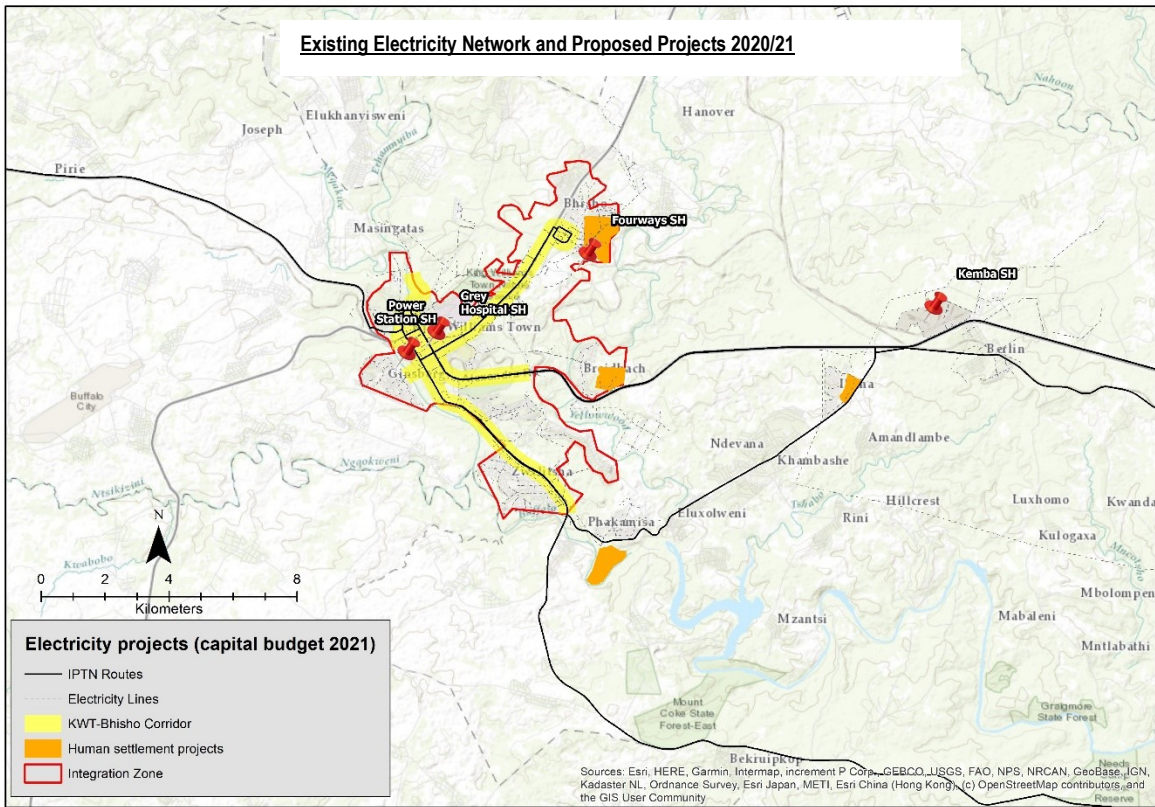


Figure B.18: Electricity projects in relation to BCMM's Secondary Integration Zone (Source: BCMM Electricity Department)

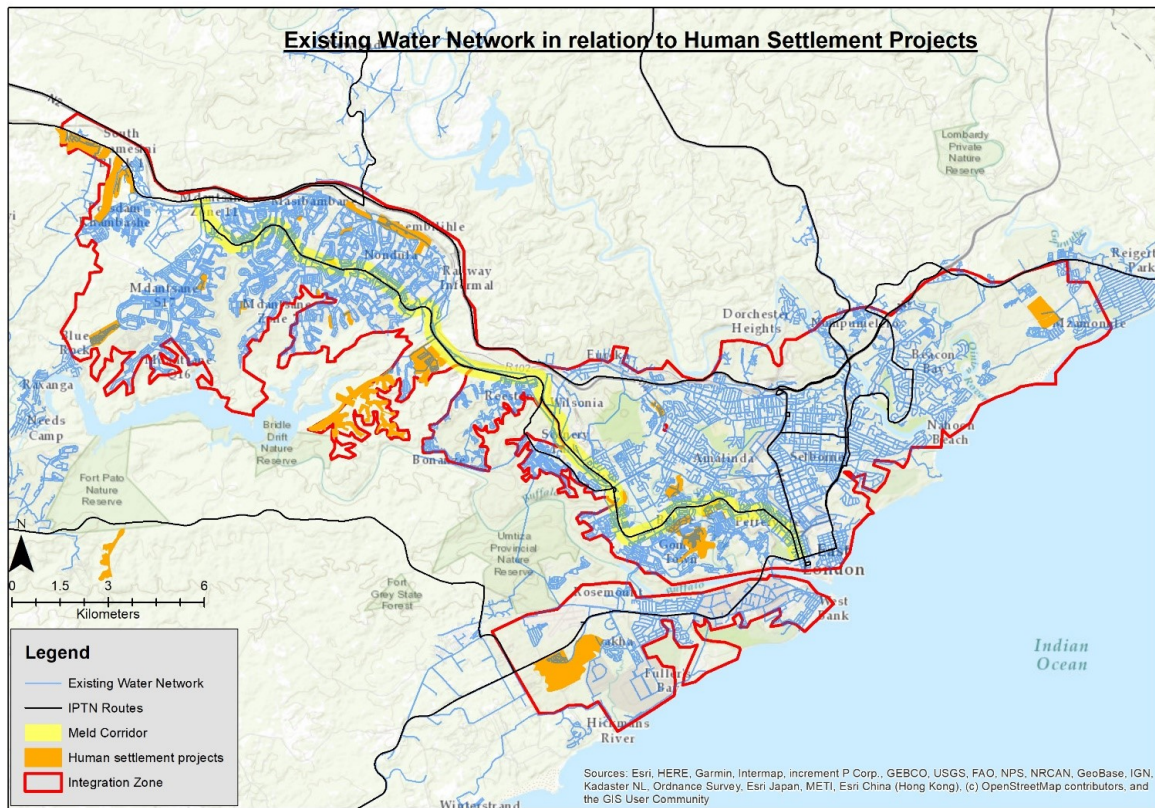


Figure B.19: Existing water network in relation to BCMM's Primary Integration Zone (Source: BCMM Water and Sanitation Department)

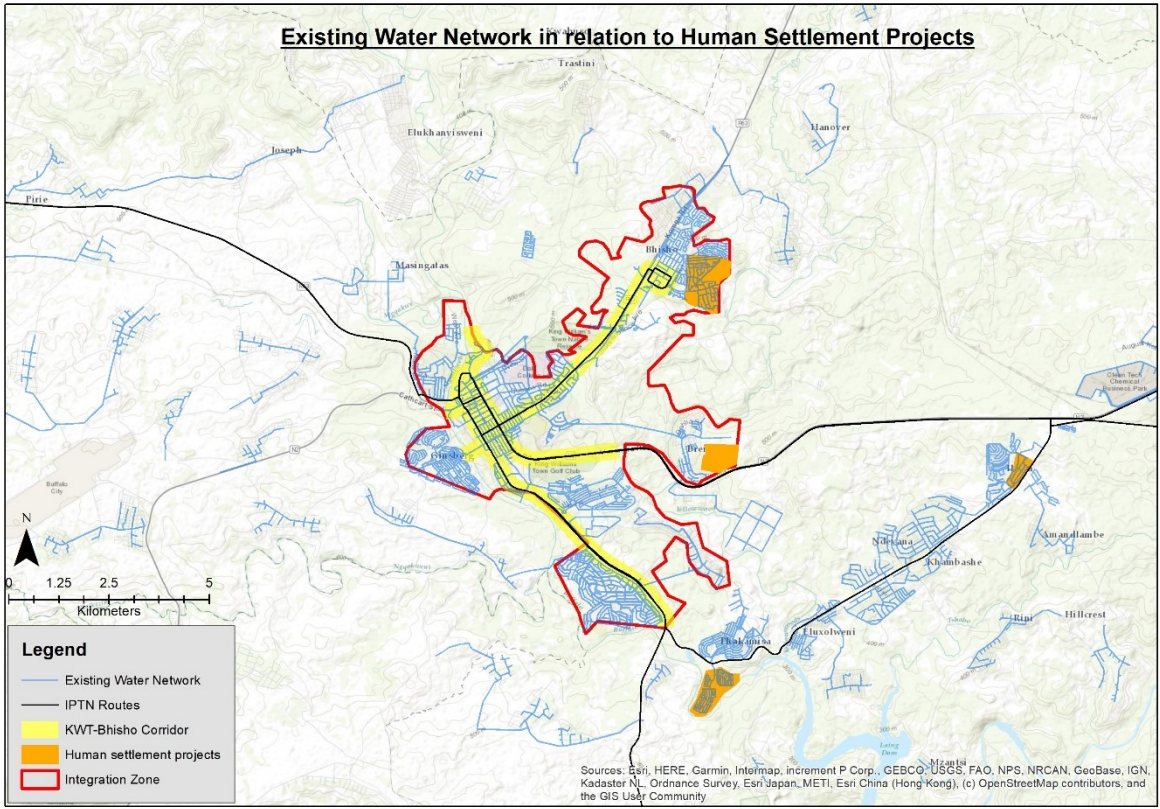


Figure B.20: 2020-21 Existing water network in relation to BCMM's Secondary Integration Zone (Source: BCMM Water and Sanitation Department)

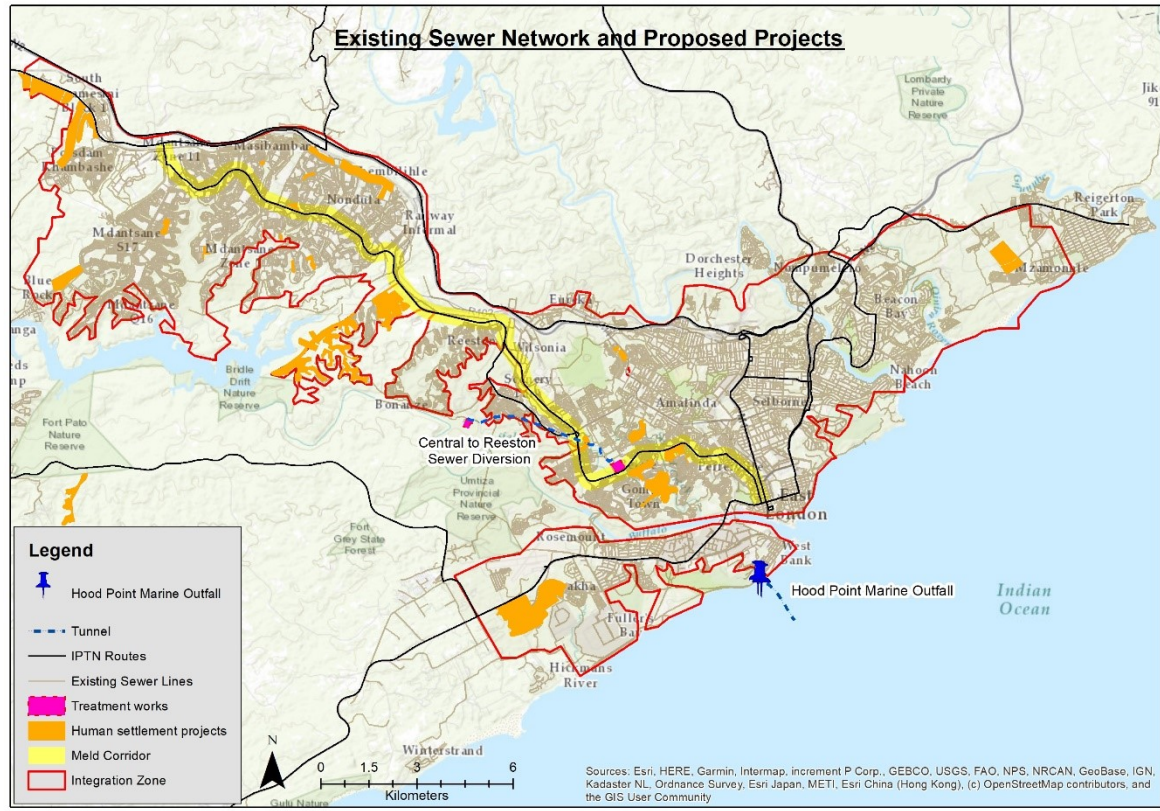


Figure B.21: Sanitation projects in relation to BCMM's Primary Integration Zone (Source: BCMM Water and Sanitation Department)

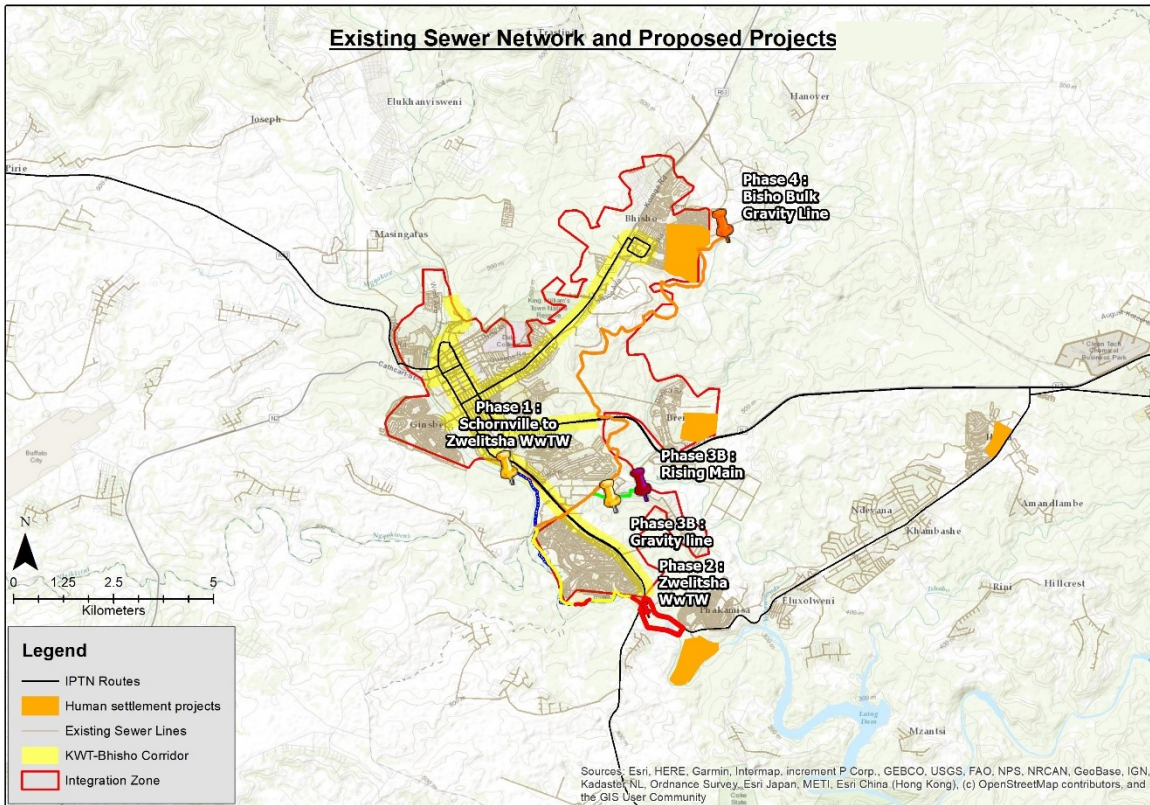


Figure B.22: Sanitation projects in relation to BCMM's Secondary Integration Zone (Source: BCMM Water and Sanitation Department)

B1.5 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.

B1.5.1 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		

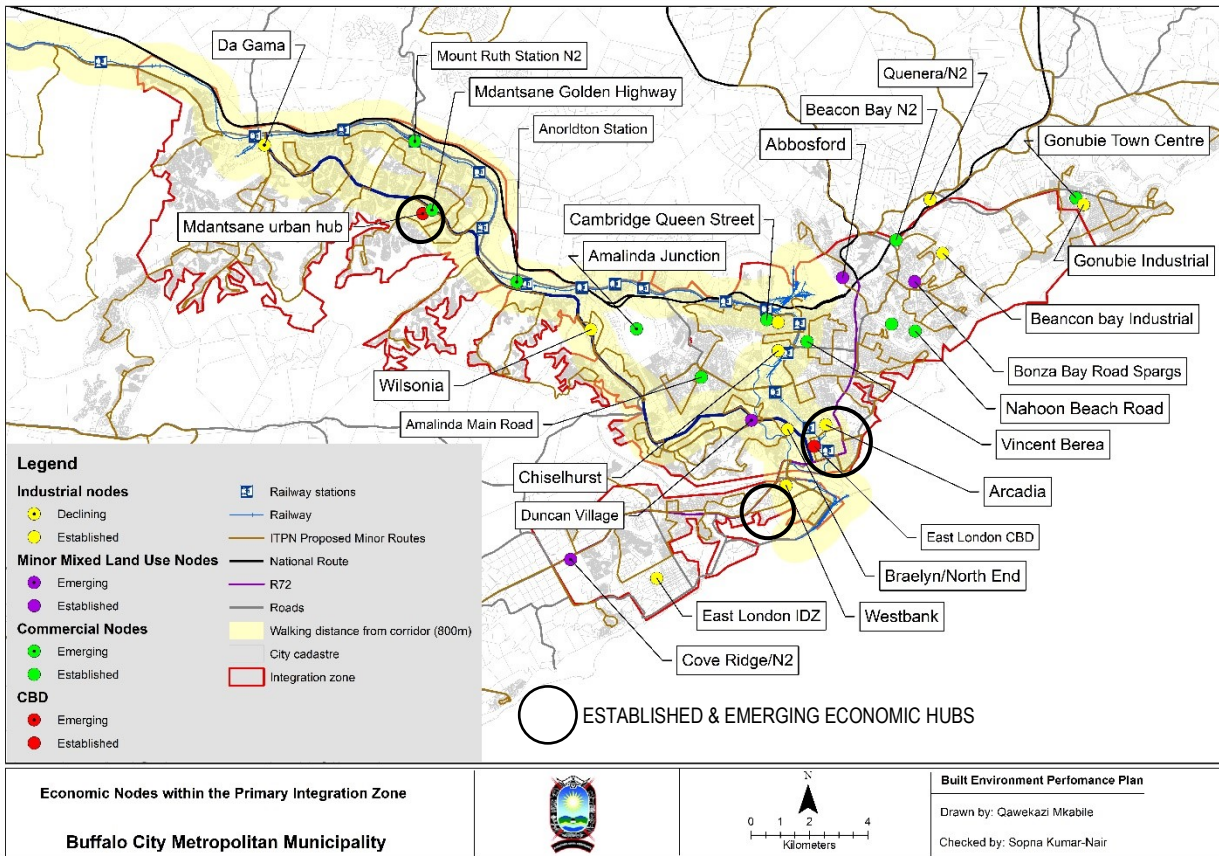


Figure B.23: Economic Nodes within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

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 allocations	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	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.

	roll out services into the city			
ELIDZ 50MW Photovoltaic Farm (Zone 1B)	Produce energy to support industry at competitive prices	TBA	TBD	The ELIDZ has an intention to release a tender for a 2MW solar PV park to be located in Zone 1B. Upon completion of the EIA and the Power Purchase Agreement (PPA), the tender will be released for a market response. The ELIDZ will purchase energy from the project for a period of time, where the asset will ultimately transfer under ELIDZ ownership at the end of the PPA.
Relocate Fort Glamorgan Prison	Proposed land swop to free land used by Correction Services for Industrial use	TBA	TBD	Preliminary investigation complete. Scoping and pre-feasibility studies will require funding estimated at R5 Million
Science and Technology Park	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. Development of Civil Infrastructure to house WSU - Faculty of Engineering, on the Alexander Golf Course land.	TOT VALUE of project: R325M. No funding secured yet,		Stalled due to funding constraint
Aquaculture	Land base marine fish farm	TBA	TBD	Pilot has been already established and facility equipped.

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; Ntabozuko (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 Qonce (King William's 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, Ntabozuko (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.

B1.5.2 Economic Nodes / Employment Centres within the Secondary Integration Zone

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

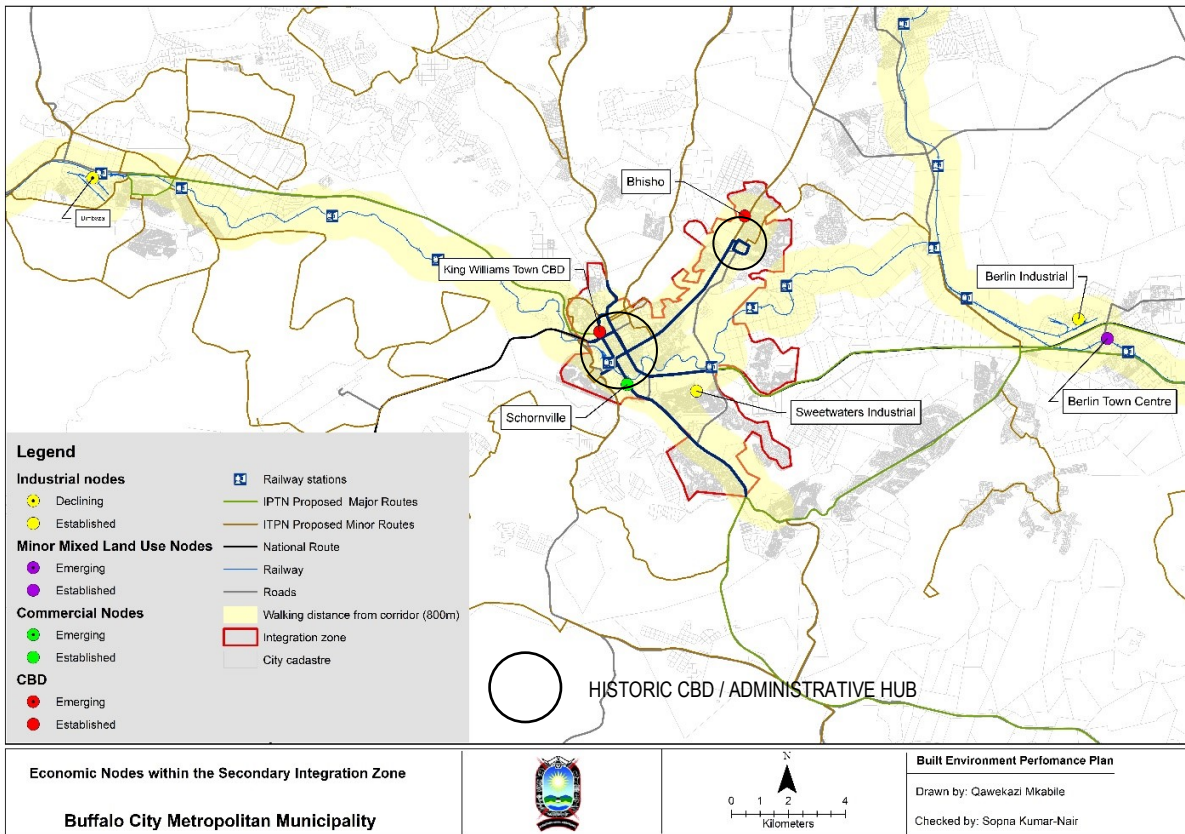


Figure B.24: Economic Nodes within and around the Secondary Integration Zone (Source: BCMM BEPP 2019-20)

In Qonce (King William’s 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 Ntabozuko (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.

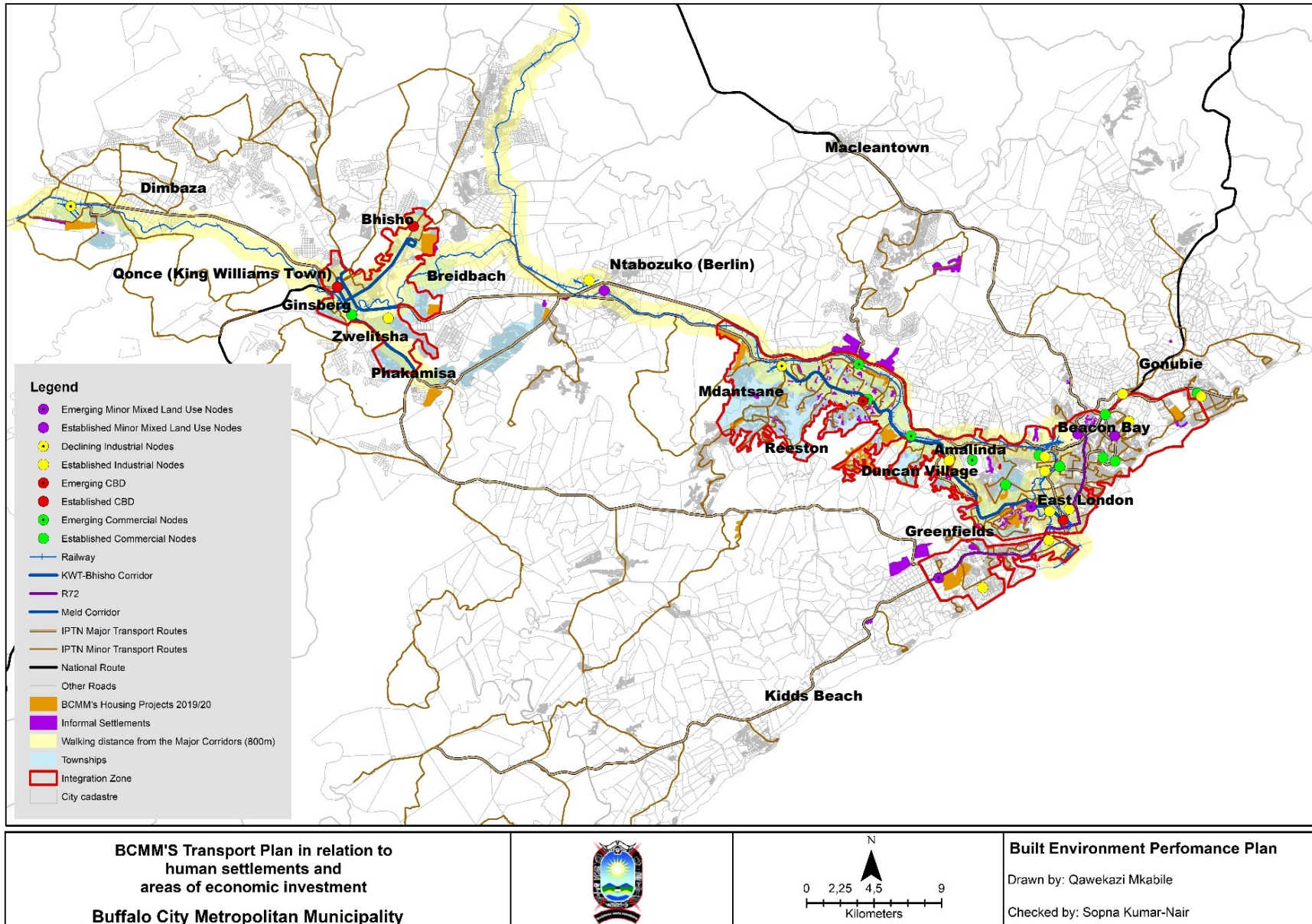


Figure B.25: Consolidated Map showing Marginalised Areas in relation to Public Transport as well as access to Nodes of Employment / Economic Nodes (Source: BCMM BEPP 2019-20)

B1.5.3 Economic Nodes / Employment Centres outside the Integration Zones

Established Nodes	Emerging Nodes	Declining
Commercial areas		
Gonubie Town Centre		
Minor Mixed Land Use Nodes (Existing)		
Natbozuko (Berlin) Town Centre		Dimbaza Town Centre
Crossways		
Industrial		
Ntabozuko (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.

Ntabozuko (Berlin) Industrial Area

This is one of the largest industrial areas by size but is largely vacant. Ntabozuko (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. A Representative Concentration Pathway (RCP) is a greenhouse gas concentration trajectory adopted by the Intergovernmental Panel on Climate Change (IPCC). The following section depicts two pathways for climate modelling. The pathways describe different climate futures, which are considered possible depending on the volume of greenhouse gases (GHG) emitted in the years to come. The RCPs – RCP4.5 and RCP8.5 – are labelled after two scenarios, RCP 4.5 is described by the IPCC as an intermediate scenario where emissions peak around 2040, then decline. This forecast is based on a high mitigation intervention scenario resulting in lowered emissions. In the RCP 8.5 projection, emissions continue to rise throughout the 21st century based on a low mitigation scenario.

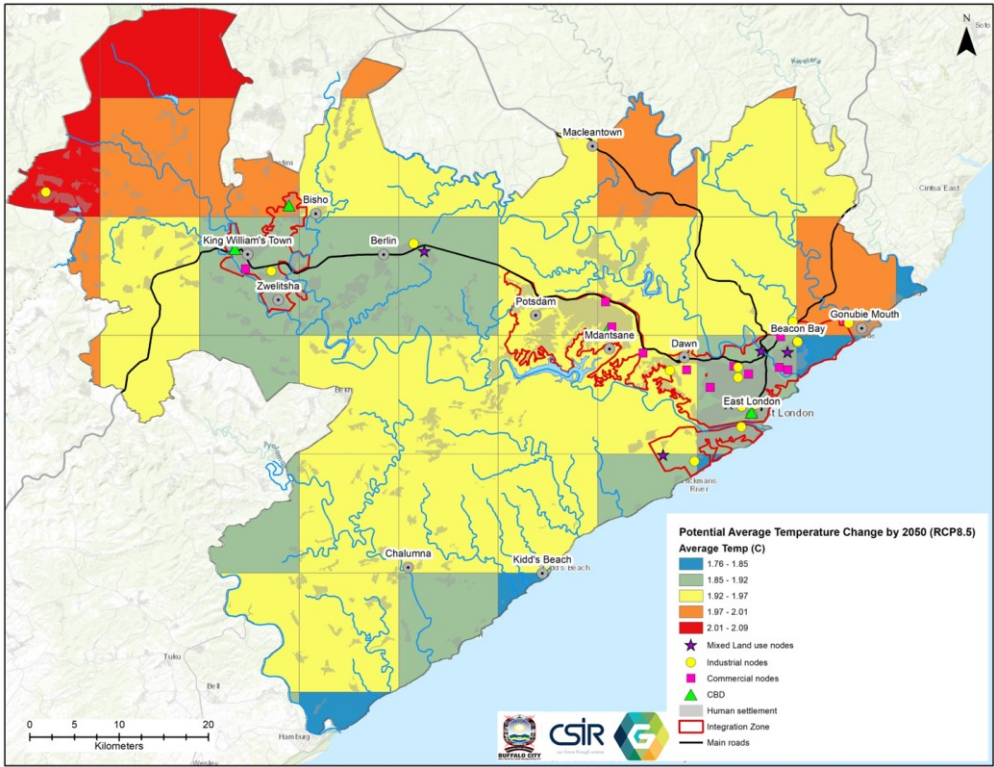


Figure B.26A: BCMM Climate Change Projection: Average change in temperature in °C by 2050 - RCP 4.5: low emissions and high mitigation scenario (Projection Source: Green Book, 2019)

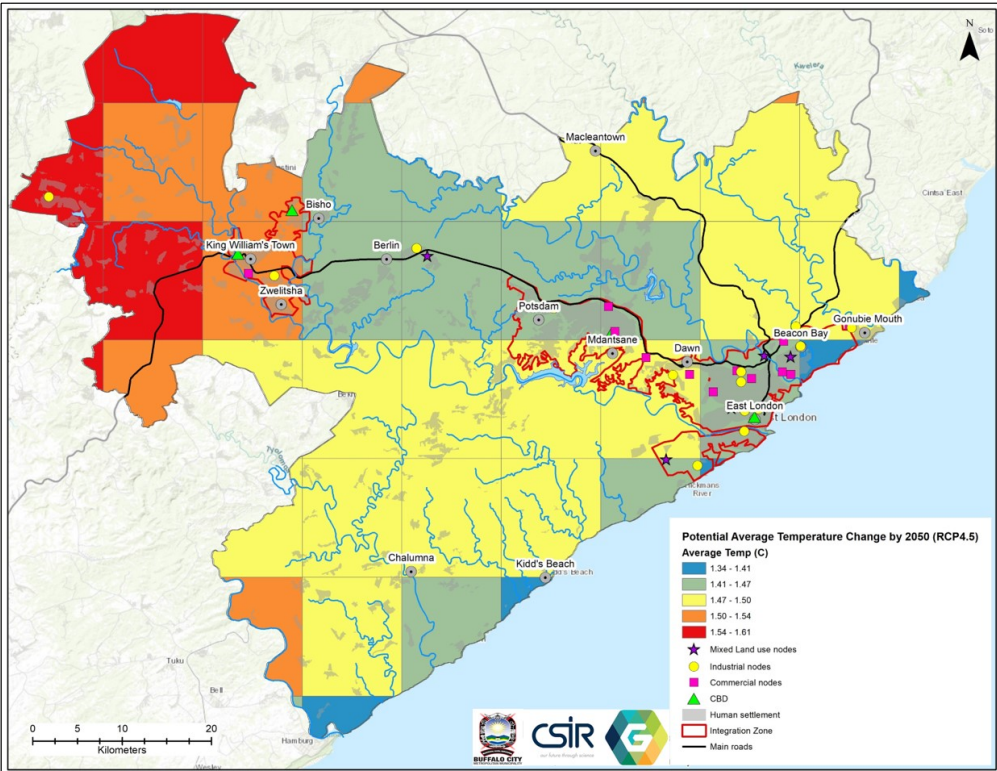


Figure B.26B: BCMM Climate Change Projection: Average change in temperature in °C by 2050- RCP 8.5: high emissions and low mitigation scenario (Projection Source: Green Book, 2019)

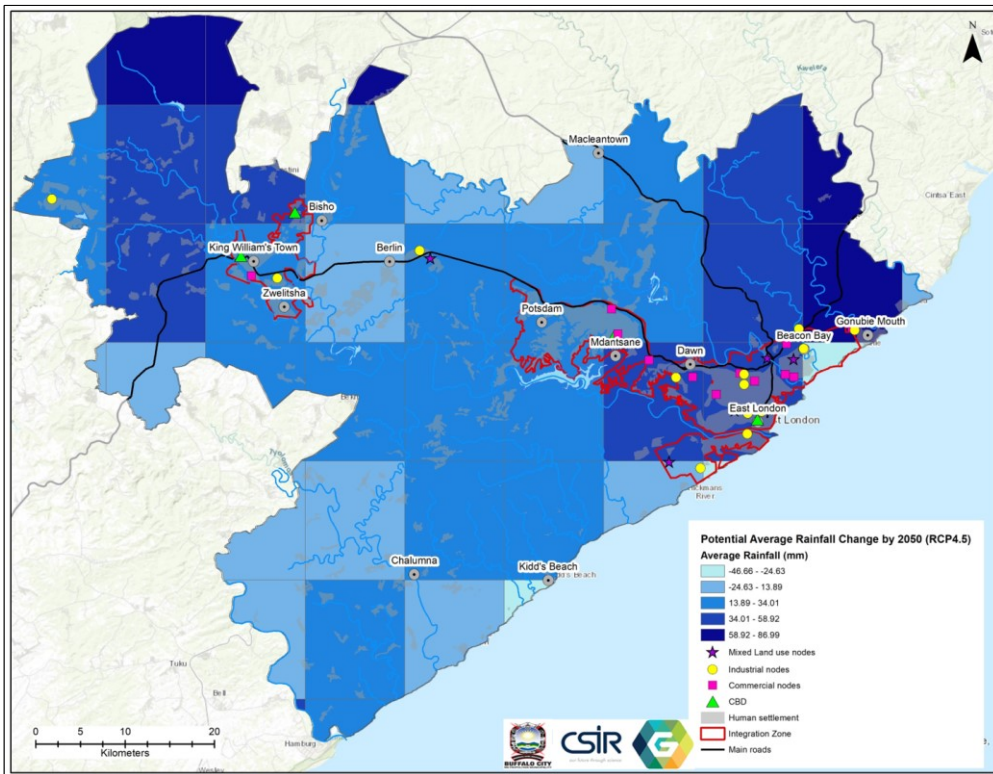


Figure B.27A: BCMM Climate Change Projection: Average change in rainfall (mm) by 2050 - RCP 4.5: low emissions and high mitigation scenario (Projection Source: Green Book, 2019)

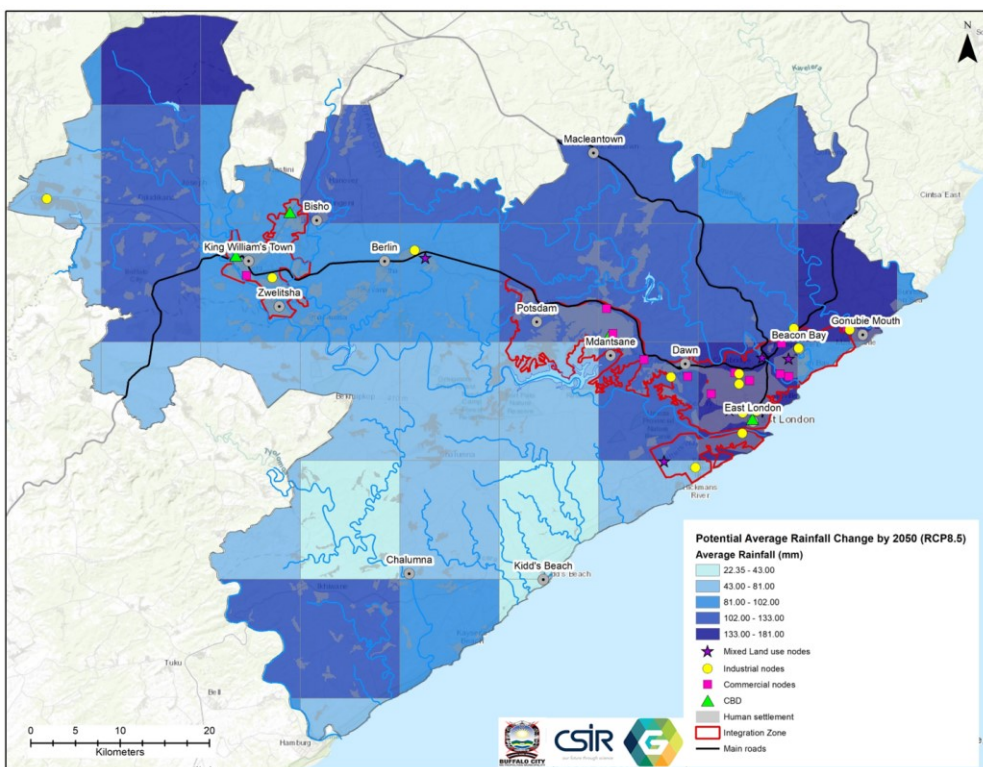


Figure B.27B: BCMM Climate Change Projection: Average change in rainfall (mm) by 2050 RCP 8.5: high emissions and low mitigation scenario (Projection Source: Green Book, 2019)

It is predicted that the City will experience very hot days annually, by 2050, the coastal region will have an increase of about 0.5 number of hot days whilst the midland and inland regions will experience 2.5-5.6 number of hot days (Figure B.28A and B.). Heat stress can be dangerous to humans and to fauna and flora.

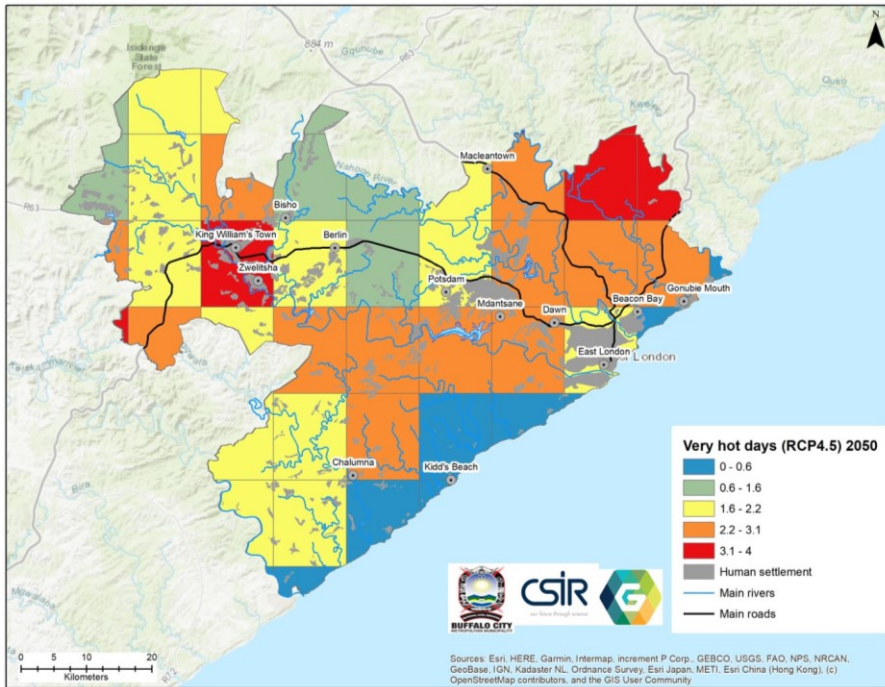


Figure B.28A: BCMM Climate Change Projection: Number of hot days experienced annually - RCP 4.5: low emissions and high mitigation scenario (Projection Source: Green Book, 2019)

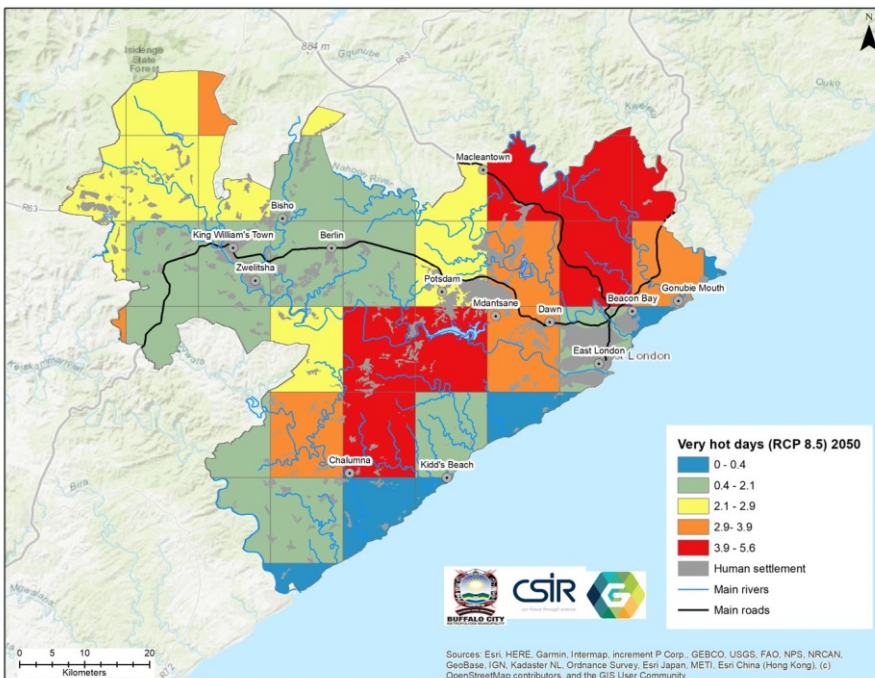


Figure B.28B: BCMM climate change projection: number of hot days experienced annually - RCP 8.5: high emissions and low mitigation scenario (Projection Source: Green Book, 2019)

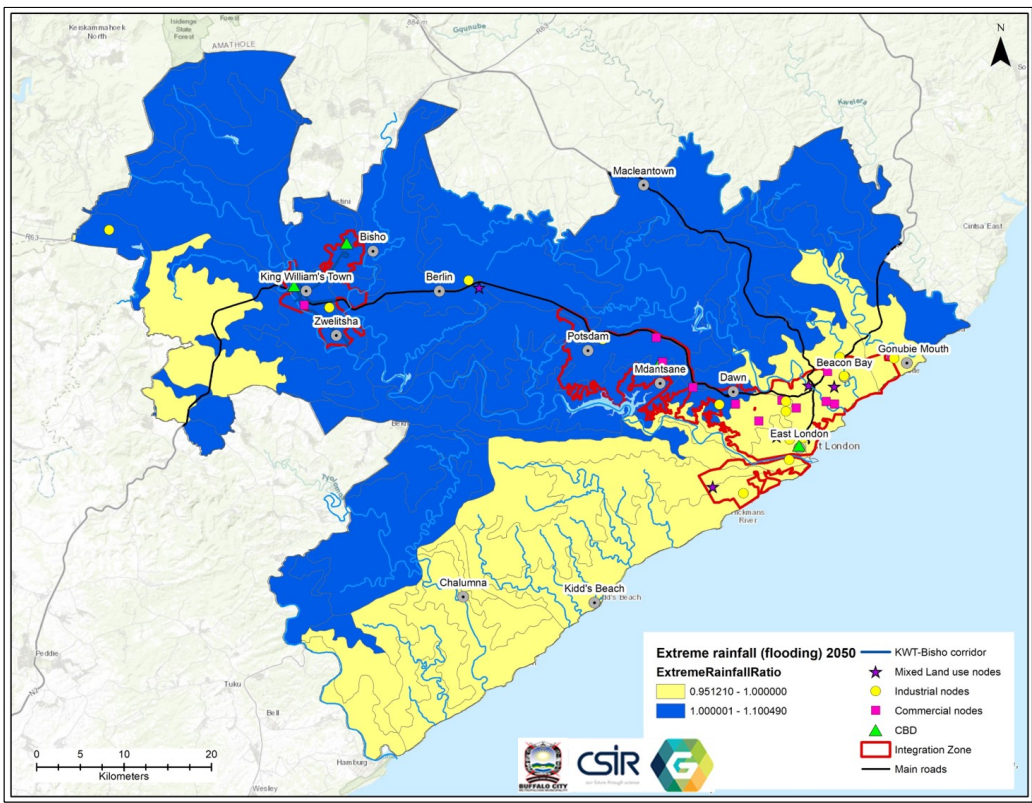


Figure B.29: BCMM Climate Change Projection: Extreme rainfall (flooding) (Projection Source: Green Book, 2019)

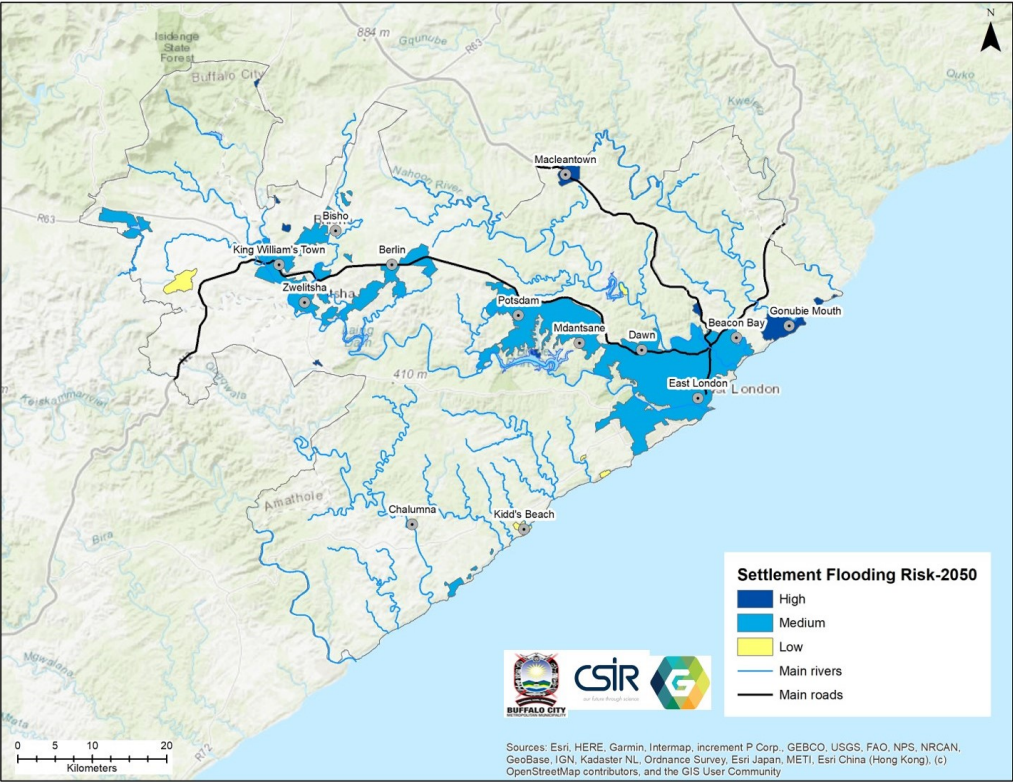


Figure B.30: Settlement Flooding Risk (Source: Green Book, 2019)

The climate change projections show that the inland and midland regions of Buffalo City will experience an increase in extreme daily rainfall whilst the coastal region will experience less days of extreme daily rainfall (Figure B.29). The City's infrastructure can be at risk as extreme rainfall can result in flooding, particularly in informal settlements. 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 0.77 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 Qonce (King William's Town) area.
- The City's East London CBD will experience low risk of increase in drought tendencies whilst the Qonce Town area will experience a high risk of increase drought tendencies (Figure B.31).

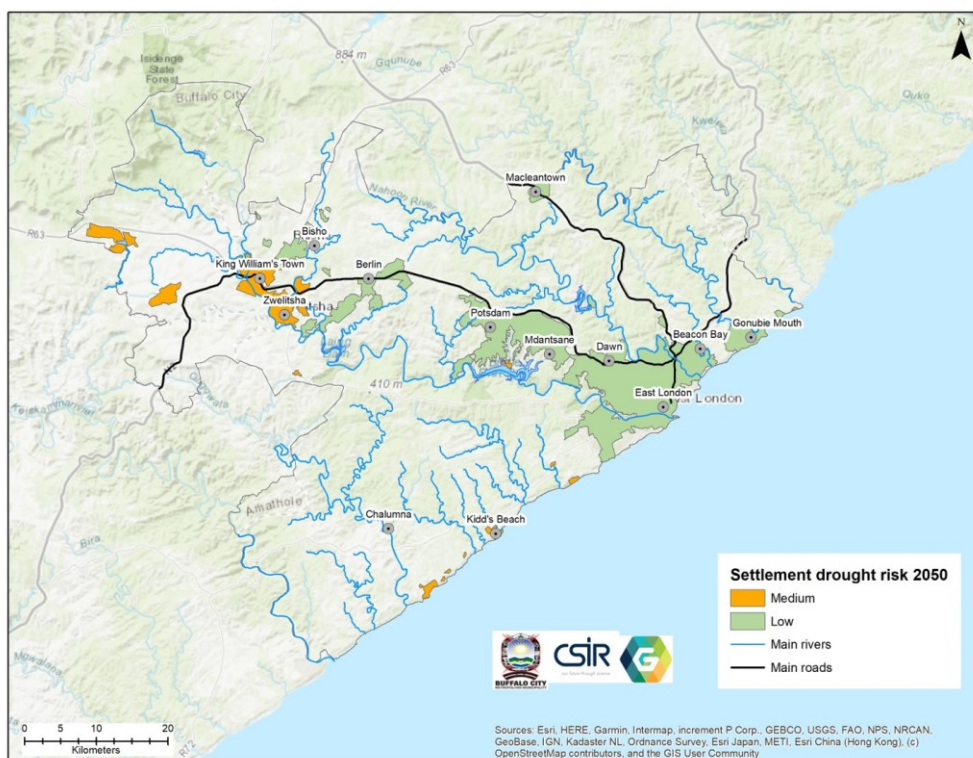


Figure B.31: Standardised Precipitation Index and increase in drought tendencies (Projection Source: Green Book, 2019)

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 Qonce (King William's 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.

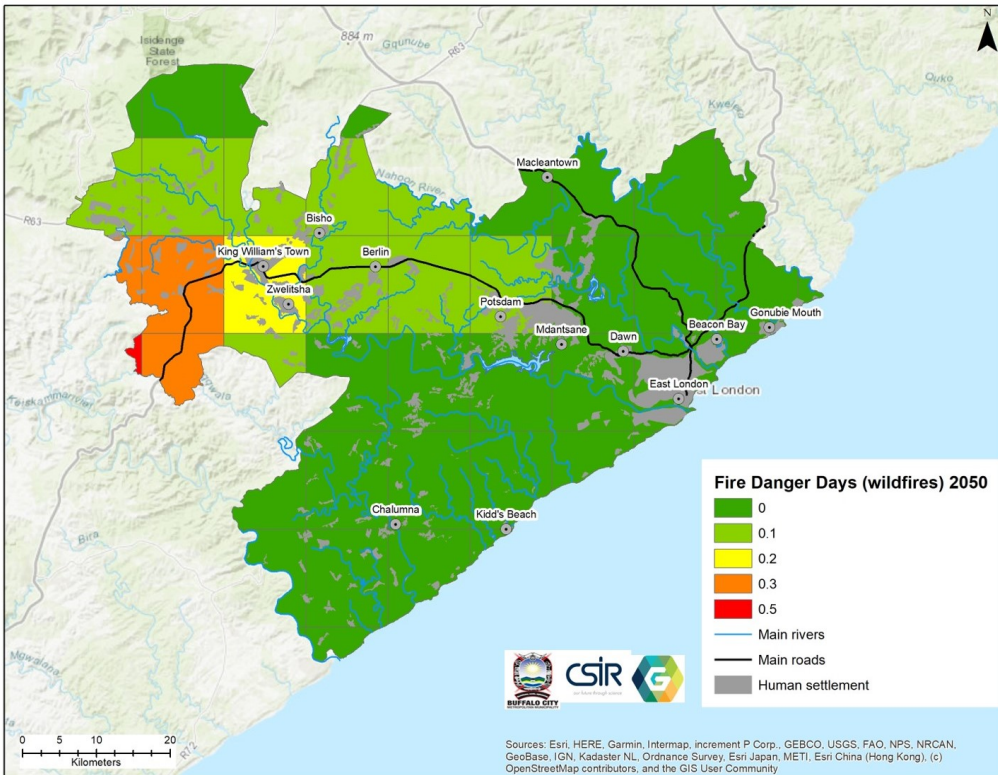


Figure B.32: BCMM Climate Change Projection: Fire Danger Days (Source: Green Book, 2019)

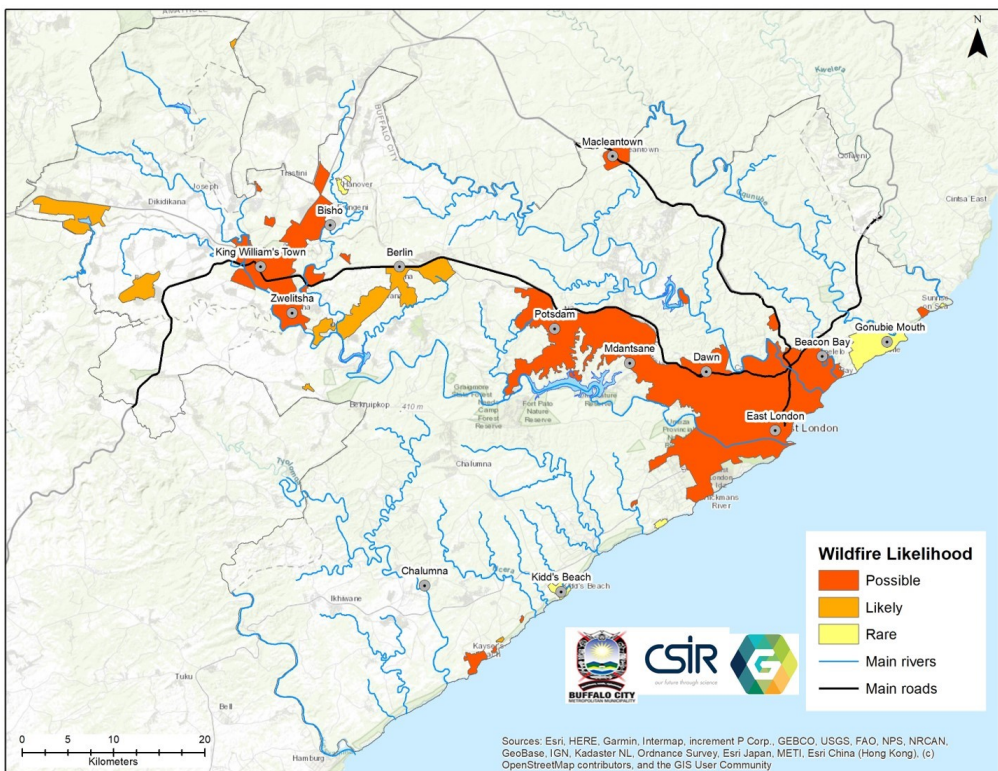


Figure B.33: BCMM Climate Change Projection: Increase in Wildfires (Source: Green Book, 2019)

Settlement fabric vulnerability

Settlement fabric (infrastructure) vulnerability within Buffalo City indicates vulnerable areas based on informal structures, areas with population densities, and where there is a lack of access to basic services (electricity, water, sanitation and refuse removal). Settlement fabric vulnerability is from the lowest settlement fabric vulnerability to the highest settlement fabric vulnerability. Based on the settlement fabric vulnerability maps (Figure B.34A and B), Duncan Village and the Nompumelelo settlements have the highest settlement fabric vulnerability, this means that they can have the highest climate change risk as climate change can affect infrastructure (fabric). Areas such as Mzamomhle (Gonubie), Airport informal settlements and Mdantsane then follow with moderate to high settlement fabric vulnerability. Areas including Gonubie, Beacon Bay, Bonza Bay, Nahoon, Dotchester Heights, Vincent, Cambridge have low settlement fabric vulnerability

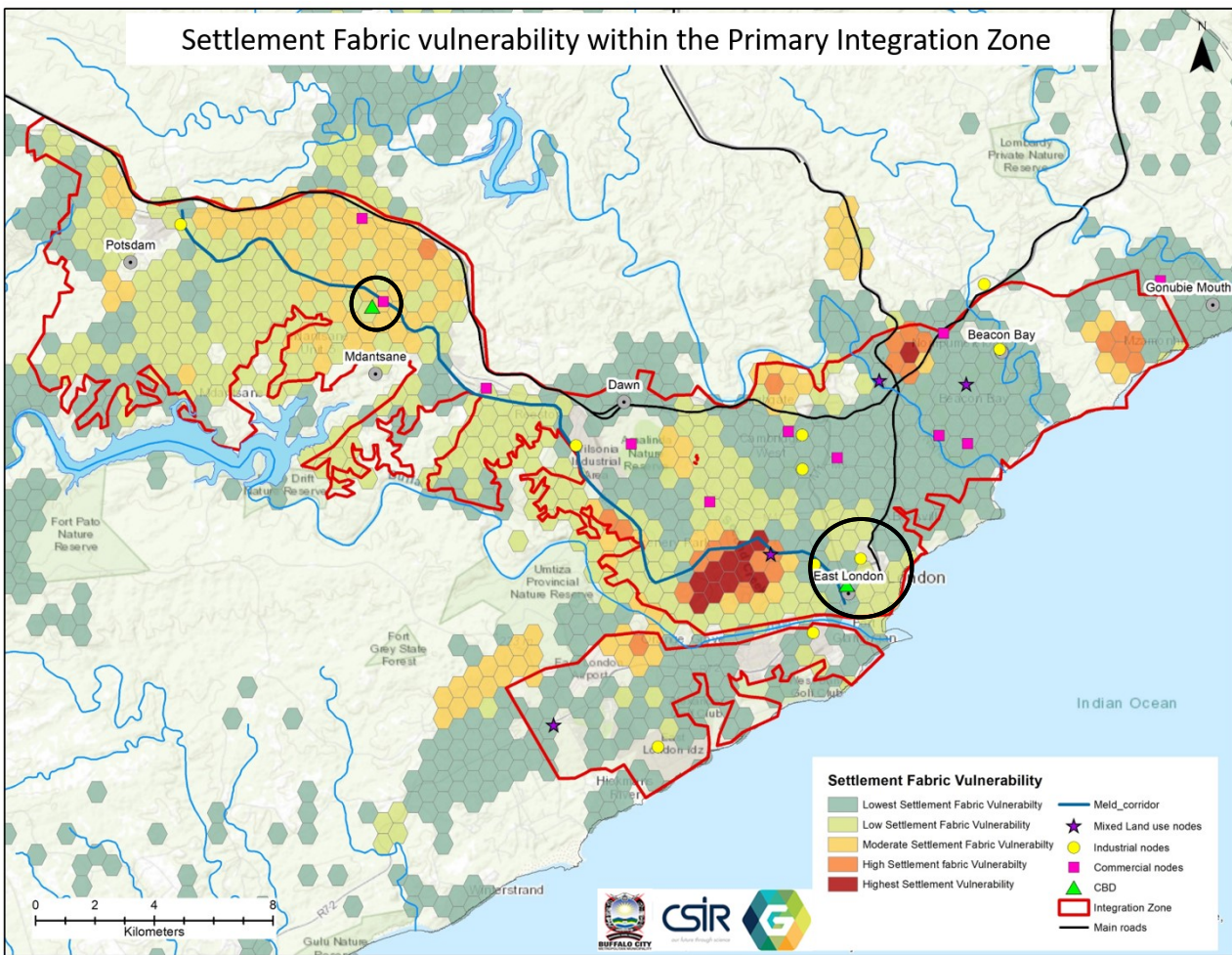


Figure B.34A: Settlement fabric vulnerability within the Primary Integration Zone.

Source: CSIR Green Book & BCMM Draft Climate Risk and Vulnerability Assessment (2020)

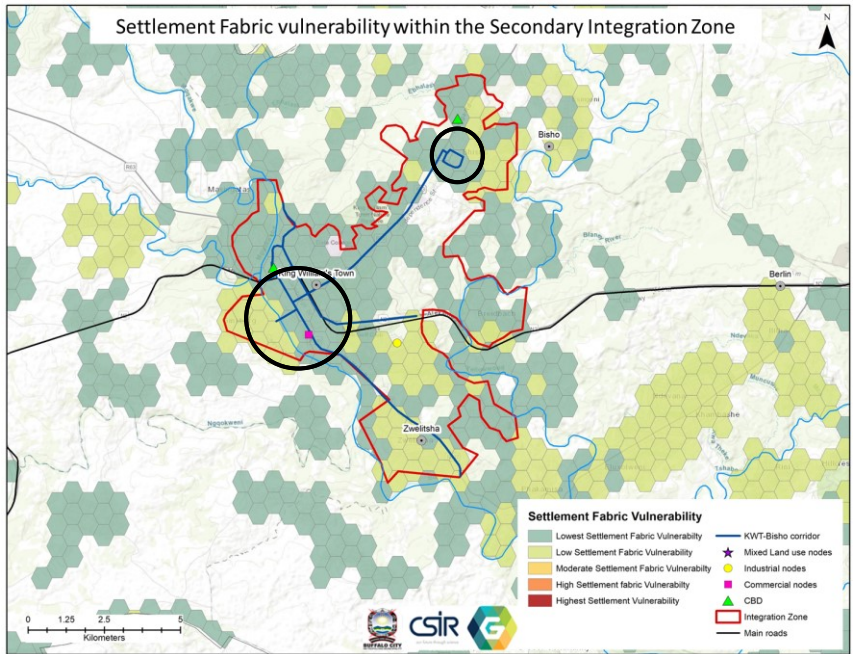


Figure B.34B: Settlement fabric vulnerability within the Primary Integration Zone and the Secondary Integration Zones.

Source: CSIR Green Book & BCMM Draft Climate Risk and Vulnerability Assessment (2020)

Socio economic vulnerability

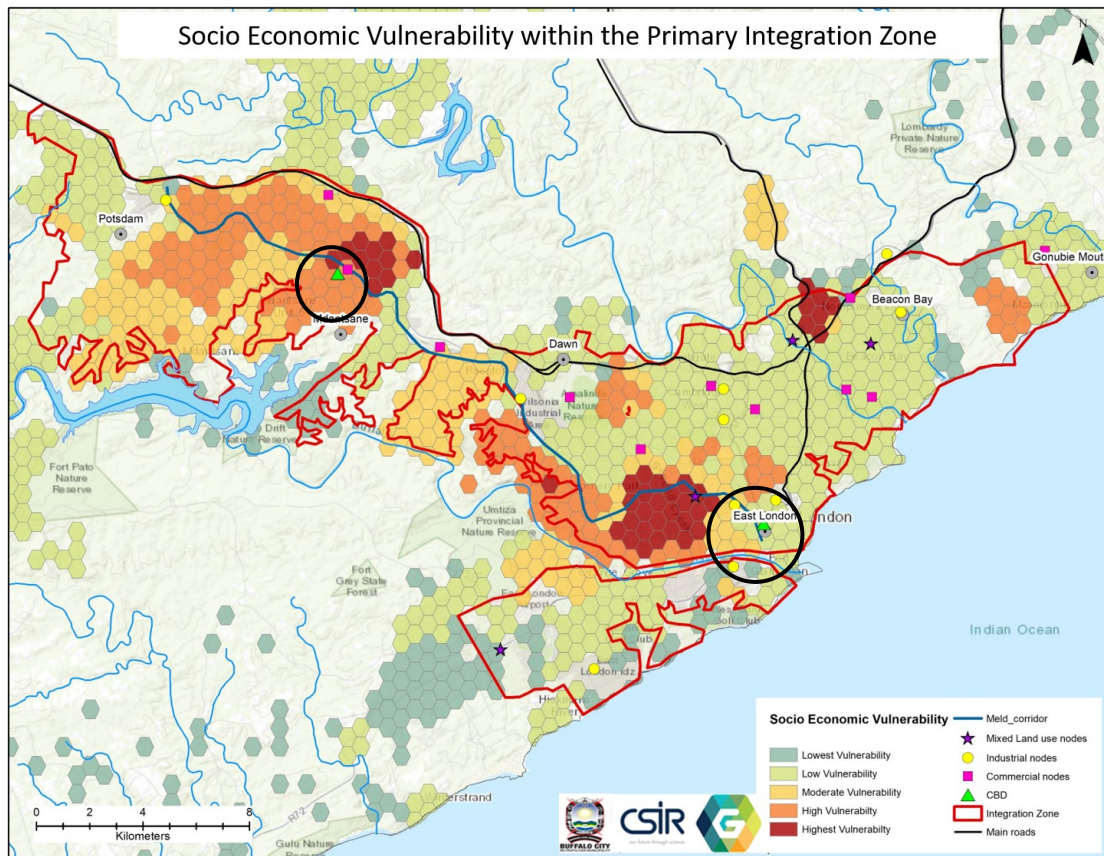


Figure B.35A: Socio economic vulnerability within the Primary Integration Zone

Source: CSIR Green Book & BCMM Draft Climate Risk and Vulnerability Assessment (2020)

Socio economic vulnerability of households living within the city was determined by Health status (child mortality and HIV infection rates), Education level (literacy and level of education), Income composition (poverty levels and unemployment) and Household composition (household size and age dependency). The vulnerability is mapped from the lowest socio-economic vulnerability to the highest socio-economic vulnerability. The Duncan Village area, Nompumelelo near Beacon Bay and parts of Mdantsane have the highest socio-economic vulnerability, which puts them at a high risk of being affected by climate change. Areas such as Beacon bay, Nahoon, Dorchester Heights, Vincent have low vulnerability based on socio-economic factors.

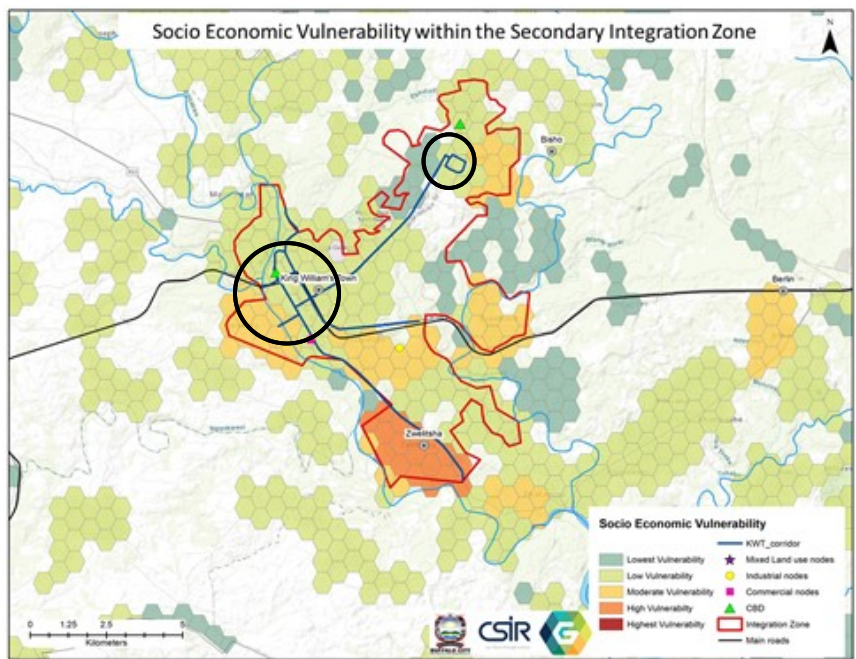


Figure B.35B: Socio economic vulnerability within the Secondary Integration Zone

Source: CSIR Green Book & BCMM Draft Climate Risk and Vulnerability Assessment (2020)

The table below shows the different factors (physical infrastructure, settlements, socio-economic factors and natural/environmental factors) that potentially influence the magnitude that climate change affects the City. For instance, an informal settlement poses a higher risk of being damaged by flooding as compared to a normal brick house. Also, during a flood episode, rivers can be inundated, affecting nearby infrastructure etc. 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.

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

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.36: 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:

- a) Build an inner city that is functional and liveable
- b) 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)
	<ul style="list-style-type: none"> • A BCMM Workplace Study is needed to define the needs of BCMM for accommodation at the Civic Centre.

Precinct Design Civic Centre Complex and ancillary uses	<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

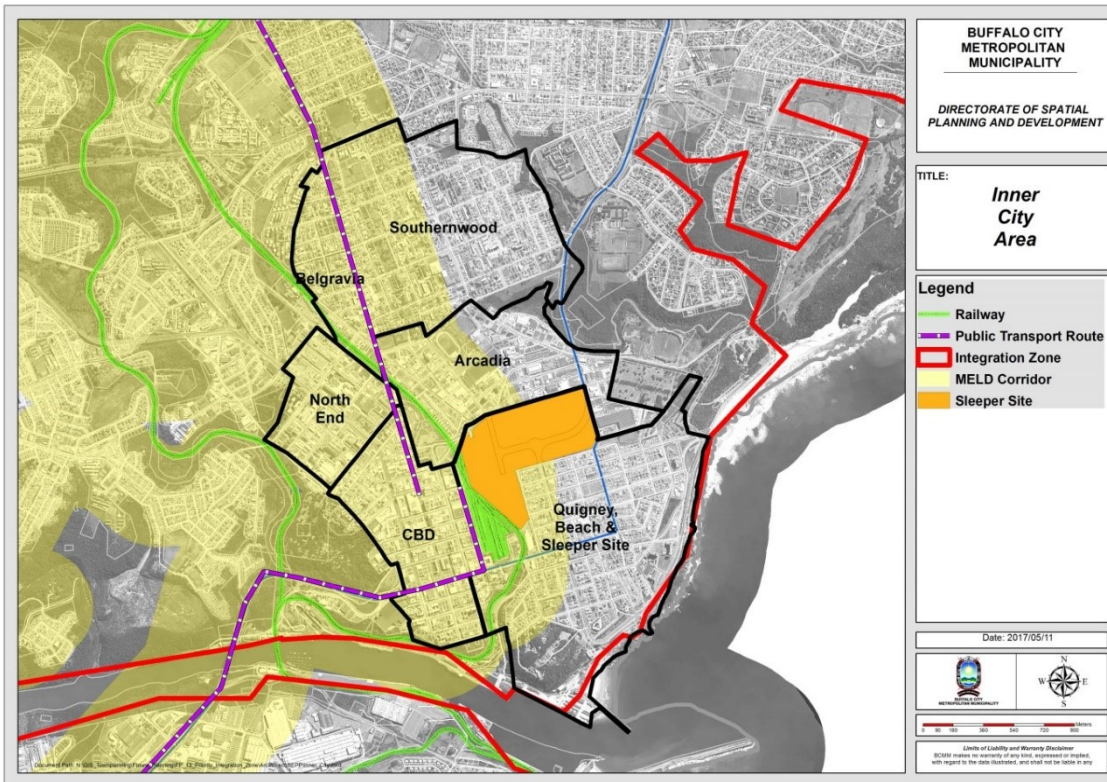


Figure B.37: Plan depicting the Inner City (Source: BCMM Spatial Planning and Development)

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.

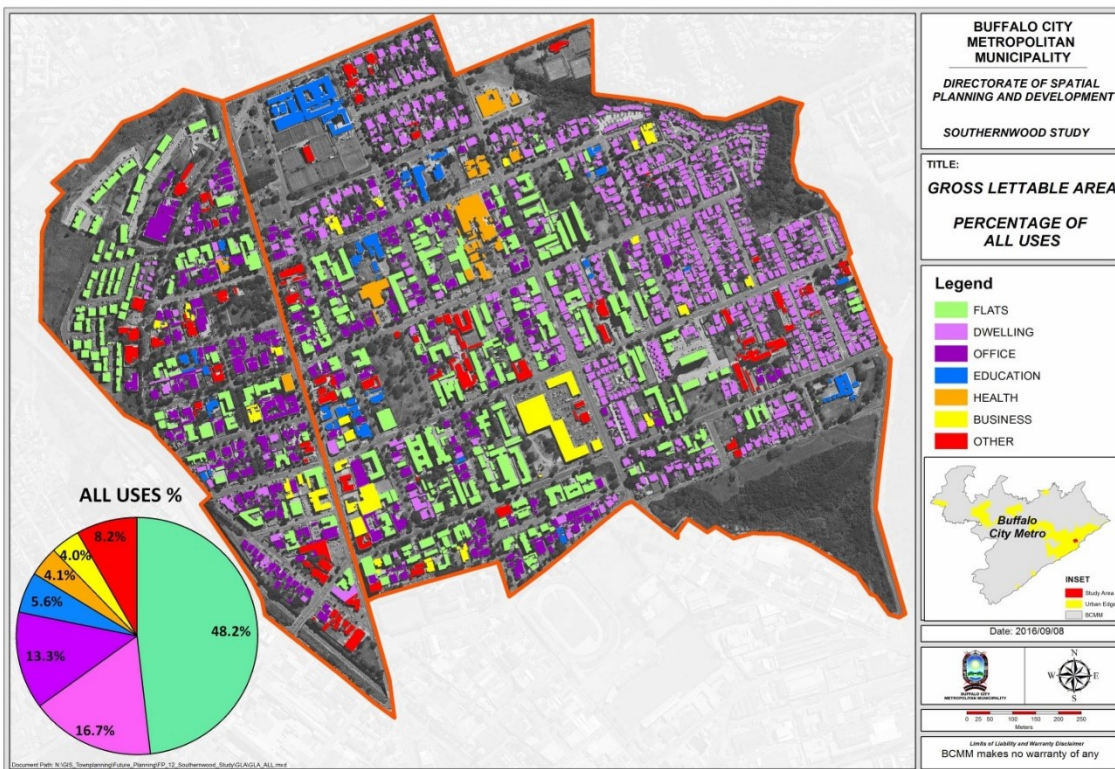


Figure B.38: Southernwood, Belgravia Inner city land use plan (Source: BCMM Spatial Planning and Development)

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

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.

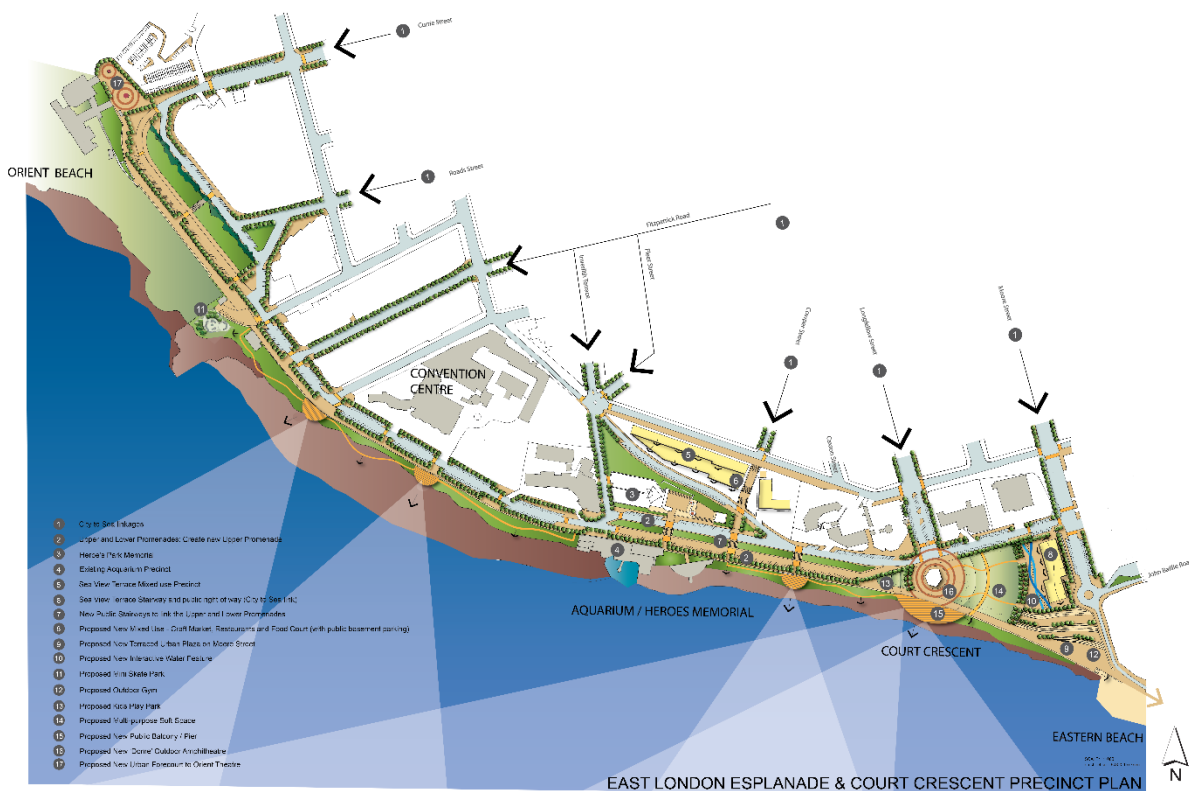


Figure B.39: Proposals for the East London Beachfront (Source: Precinct Plan for the East London Beachfront, 2017)

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.

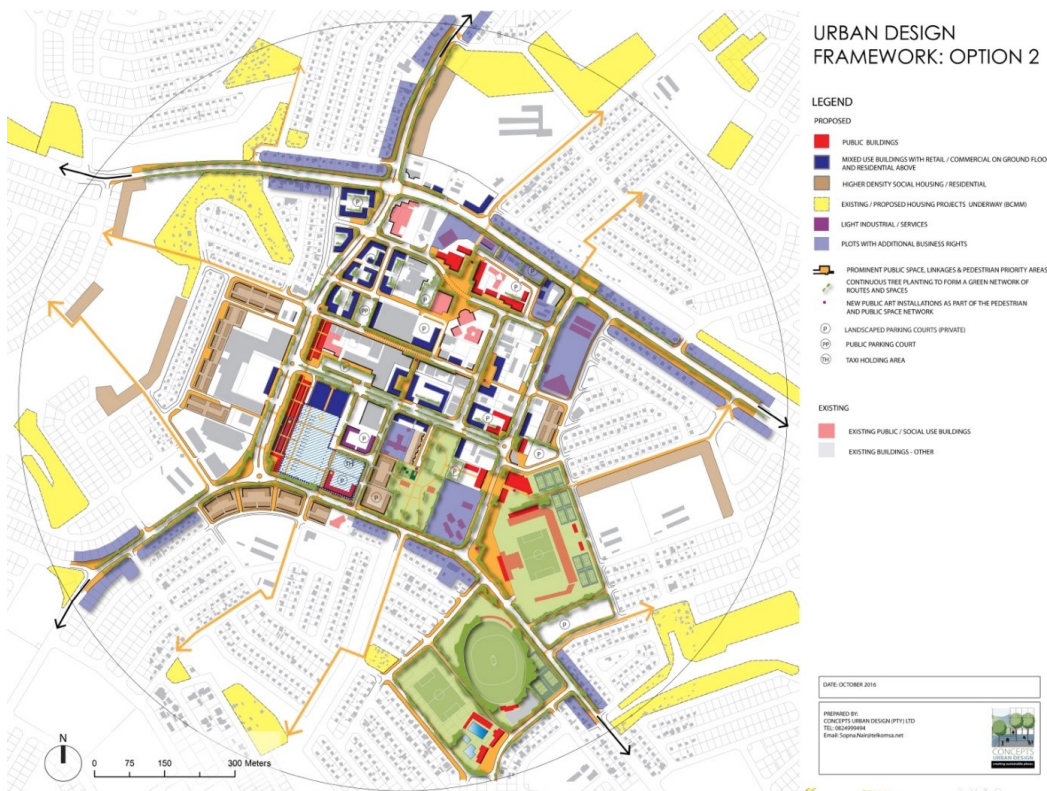


Figure B.40: Mdantsane Urban Hub Precinct Concept Plan - Preferred Option (Source: Precinct Plan for the Mdantsane Urban Hub, 2016)

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 workshopped. 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.

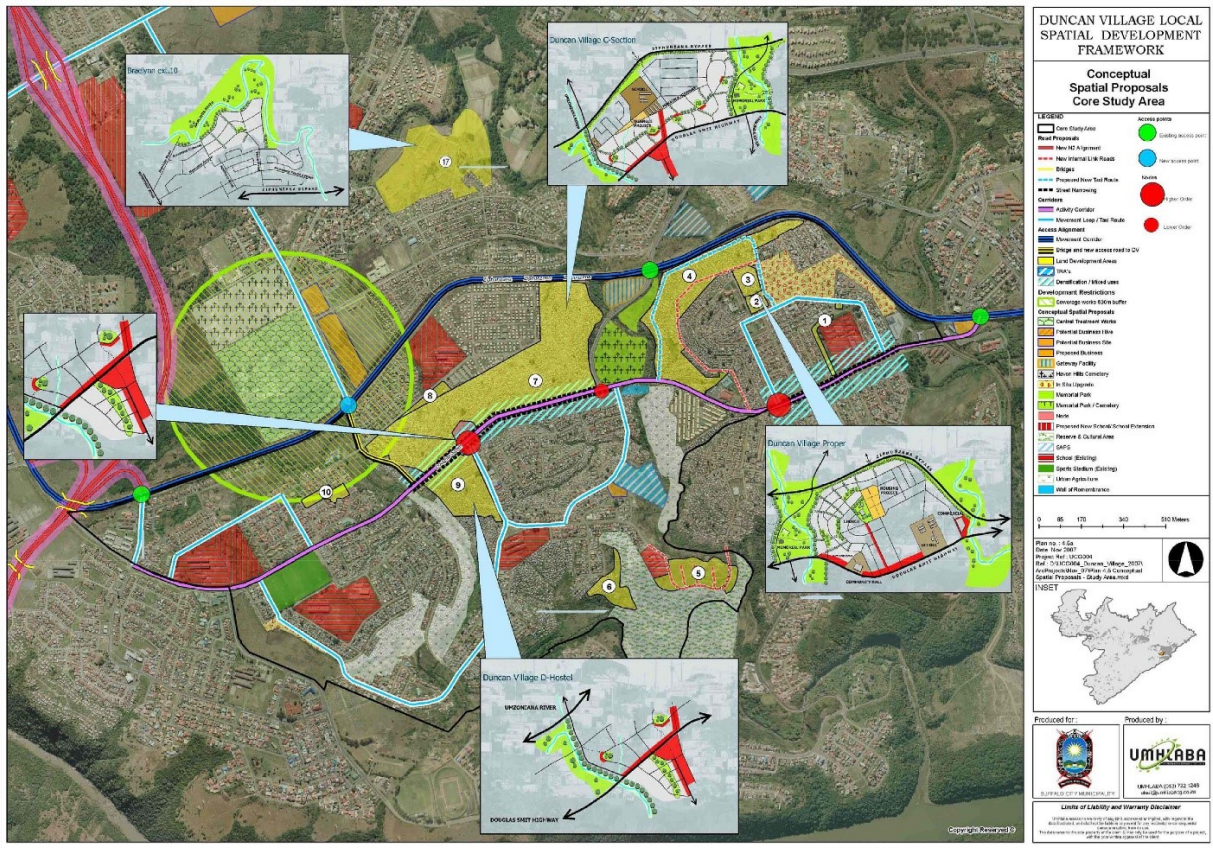


Figure B.41: Duncan Village Spatial Proposals (Source: Duncan Village LSDF, 2009)

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.

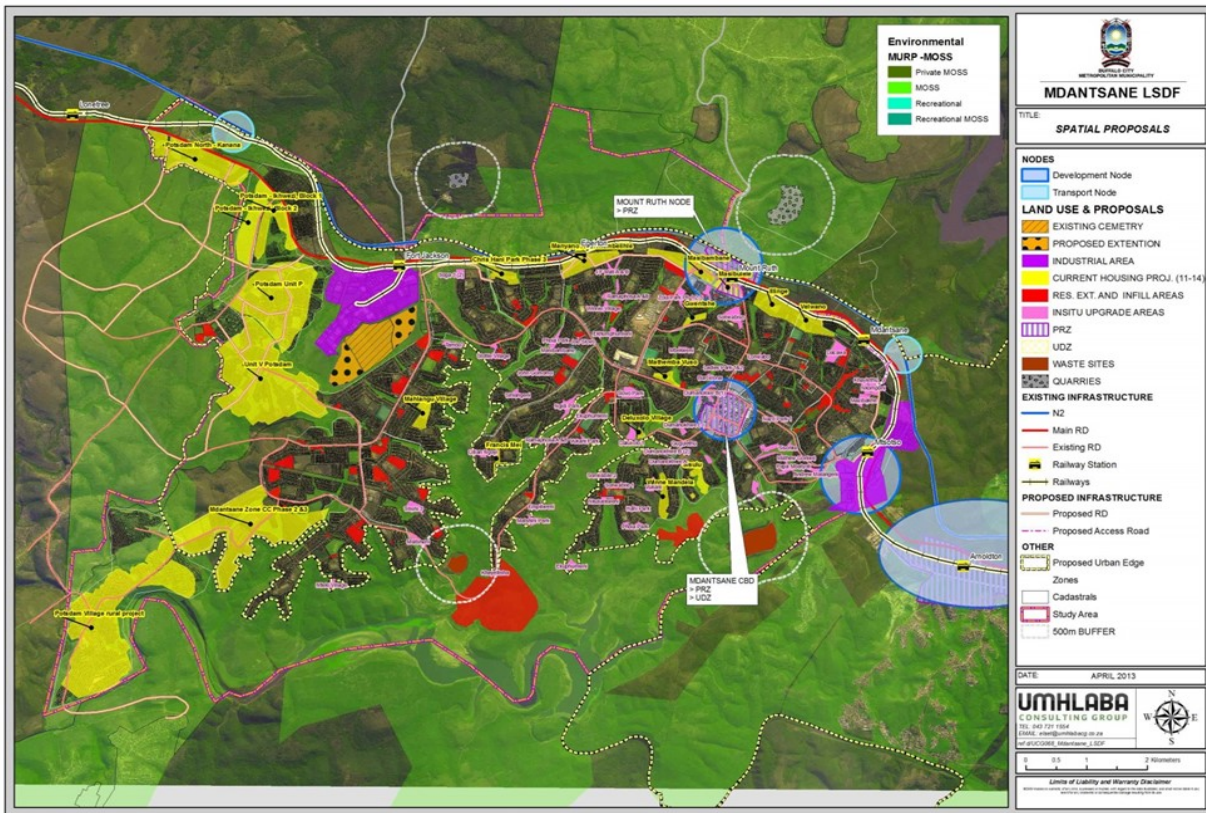


Figure B.42: Mdantsane Township: Spatial Proposals (Source: Mdantsane LSDF Review, 2013)

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
	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

Infrastructure Development Programme	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.

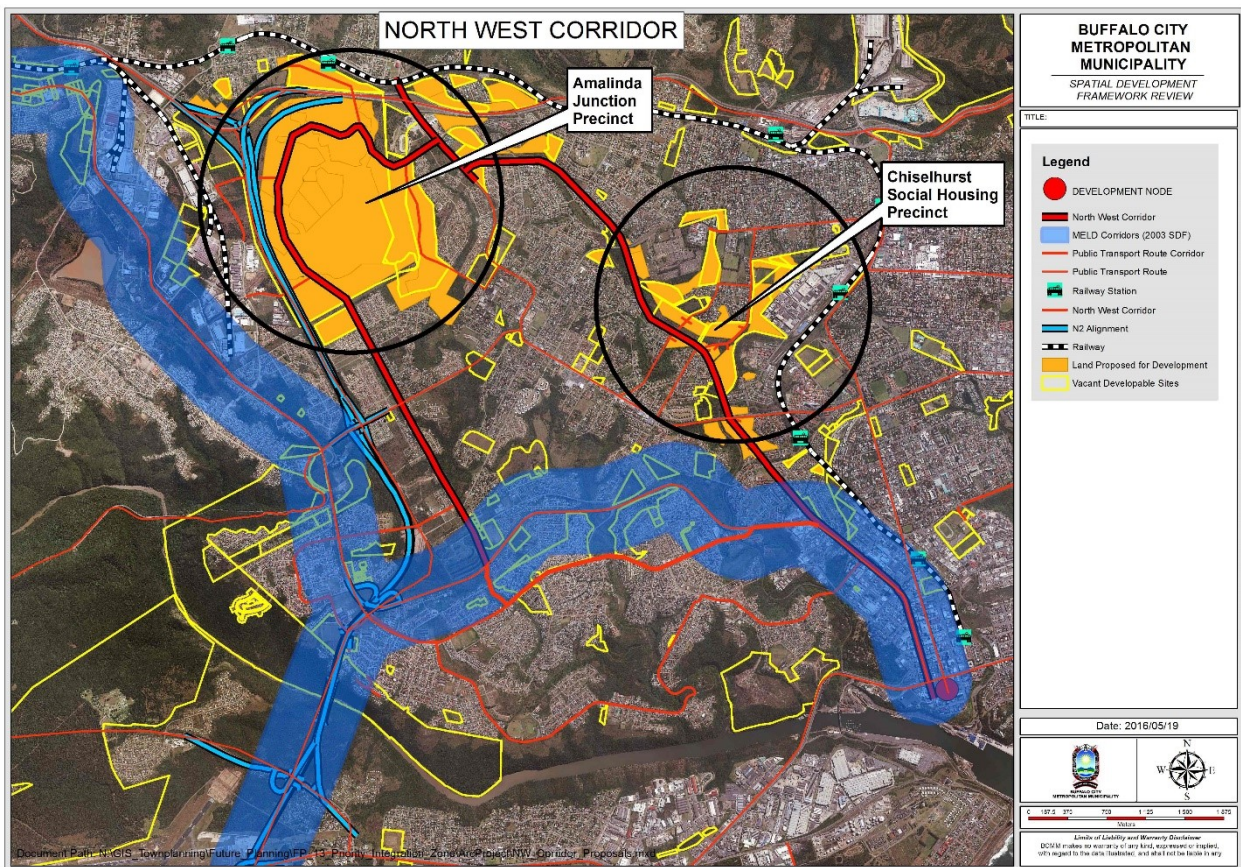


Figure B.43: North West Corridor showing the two major Precincts (Source: BCMM Spatial Framework Review, 2013)

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.

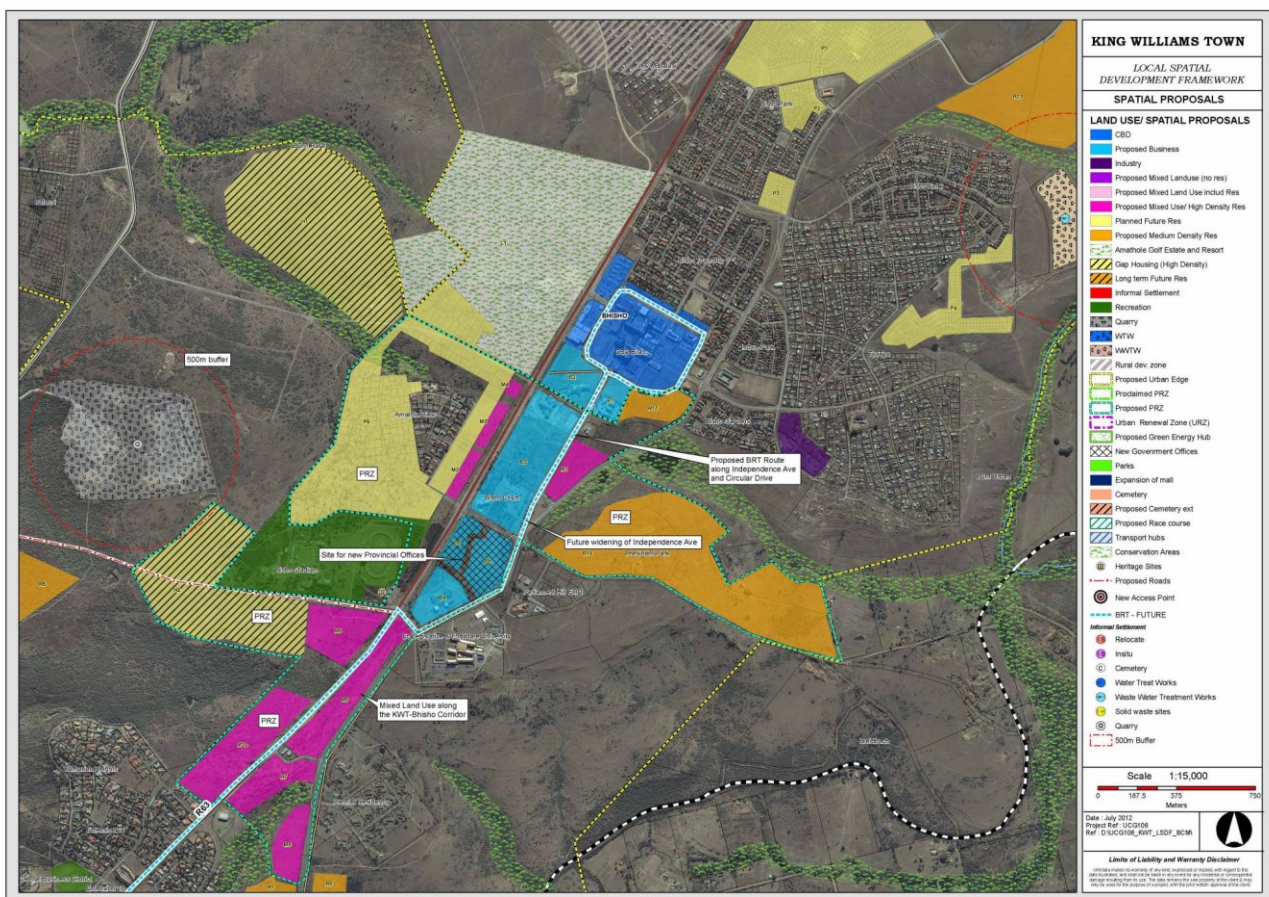


Figure B.44: Bhisho Revitalisation Precinct (Source: Bhisho King William's Town LSDF, 2013)

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.45: Bhisho Precinct with proposed public transport route (Source: Bhisho King Wiliam'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.
- Business Needs Assessment Plan. The project clarifies areas where the city can intervene and support to improve competitiveness and reduce the cost of doing business in the industrial areas.
- Integrated Agriculture and Rural Development Strategy.
- BCMM Tourism Sector Growth Strategy.
- Finalization of the SMME Strategy
- BCMM Cooperative Development Strategy
- BCMM 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 Ntabozuko (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.

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

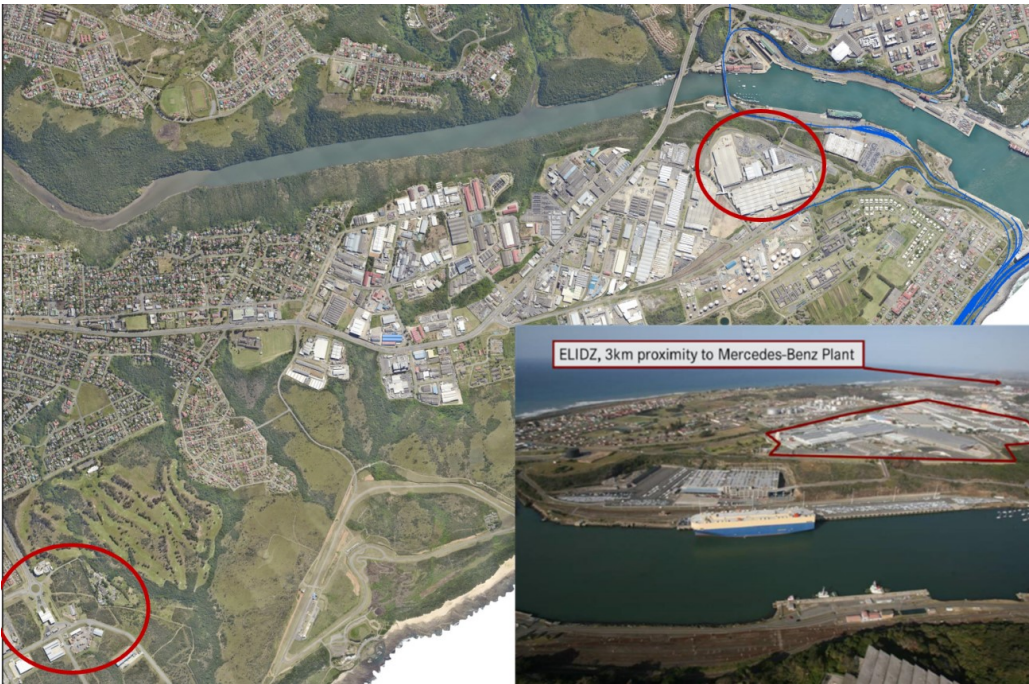


Figure B:46: Proposed expansion of the Mercedes Benz Plant

B2.4.2 Port of East London

The Port of East London has outlined a pipeline of projects to the value of R974m in the next three years and over R4,5bn over a seven year period. These projects include the Refurbishment of the Latimer's Landing, Realignment of the Northern Breakwater, Strengthening and deepening of the N-Berth (Automotive Terminal), Replacement of Tugs, Tourism, Leisure and Refurbishment and Replacement of the Graving dock Jib cranes as part of Operation Phakisa.



Figure B.47: Proposed Port expansion – Medium to Long Term (Source: Port of East London)

The above-mentioned projects, in the main, forms part of the short term plans for the Port of East London which speaks to Revenue enhancement and Navigational safety. Expansion of the Port through the creation of outer turning basins, extension of the breakwaters, and deepening of the entrance channel to accommodate larger vessels is part of the port's long-term plans, which begin in 2033.

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, Ntabozuko (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.48: Proposals for the Dimbaza Eco-Industrial Park

B2.4.5 East London Airport

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. Continued collective efforts will be required to address land invasions.



Figure B.49: Proposed airport expansion plan (Source: ACSA 2022)

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 through the BCMM IGR, IDP and One-Plan processes. These engagements are ongoing, and the Metro has striven to move towards greater joint planning processes through formalised engagement with all three spheres of government.

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;

3. East London CBD and Inner-City Regeneration
4. MELD Corridor Central
5. Mdantsane Urban Hub
6. West Bank Logistics Hub / Corridor (Port – MBSA – IDZ – Airport)
7. Bhisho – Qonce (King William’s Town) – Zwelitsha Corridor

Further, prioritised programme preparation related to the development of strategic industrial / economic nodes outside the Integration Zones include:

8. Ntabozuko (Berlin) Node
9. Dimbaza Node

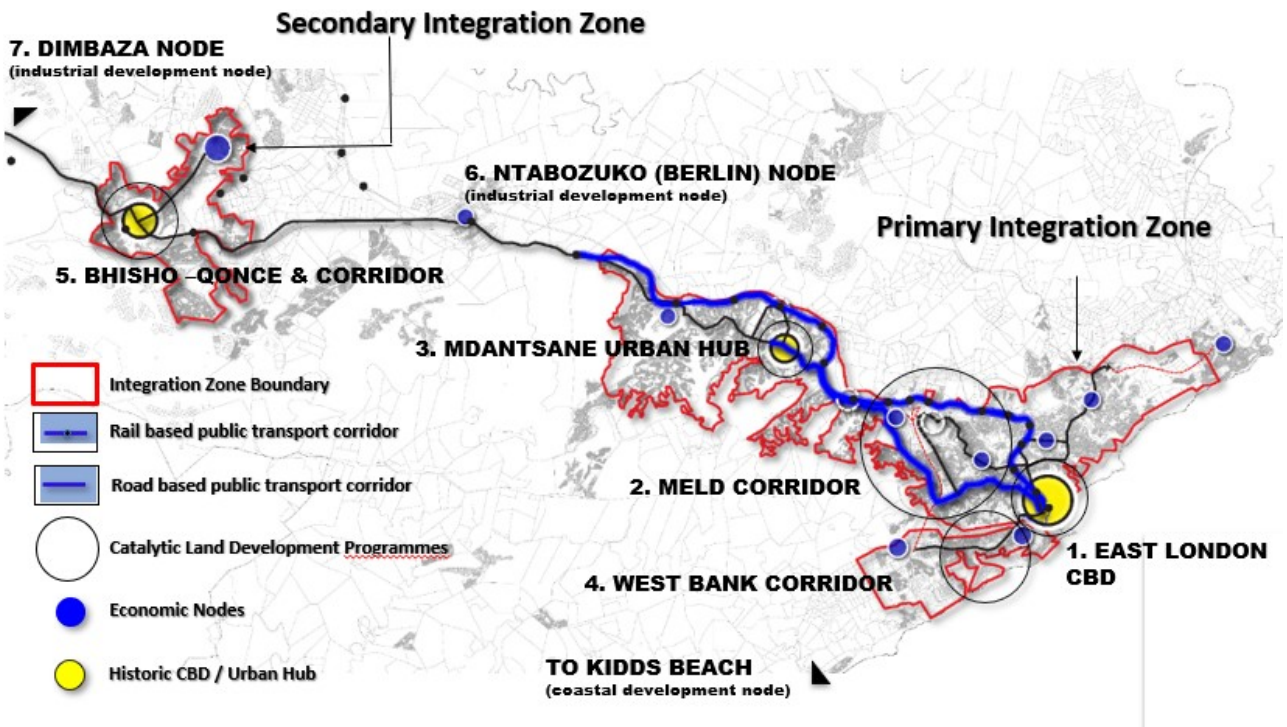


Figure C.1: BCMM: Catalytic Urban Development Programmes (Source: BCMM BEPP 2023-24)

C2. CATALYTIC LAND DEVELOPMENT PROGRAMME PREPARATION

Sections C3, D1.2 and E1 of this document contain detailed schedules of the Catalytic Urban Development Programmes of the BEPP 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.



Figure C.2: BCMM: Current and planned projects within the East London CBD Urban Development Programme (Source: BCMM BEPP 2023-24).

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 Sections C3, D1.2 and E1 of this document.

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 (EPMO) 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.

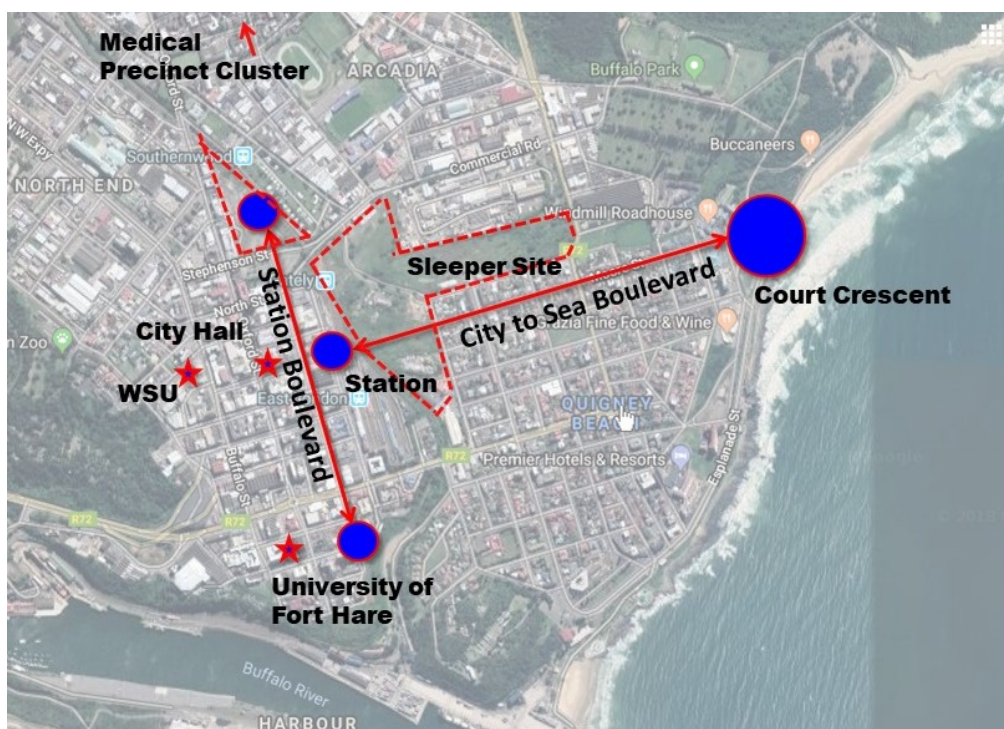


Figure C.3: BCMM: Anchor Projects: Inner City Catalytic Urban Development Programmes (Source: BCMM BEPP 2019-20)

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.

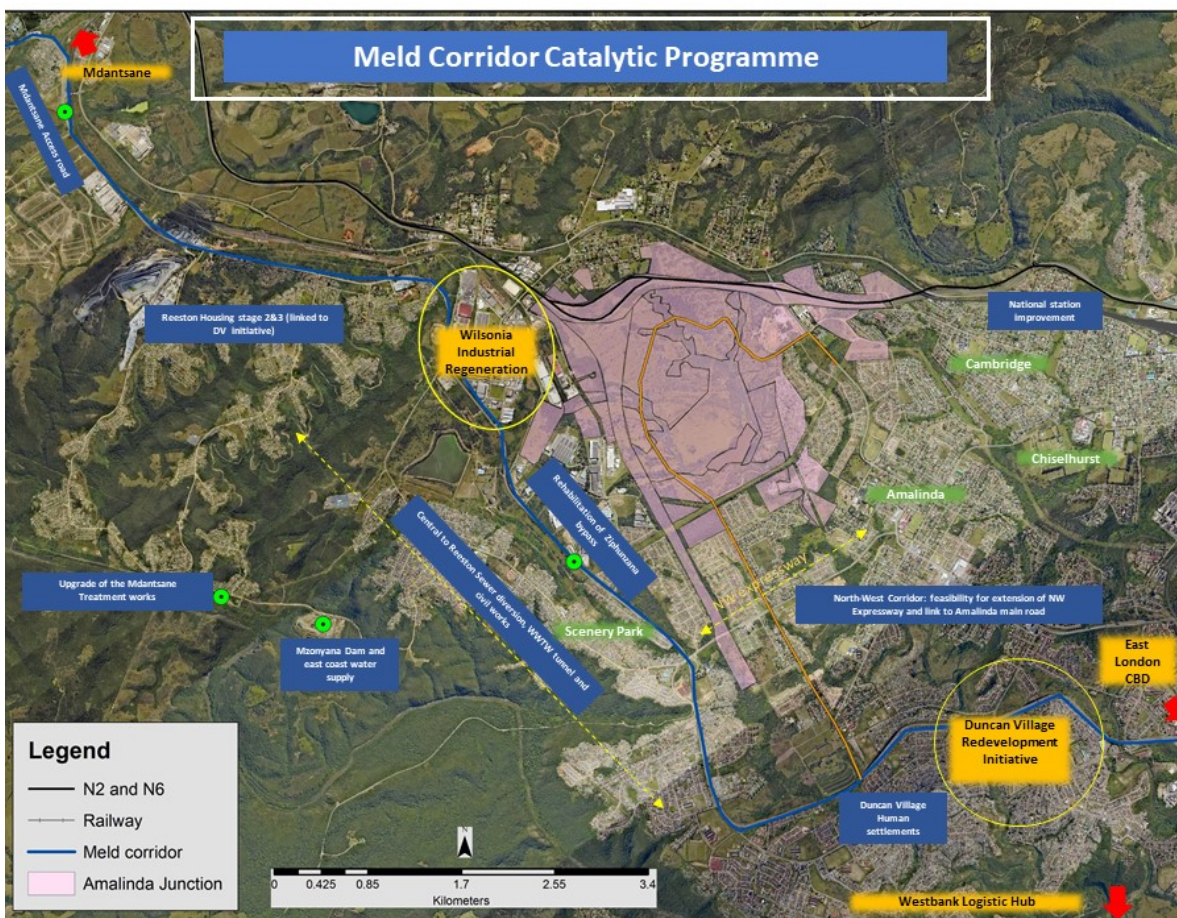


Figure C.4: BCMM: Current and planned projects within the MELD Corridor Urban Development Programme. (Source: BCMM BEPP 2023-24)

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 Sections C3, D1.2, and E1 of this document.

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.

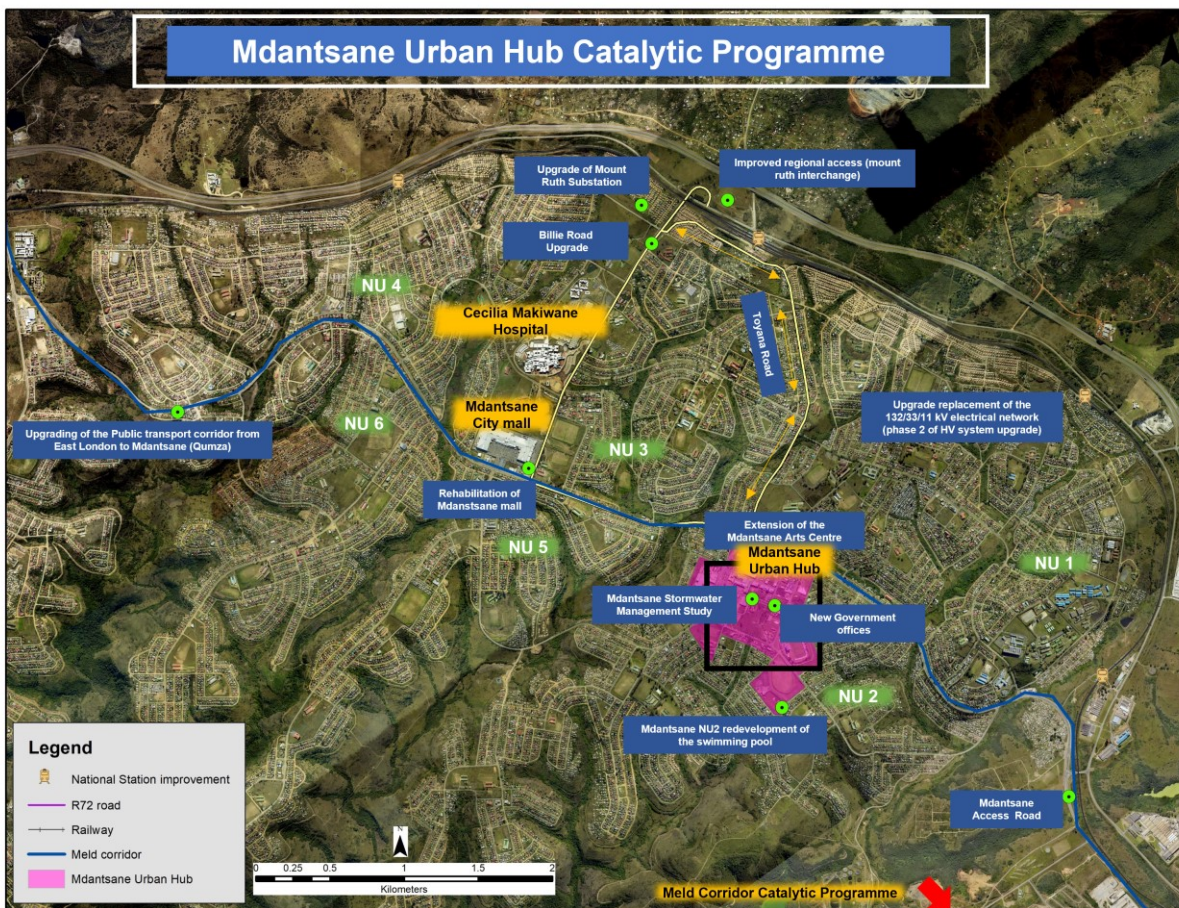


Figure C.5: BCMM: Current and planned projects within the Mdantsane Urban Hub Urban Development Programme. (Source: BCMM BEPP 2023-24)

Details of current and planned projects within the above Urban Development Programme are found in Sections C3, D1.2 and E1 of this document. 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 the improve the regional accessibility to the hub via Billy Road.

C2.4 West Bank Logistics Hub / Corridor Programme

The West Bank area is BCMM’s core economic and employment hub and as described in earlier sections of the document, this area has been identified as the Priority Zone 1 in the 2020 SDF. Over the past few years, the West Bank has seen considerable private sector expansion, driven mostly around the recent MBSA W206 investment (of more than R10 billion) and which has seen more than 20 component suppliers located in the East London Industrial Development Zone (ELIDZ) in the West Bank.

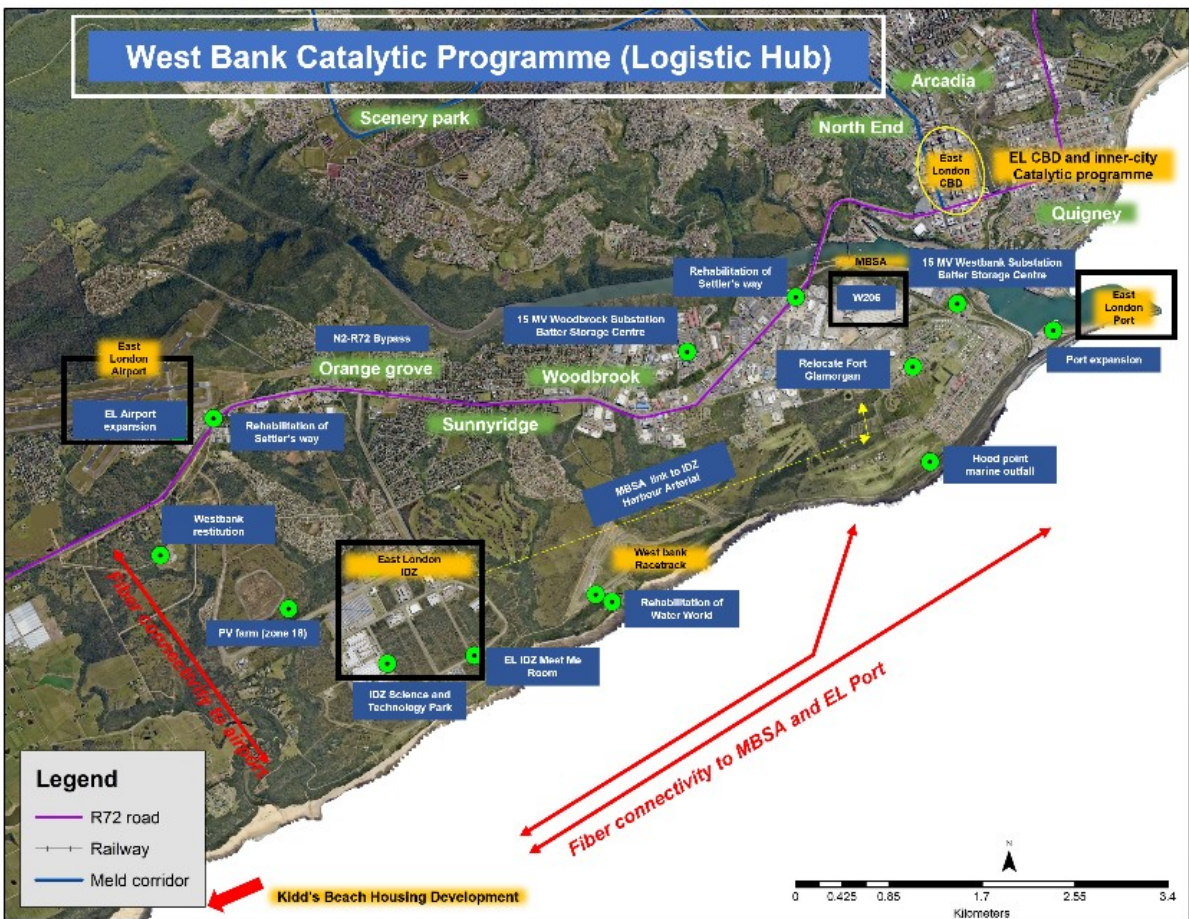


Figure C.6: BCMM: Current and planned projects within the West Bank Economic Corridor Programme. (Source: BCMM BEPP 2023-24)

Stakeholders including the Transnet National Ports Authority (TNPA), Airports Company South Africa (ACSA), the ELIDZ, BCMM, the Department of Economic Development Environmental Affairs and Tourism (DEDEAT), and Mercedes Benz South Africa (MBSA) have come together and jointly planned the development of an East London Smart Logistics Hub, which builds on the opportunities associated with having a top performing exporter, a river-port, back-of-port industrial land with an Special Economic Zone (SEZ), an airport, a race-track (for testing), a science park, a training facility (MBLA), and planned ICT infrastructure (including an ICT centre, under-sea cable landing station, data centre and BPO Park). The global business services sector is a high growth industry for the ELIDZ and West Bank, with more than 15 000 jobs are expected to be created by 2027 (BPESA, GBS Masterplan). The BCMM SDF projects human settlement development upward of 30 000 households over the next 10 years in the West Bank. The proposed infrastructure projects will serve the above massive growth projected for the area over the next few years.

The Catalytic Programme aims to support investment, improve logistics and boost economic performance within the area and 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 Sections C3, D1.2 and E1 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

C2.5 Qonce (Previously King William's Town) - Bhisho – Zwelitsha Development Programme

This KWT – Bhisho – Zwelitsha Programme is made up primarily of the historic CBD / hub of Qonce 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 Sections C3, D1.2 and E1 of this document.

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

- Zwelitsha Regional Bulk Sewage Scheme
- Bhisho-King Water infrastructure
- Kei Road Bulk Water Scheme

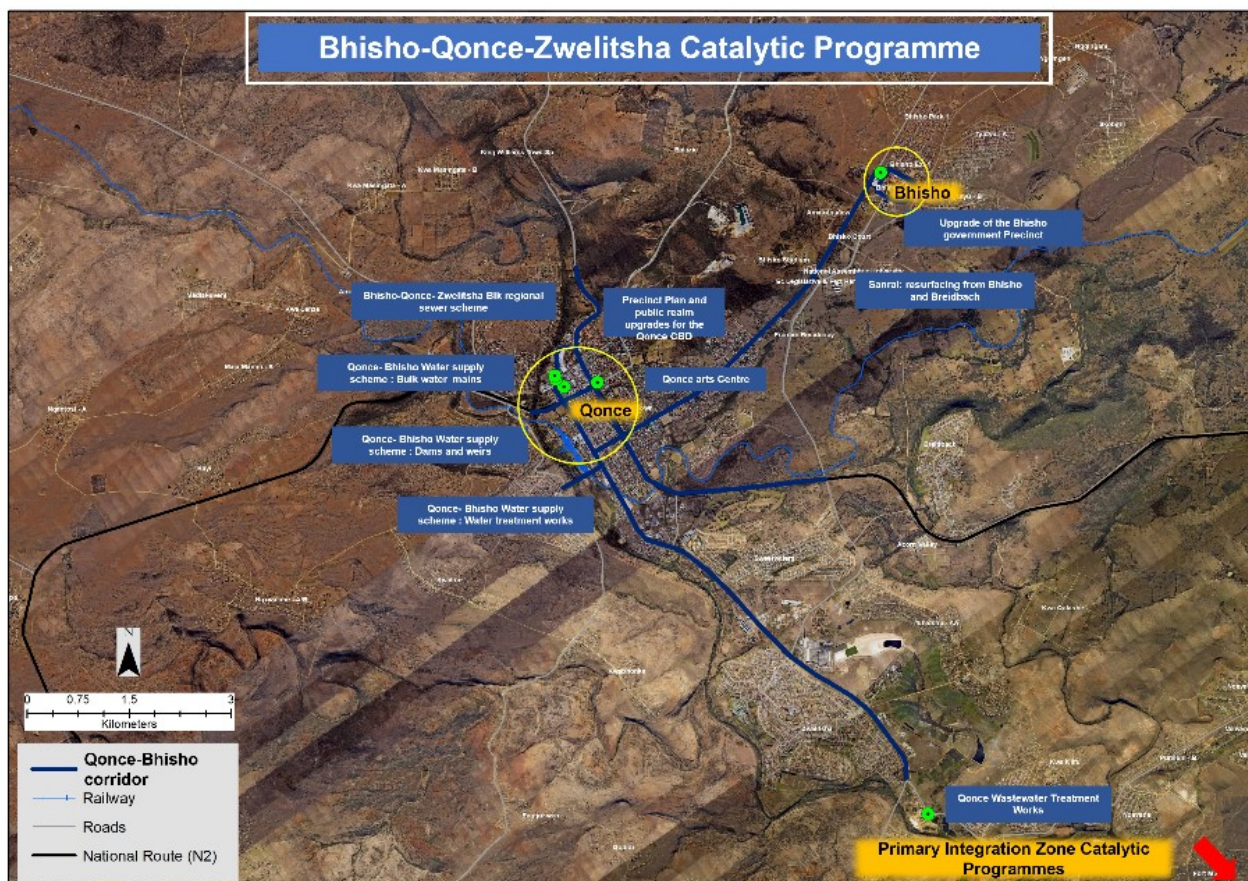


Figure C.7: BCMM: Current and planned projects within the Qonce (King William's Town) / Bhisho Urban Development Programme. (Source: BEPP 2023-24)

C 2.6 Ntabozuko (Berlin) Node

The Ntabozuko Industrial Area is one of the largest industrial areas in the city by size but remains largely vacant. The node has been identified in the BCMM SDF as a Green Energy Hub focussed on renewable energy projects which seek to broaden the energy mix as well as diversify the BCMM Economy. Proposals include manufacturing and agro-processing as part of the Green Energy Hub, Solar Farm proposals by the IDZ and the Bio-fule waste to energy programme.

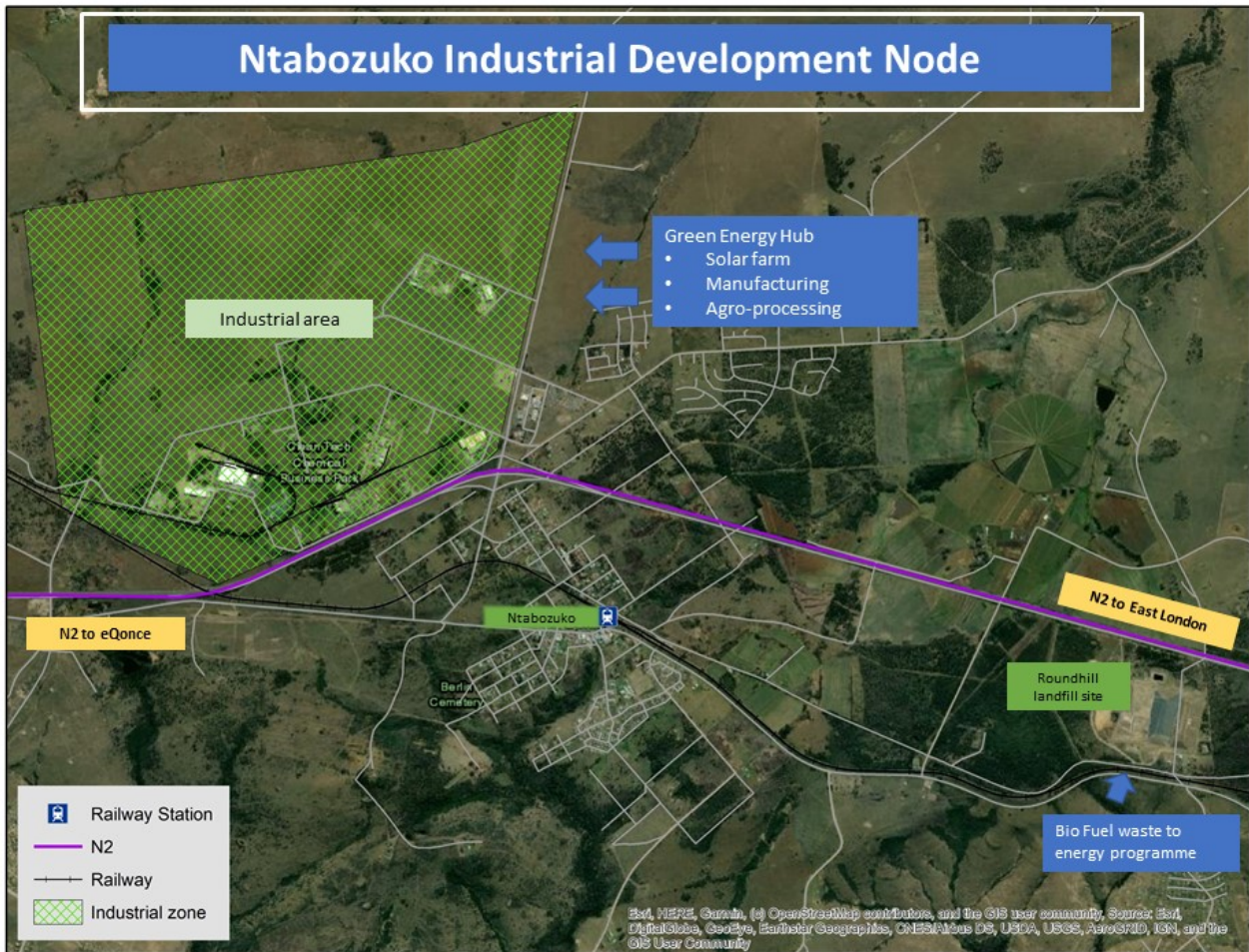


Figure C.8: BCMM: Current and planned projects within the Ntabozuko Industrial Development Programme. (Source: BEPP 2022-23)

C 2.7 Dimbaza Node

A fully fledged business case has been developed for the revitalisation of the Dimbaza Industrial Area, championed by the Eastern Cape Development Corporation (ECDC), supported by the Department of Trade and Industry (DTI) and the Department of Rural Development and Land Reform (DRDLR). The main intervention is the development of an Agri-Park focussing on agro-processing to support the rural economy and to assist with food security.

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

- Development and accommodation of SMME start-ups within the Industrial area
- Development of incentive schemes for potential investors.

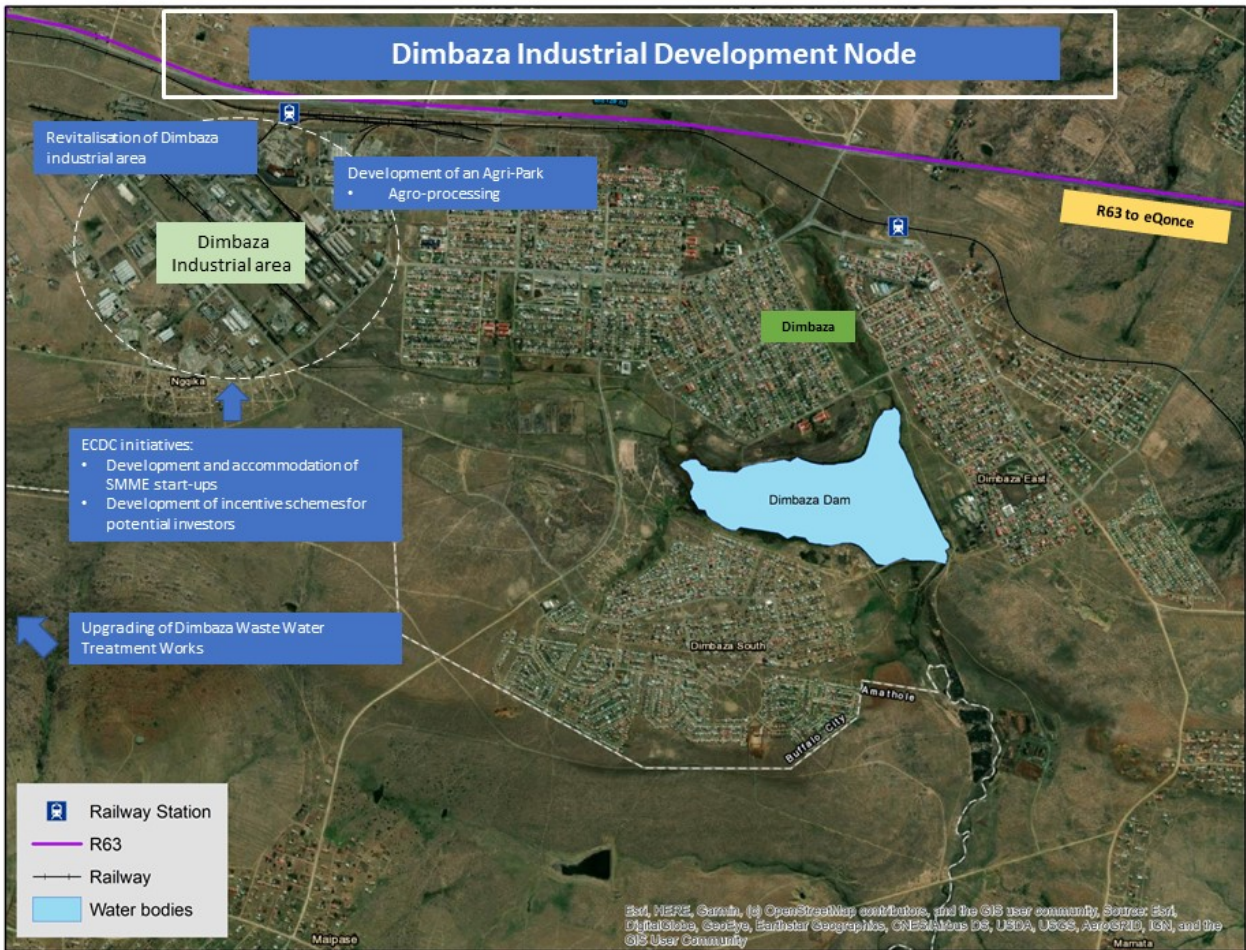


Figure C.9: BCMM: Current and planned projects within the Dimbaza Industrial Development Programme. (Source: BEPP 2022-23)

C2.8 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 Land Development Programme	Precinct / Focus Area	Status of land release
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.

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.
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.
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 its 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

The Intergovernmental Project Pipeline contains details of catalytic projects planned and budgeted for through the IGR Pipeline.

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/2024) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2023/24) (R'000)	SOE (2023/24) (R'000)
Sleeper Site Road	R 213,000			R 15,000 (USDG)		
Court Crescent Implementation (BCMDA)	R 90, 000	R 5,100				
Public Realm Upgrades and Greening(PPPSG)	TBD			(PPPSG carry-over to be applied for)		
Orient Theatre Upgrade (Planned)	TBD	R 1, 500				
Refurbishment of the Aquarium	R 200,000	R 600				
Upgrade of Ubuhlanti Park (Marina Glen B) & Little Mauritius	R 30,000	BCMDA processes underway				
Development of Marina Glen	1,443,000	BCMDA processes underway				
Development of Sea View Terrace	R 267,000	BCMDA processes underway				
Development of the Sleeper Site	TBD	BCMDA processes underway				
Upgrading of the Zoo		R 400				
East London Station Development: Railway Station Precinct (PRASA)	R 133,897					PRASA

Rehabilitation of Latimer's Landing (TRANSNET - East Bank)	TBD					TRANSNET
Rehabilitation of Signal Hill (TRANSNET - East Bank)	TBD					TRANSNET

MELD CORRIDOR CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/24) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2023/24) (R'000)	SOE (2023/24) (R'000)
Mdantsane Access Road	R580,000	R 11, 034				
Duncan Village Redevelopment Initiatives: Human Settlements	TBD			R 19,788 (ISUPG)	R 6,500 (HSDG)	
Duncan Village Tourism Route Development: Phase 1 – Mzonyana and Dr Rubusana Gravesites landscaping and Eco-Park Development	TBD	Preparatory work being done by the BCMDA				
Reeston Housing Stage 2&3 (linked to DV Initiative)	TBD			R 18,500 (USDG)	R 5,000 (HSDG)	
Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works	R 500,000					
Rehabilitation of Ziphunzana Bypass	R 5,000	Project Complete				
North-West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road.	R 800,000	Funding allocated in 2024/25				
National Station Improvement Programme	R 50,883					PRASA
Upgrade of the Mdantsane Treatment Works		Funding allocated in 2024/25				
Umzonyana Dam and East Coast Water Supply				R 30,000 (USDG)		
Market Hall Upgrade	R 21, 000			R8,000 (USDG)		

MDANTSANE URBAN HUB CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/24) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2023/24) (R'000)	SOE (2023/24) (R'000)
Upgrading of the Public Transport Corridor from East London to Mdantsane (Qumza)	R 213,000	R 5,000		R 61,082 (USDG)		
Improved Regional Access (Mt Ruth Interchange)	R 68,403	IGR prioritisation required				
Billie Road Upgrade & Toyana Road pedestrian link to station	R 91,000			R19,581 (NDPG)		
Extension / Upgrade of Mdantsane Arts Centre	R 6,000	R 1,000		R 5,000 (USDG)		
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	TBD					
Rehabilitation of Mdantsane Mall	R43,000					ECDC
Mdantsane Stormwater Management Study	R1,500			R2, 525 (PPPSG)		

WEST BANK ECONOMIC CORRIDOR AND LOGISTICS HUB						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/24) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2023/24) (R'000)	SOE (2023/24) (R'000)
Water World (Water Park): BCMDA	R 103, 000	R5, 000 (inclusive of EL Beach Front Development @ Court Crescent)				
Hood Point Marine Outfall	R 270, 000			R4,000 (USDG)		
Rehabilitation of Settlers Way	R428, 000	Project to be completed in 23/24 FY				
West Bank Restitution – Housing 2000 Units	R192,185			R51,550 (USDG) R6,500 (HSDG)		
New Road Link from MBSA to IDZ / Harbour Arterial Project Preparation	R348, 548			R 2, 579 (PPPSG)		

15 MV Woodbrook Substation Battery Storage Centre	Funding to be allocated following feasibility study					
15MV Westbank Substation Battery Storage Centre	Funding to be allocated following feasibility study					
Relocate Fort Glamorgam Prison	TBA					(EL IDZ)
PV Farm (ZONE 18)	TBA					(EL IDZ)
Science and Technology Park	R325 000 000					(EL IDZ)
International Sea Cable/ Meet me Room Data Centre	R175 000 000					(EL IDZ)
EL AIRPORT: EL Lounge Expansion	R72,000					ACSA Project deferred to complete masterplan
N2-R72 Bypass	R450, 000 Project not initiated. IGR prioritisation required					SANRAL
Port of East London: Extend Main Breakwater and Deepen Entrance	R 1 500,000 (Funding request will be made to CAPIC to execute detailed designs)					TRANSNET

BHISHO- QONCE (KWT)- ZWELITSHA CORRIDOR						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/24) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2022324) (R'000)	SOE (2023/24) (R'000)
Precinct Plan and Public Realm Upgrades for the Qonce (KWT) CBD.	R3,000			R2,000 (PPPSG)		
Tourism Development as part of the East London-Duncal Village-Mdantsane-Ntabozuko-Zwelitsha-Qonce-Bhisho-Dimbaza Toursim Route and Public Art Strategy Development	Preparatory work underway by the BCMDA					
Qonce Business Improvement District Initiative: Upgrade of Taylor Street	BCMDA processes underway					
Integrated Development of Victoria Grounds	BCMDA processes underway					
Bhisho – Qonce (KWT) - Zwelitsha Bulk Regional Sewer Scheme	R 700,000		R120,000	R 20,000 (USDG)		
(Kei Road) Qonce-Bhisho Water Supply Scheme: Bulk Water Mains	R 700,000			R 5,000 (USDG)		
Qonce Art Centre	TBD	R 1,800				
Construction of Waste Cell at Qonce Landfill site	TBC			R 6,300 (USDG)		

Bhisho Government Precinct	TBD				Prov-DPW	
SANRAL: Resurfacing from Bhisho & Breidbach	R508,000					(SANRAL-TBC)

NTABOZUKO (BERLIN) NODE RESOURCING

Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/24) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2023/24) (R'000)	SOE (2023/24) (R'000)
Berlin Solar Farm	TBD					IDZ
Agro-processing	TBD					ECRDA
Bio-fuel Waste to Energy programme (linked to the landfill site)		No funding allocated				
Roundhill Landfill Site: Construction of Cell 5&6		Funding in 2024/25				
Tourism Development as part of the East London-Duncal Village-Mdantsane-Ntabozuko-Zwelitsha-Qonce-Bhisho-Dimbaza Toursim Route and Public Art Strategy Development		Preparatory work underway by the BCMDA				
New Fire Station	TBC	R12,187				
Berlin-Lingelitsha Phase 1: Water	TBC			R5,000 (ISUPG)		

DIMBAZA NODE RESOURCING

Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2023/24) (R'000)	Loan (2023/24) (R'000)	Grant (2023/24) (R'000)	Province (2023/24) (R'000)	SOE (2023/24) (R'000)
Dimbaza Industrial Park Revitalisation Project - Development of SMME Start-ups - Development of incentive schemes for potential investors	TBD					(ECDC & DTI)
Tourism Development as part of the East London-Duncal Village-Mdantsane-Ntabozuko-Zwelitsha-Qonce-Bhisho-Dimbaza Toursim Route and Public Art Strategy Development		Preparatory work underway by the BCMDA				
Upgrading of the Dimbaza Waste Water Treatment Works		Funding allocated on 2024/25				
Dimbaza Industrial Park Revitalisation	TBC			2,500 (USDG)		

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.

The lack of progress in finalising this MOU has resulted in the NDPW withdrawing the MOU and proposals for partnership initiatives in the BCMM.

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.

	NT Norm		
Capital Cost (Interest Paid and Redemption) as a percentage of total operating expenditure	6% - 8%		
Debt (Total Borrowings) as a percentage of revenue	45%		
Debt (Total Borrowings) as a percentage of revenue	2022/23	2021/22	2020/21
Total Debt	1 102 618 151	800 277 874	416 393 708
Total Revenue	8 680 319 682	8 095 037 320	7 783 412 805
BCMM Calculated Percentage	13%	10%	5%
Calculated Amount Assuming Norm of 45%	<u>3 906 143 857</u>	<u>3 642 766 794</u>	<u>3 502 535 762</u>
Maximum Borrowings which can be considered assuming NT criteria excluding repayment criteria	3 906 143 857	3 642 766 794	3 502 535 762
Less: Current Borrowings	<u>(1 102 618 151)</u>	<u>(800 277 874)</u>	<u>(416 393 708)</u>
Borrowing Capacity (excluding repayment considerations)	<u>2 803 525 706</u>	<u>2 842 488 920</u>	<u>3 086 142 054</u>

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 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.

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 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 2023/24	Financial Year 2024/25	Financial Year 2025/26
Sleeper Site Road	New Road to unlock the Sleeper Site Development	Construction Stage	R 24 000 000,00	R 15 000 000,00	R 15 671 995,00
City to Sea Boulevard	New multi-use boulevard on Moore Street East London	Planning Stage			
Court Crescent Implementation (BCMDA)	Public Space Upgrade on the East London Beachfront	Implementation Stage: Contractor on site	R30 100 000,00	R9 000 000,00	R0 (project will be completed)
Public Realm Upgrades and Greening (PPPSG)	Integrated Design Framework for Public Space Upgrades in the East London CBD and Inner-City area	Planning Stage	R 2 000 000,00	R 1 500 000,00	R 1 500 000,00
Orient Theatre Upgrade	Structural Engineering upgrades to the Orient Theatre	Construction Stage	R1 500 000,00	R 500 000,00	-

Refurbishment of the Aquarium	Upgrade enhance the esplanade precinct	Planning stage	R 600 000,00	R700 000,00	-
Upgrade of Ubuhlanti Park (Marina Glen B) & Little Mauritius (BCMDA)	Integrated plans for infrastructural upgrades at Ubuhlanti and Little Mauritius	Planning Stage	To be informed by current work	To be informed by current work	
Development of Marina Glen A and Sea View Terrace (BCMDA)	Development of publicly owned vacant land parcels on the East London Beachfront	Planning Stage / Turnkey / BOT	N/A		
Development of the Sleeper Site (BCMDA)	Development of publicly owned land in the East London CBD	Planning Stage / Turnkey / BOT	N/A		
Upgrading of the Zoo	Upgrading of the Zoo	Planning Stage	R900 000,00	R 1 000 000,00	-

MELD CORRIDOR PROGRAMME

Project Name	Project Type (Description)	Project Status	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26
Upgrading of the Public Transport Corridor from East London to Mdantsane: Qumza Highway Phase 7	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.	Construction Stage	R66 082 040.00	R20 000 000.00	R20 895 993.00
Mdantsane Access Road	Widening of the Mdantsane Access Road from Vergenoeg to Mdantsane Gate	Conceptual and Preliminary Design Stage	R 11 034 470	Projected to be completed by 2023/2024 Fin Yr	Projected to be completed by 2023/2024 Fin Yr
Duncan Village Redevelopment Initiative (DVRI): Duncan Village proper	Development of Duncan Village to provide roads, houses and hostels, business premises for the community of Duncan Village	Consultant appointed for the design of 5000 units and social survey is in progress.	R 500 000,00	R 500 000,00	R 522 400,00
DVRI: Duncan Village Competition Site		Implementation stage	R3 000 000.00	R3 000 000.00	R 3 044 798,00
DVRI: C Section and Triangular Site		Implementation stage	R3 500 000.00	R3 500 000.00	R 3 612 793.00

DVRI: D Hostel		Implementation stage	R19 163 320.00	R16 163 320.00	R 19 887 397.00
Reeston Housing linked to DVRI relocations	Phase 3, Stage 2	Implementation Stage	R 23 000 000.00	R5 000 000.00	R5 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.	No funds allocated		
Upgrading of the Mdantsane Wastewater Treatment Works	Upgrade of the Mdantsane Treatment works.	Construction	No funds allocated	R 11 278 248.00	R 11 783 590,00
Umzonyana Dam and East Coast Water Supply Upgrade	Water supply coastal and midlands area	Implementation	R30 000 000,00	R 18 127 604.00	R18 939 714.00
Rehabilitation of the Ziphunzana Bypass	Rehabilitation	Planned Implementation	(Project Complete)		
North-West Corridor	Dual carriage way road from the Amalinda Main Road (SPCA) to Ziphunzana Bypass near Traffic Department	Preliminary Design Stage	Funds allocated from 2024/2025	R 8 957 810,00	R 9 359 117,00

MDANTSANE URBAN HUB CATALYTIC PROGRAMME

Project Name	Project Type (Description)	Project Status	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26
Qumza Highway	Upgrading of the Public Transport Corridor: Phase 7, Phase 1 &2	Construction Stage	R66 082 040,00	R20 000 000,00	R20 895 000,00

Toyana Road Pedestrian link to Station and Billie Road Upgrade	Pedestrianization and landscaping of the Toyana Road to enhance NMT and pedestrian movement from Mount Ruth Train station to the Mdansane Urban Hub. Improved vehicular and pedestrian traffic flow and landscaping. Upgrade of the Billie Road to enhance the movement to the Mdantsane Urban Hub and CM Hospital	Construction Stage. The sidewalks are 90% complete now and are expected to be complete this financial year. Streetlighting is complete and construction of the zones will continue. Billie Road upgrade is in the design stage of the dual carriageway.	R19 581 000,00	R23 000 000,00	R20 000 000,00
Improved Regional Access	New direct link from the N2 to the Mdantsane Urban Hub	Concept Designs in place, IGR Prioritisation required	No funding allocated	No funding allocated	No funding allocated
Extension of Mdantsane Arts Centre	Extension of Mdantsane Arts Centre to accommodate more art forms.	Planning Stage	R6 000 000,00	R5 000 000,00	R5 223 998,00
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Not Complete	Additional budget being sought to complete the project.	Additional budget being sought to complete the project.	Additional budget being sought to complete the project.
Mdantsane Stormwater Management Study	Stormwater management study	Planning	R2 525 000,00	R2 500 000,00	R2 500 000,00

WEST BANK ECONOMIC CORRIDOR & LOGISTICS HUB

Project Name	Project Type (Description)	Project Status	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26
Water World (Water Park): BCMDA	Upgrading of Recreational Facility	Construction	R15 349 163,00	R9 000 000,00	R25 000 000,00
West Bank Restitution – Housing 2000 Units	Infrastructure and housing	Procurement to appoint contractor to start with Phase 1 of 1000 Units, including implementation of HSDG funding of top structures.	R58 050 000,00	R 46 924 463,00	R 48 735 464,00
Hood Point Marine Sewer	Extension of Marine Outfall Sewer	Procurement of Service Provider to develop Maintenance Master Plan	R 400 000,00	R4 000 000,00	R4 179 199,00
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6	Construction Stage	Project will be completed in the 2022/2023		

Harbour Arterial (PPPSG)	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	R2 579 098,00	R2 980 000,00	R2 896 000 ,00
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BHISHO- QONCE (KING WILLIAM'S TOWN)- ZWELITSHA CORRIDOR

Project Name	Project Type (Description)	Project Status	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26
Bhisho- Qonce (KWT) & Zwelitsha Bulk Regional Sewer Scheme-Phase 2	Infrastructure	Phase 2 construction	R20 000 000,00	R20 000 000,00	R 20 895 993,00
Zwelitsha Waste Water Treatment Works	Infrastructure	Construction	No funding	No funding	No funding
Qonce (KWT) and Bhisho Water Supply: Bulk Mains	Infrastructure	Construction	R5 000 000,00	R5 000 000,00	R 5 223 998
Qonce (KWT) and Bhisho Water Supply: Treatment Works	Infrastructure	Design and tender documentation	Funding deferred to 2024/25	R 9 000 000,00	R 9 403 197,00
Qonce (KWT) and Bhisho Water Supply: Dams and Weirs	Infrastructure	Design and tender documentation stage	Funding deferred to 2024/25	R7 000 000,00	R 7 313 597,00
Qonce Art Centre	Infrastructure	Planning	R1 800 000,00	-	
Auto Hub Incubator	Project to benefit SMMEs in the Taxi Service Industry	Conceptualization Stage	To be informed by current work	To be informed by current work	
Precinct Plan and Public Realm Upgrades for the KWT CBD.	Precinct Plan	Planning Phase	R2 000 000,00	R1 500 000,00	R 1 500 000,00
Construction of Waste Cells at Qonce (KWT) Landfill site	Construction	Construction	R6 300 000,00	R6 300 000,00	R 6 582 238.00

NTABOZUKO (BERLIN) NODE

Project Name	Project Type (Description)	Project Status	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26
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Bio-fuel Waste to Energy programme (linked to the Landfill site)	Development of Waste to Energy projects	Planning	No funding allocated	No funding allocated	No funding allocated
Roundhill Landfill Site:	Construction of Cell 5 & 6	Planning	Funding in 2024/25	R 2 000 000,00	R 2 000 000,00
New Berlin Fire Station	Construction of new facility	Construction	R12 187 900,00	R 2 00 000,00	-
Berlin-Lingelitsha Phase 1: Water	Water infrastructure	Construction	R5 000 000,00	R5 000 000,00	R5 223 998,00

DIMBAZA NODE					
Project Name	Project Type (Description)	Project Status	Financial Year 2022/23	Financial Year 2023/24	Financial Year 2024/25
Upgrading of the Dimbaza Waste Water Treatment Works	As per name	Construction	Funding allocated in 2024/25	R 5 000 000,00	R5 223 998,00
Dimbaza Industrial Park Revitalisation	Dimbaza has been identified as one of the industrial areas for revitalisation	TBC	R2 500 000,00	-	-

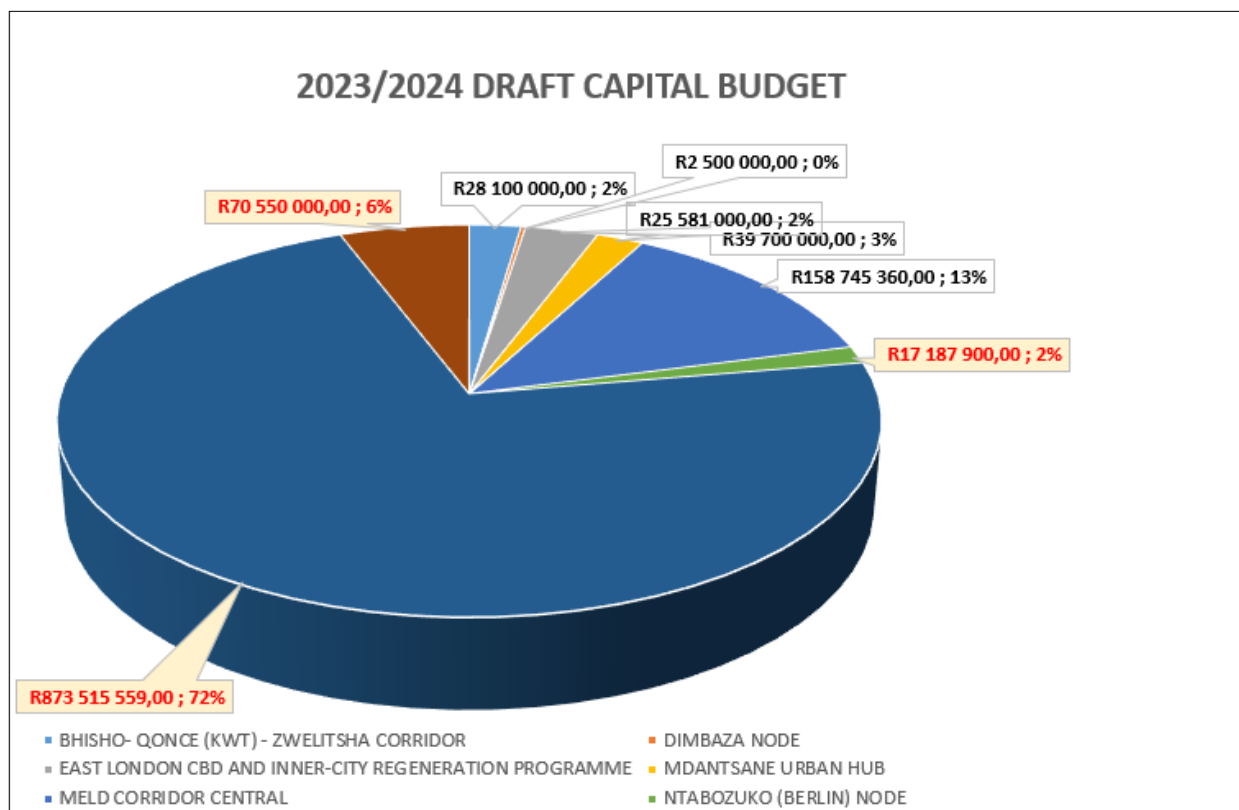
D1.3 Budgetary Allocations dedicated to Programme and Project Preparation Activities over the Medium-Term Revenue and Expenditure Framework (MTREF):

PROGRAMME AND PROJECT PREPARATION SUPPORT GRANT (PPPSG) PROJECTS						
No.	Project Name	Project Description	2023/24	2024/25	2025/26	Project Outcome
1.	Precinct Plan, Integrated Design Framework and Implementation Plan for Public Realm and NMT Upgrades in the Qonce CBD.	Preparation of a Precinct Plan, Integrated Design Framework and Implementation Plan for Public Realm and NMT Upgrades in the Qonce CBD.	R2 000 000.00	R1 500 000.00	R1 500 000.00	The project is intended to guide spatial, social, economic, environmental, and infrastructural upgrades in the CBD through the detailed analysis of the status quo of existing urban and natural systems as well as the identification of both public and private capital investment interventions for the area.

2.	Harbour Arterial	Project preparatory work for the construction of Phase 1 of the Harbour Arterial	R2 579 098	R2 498 000	R2 896 000	To enhance the development and expansion of the broader West Bank Industrial Hub to stimulate the socio-economic development of East London and broader region, by creating high mobility road access between the Harbour and East London IDZ.
3.	Mdantsane Urban Hub Stormwater Management Plan	Feasibility Studies and Detailed Design	R2 525 000,00	R2 500 000.00	R2 500 000.00	To carry out feasibility studies, environmental impact studies and detailed design for the provision of stormwater management system in the Mdantsane Urban Hub
4.	Solid Waste Collection and Disposal	Transfer Facilities, ID Land Parcels, PPP MOU, Conceptual Design, Cost Estimate, O=M Costs	R858 000.00	R2 000 000.00	R2 000 000.00	Assess status quo and existing facilities, Define needs Assessment, ID areas to establish transfer sites, accommodate recycling, develop recycling policy, define operational requirements to clean city.
5.	Catalytic Nodes Economic Analysis And Action Plan	Investment Promotion and Economic Development Action plan for Catalytic Nodes of the city.	R4 145 902	R2 000 000	R2 000 000	The establishment of this Programme of Action "for building productive and sustainable nodal economies" will be to accelerate the development of the defined areas. Deficiencies of economic inputs into nodal plans and their implementation leads to limited economic productive capability in the nodes and frustrates the creation of demand for economic goods and services. This profiling process will be designed to improve economic information and identify economic opportunities in Buffalo City.
6.	Mdantsane Taxi Rank and Shopping Centre	Feasibility Studies	R1 5000 000.00	R1 500 000.00	R1 500 000.00	Study to advise on scope of work, economic viability and best procurement vehicle to achieve the best results.
7.	Parks: Educational & Trim Parks (Coastline & Hiking Tracks)	Feasibilities	800 000	2 000 000	2 000 000	-
8.	Parks: Tourism, Entertainment	Feasibilities	500 000	1 300 000	1 300 000	-

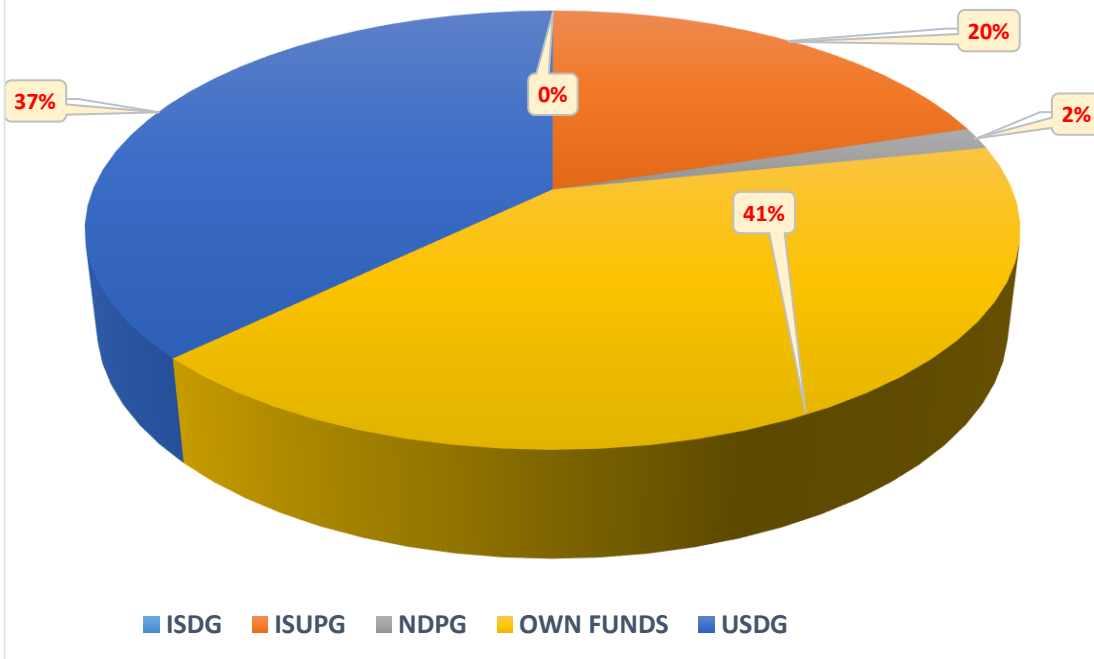
D2. RESOURCING THE METRO'S PROJECT PIPELINE / SPATIAL BUDGET MIX

BCMM's Draft Capital Budget 2023-24, as it relates to the Catalytic and Strategic Programmes is outlined below.



CATALYTIC PROGRAMME	2023/2024 DRAFT CAPITAL BUDGET	2024/2025 DRAFT CAPITAL BUDGET	2025/2026 DRAFT CAPITAL BUDGET
BHISHO- QONCE (KWT) - ZWELITSHA CORRIDOR	R 28 100 000,00	R 44 300 000,00	R 46 195 024,75
DIMBAZA NODE	R 2 500 000,00	R 5 000 000,00	R 5 223 998,20
EAST LONDON CBD AND INNER-CITY REGENERATION PROGRAMME	R 39 700 000,00	R 23 800 000,00	R 15 671 994,59
MDANTSANE URBAN HUB	R 25 581 000,00	R 28 000 000,00	R 27 000 000,00
MELD CORRIDOR CENTRAL	R 158 745 360,00	R 78 527 082,00	R 82 045 000,91
NTABOZUKO (BERLIN) NODE	R 17 187 900,00	R 13 000 000,00	R 8 223 987,52
OTHER	R 873 515 559,00	R 905 842 256,00	R 905 303 414,94
WEST BANK LOGISTICS HUB	R 70 550 000,00	R 51 424 463,00	R 53 728 245,46
GRAND TOTAL	R 1 215 879 819,00	R 1 149 893 801,00	R 1 143 391 666,36

2023/2024 DRAFT CAPITAL BUDGET



FUNDING SOURCE	2023/2024 DRAFT CAPITAL BUDGET	2024/2025 DRAFT CAPITAL BUDGET	2025/2026 DRAFT CAPITAL BUDGET
ISDG	R 150 000,00	R 150 000,00	R 150 000,00
ISUPG	R 244 648 320,00	R 245 617 201,00	R 256 620 238,73
NDPG	R 19 581 000,00	R 23 000 000,00	R 20 000 000,00
OWN FUNDS	R 498 907 519,00	R 418 065 772,00	R 383 039 639,72
USDG	R 452 592 980,00	R 463 060 828,00	R 483 581 787,91
GRAND TOTAL	R 1 215 879 819,00	R 1 149 893 801,00	R 1 143 391 666,36

BCMM DRAFT MTREF CAPITAL BUDGET (BEPP 2023-24)						
FOCUS AREA	CATALYTIC PROGRAMMES	FUNDING SOURCES	2022/2023 DRAFT CAPITAL BUDGET	2023/2024 DRAFT CAPITAL BUDGET	2024/2025 DRAFT CAPITAL BUDGET	
PRIMARY INTEGRATION ZONE	EAST LONDON CBD AND INNER-CITY REGENERATION	OWN FUNDS	R 24 700 000,00	R 8 800 000,00	R -	
		USDG	R 15 000 000,00	R 15 000 000,00	R 15 671 994,59	
		TOTAL EAST LONDON CBD AND INNER CITY	R 39 700 000,00	R 23 800 000,00	R 15 671 994,59	
	MDANTSANE URBAN HUB	NDPG	R 19 581 000,00	R 23 000 000,00	R 20 000 000,00	
		OWN FUNDS	R 1 000 000,00	R -	R 2 000 000,00	
		USDG	R 5 000 000,00	R 5 000 000,00	R 5 000 000,00	
		TOTAL MDANTSANE URBAN HUB	R 25 581 000,00	R 28 000 000,00	R 27 000 000,00	
	MELD CORRIDOR (CENTRAL)	ISUPG	R 36 663 320,00	R 30 941 668,00	R 32 327 777,52	
		OWN FUNDS	R -	R -		
		USDG	R 122 082 040,00	R 47 585 414,00	R 49 717 223,39	
		MELD CORRIDOR TOTAL	R 158 745 360,00	R 78 527 082,00	R 82 045 000,91	
	WESTBANK LOGISTICS HUB	OWN FUNDS	R 15 000 000,00	R 7 000 000,00	R 7 313 582,53	
		USDG	R 55 550 000,00	R 44 424 463,00	R 46 414 662,92	
		TOTAL WESTBANK CORRIDOR	R 70 550 000,00	R 51 424 463,00	R 53 728 245,46	
	OTHER	ISUPG	R 116 400 000,00	R 111 271 249,00	R 116 255 923,31	
		OWN FUNDS	R 185 667 696,00	R 182 662 272,00	R 128 240 135,05	
		USDG	R 110 255 625,00	R 155 231 681,00	R 162 186 004,33	
		TOTAL - OTHER	R 412 323 321,00	R 449 165 202,00	R 406 682 062,68	
	TOTAL PRIMARY INTEGRATION ZONE			R 706 899 681,00	R 630 916 747,00	R 585 127 303,63
	SECONDARY INTEGRATION ZONE	BHISHO-QONCE-ZWELITSHA CORRIDOR	OWN FUNDS	R 1 800 000,00	R 2 000 000,00	R 2 000 000,00
USDG			R 26 300 000,00	R 42 300 000,00	R 44 195 024,75	
TOTAL BHISHO-QONCE-ZWELITSHA CORRID			R 28 100 000,00	R 44 300 000,00	R 46 195 024,75	
NTABOZUKO (BERLIN) NODE		ISUPG	R 5 000 000,00	R 5 000 000,00	R 5 223 987,52	
		OWN FUNDS	R 12 187 900,00	R 8 000 000,00	R 3 000 000,00	
		TOTAL NTABOZUKO (BERLIN) NODE	R 17 187 900,00	R 13 000 000,00	R 8 223 987,52	
DIMBAZA NODE		USDG	R 2 500 000,00	R 5 000 000,00	R 5 223 998,20	
		TOTAL DIMBAZA NODE	R 2 500 000,00	R 5 000 000,00	R 5 223 998,20	
OTHER		ISUPG	R 39 085 000,00	R 44 085 000,00	R 46 059 898,00	
		OWN FUNDS	R 25 750 000,00	R 34 050 000,00	R 24 950 000,00	
		USDG	R 58 650 000,00	R 85 519 270,00	R 89 350 502,46	
		TOTAL - OTHER	R 123 485 000,00	R 163 654 270,00	R 160 360 400,45	
TOTAL SECONDARY INTEGRATION ZONE			R 171 272 900,00	R 225 954 270,00	R 220 003 410,92	
CITY WIDE	OTHER	ISDG	R 150 000,00	R 150 000,00	R 150 000,00	
		ISUPG	R 32 500 000,00	R 47 319 284,00	R 49 439 069,85	
		OWN FUNDS	R 247 801 923,00	R 182 553 500,00	R 222 849 504,67	
		USDG	R 57 255 315,00	R 63 000 000,00	R 65 822 377,28	
		TOTAL NON-CATALYTIC	R 337 707 238,00	R 293 022 784,00	R 338 260 951,80	
TOTAL CITY WIDE			R 337 707 238,00	R 293 022 784,00	R 338 260 951,80	
GRAND TOTAL			R 1 215 879 819,00	R 1 149 893 801,00	R 1 143 391 666,36	

SECTION E : CATALYTIC PROGRAMME IMPLEMENTATION

E1. PROGRESS WITH IMPLEMENTATION OF CATALYTIC PROGRAMMES

A detailed account of progress with implementation of BCMM 2022-23 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 28 February 2023.

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME								
Project Name	Project Type (Description)	Department	Project Status	Non-financials/ Estimated number of beneficiaries	Budget Allocated: 2022-23	Actual Expenditure as at 28 February 2023	Status / Percentage Expenditure	Comments / Challenges
Sleeper Site Road	New Road to unlock the Sleeper Site Development	Transport Planning and Operations	Phase 1 construction is complete and Phase 2 is currently underway	TBD	25 000 000	17 347 305	69%	Contractor is 98% complete on Stormwater, and Earthworks will start on the 13 March 2023.
City to Sea Boulevard	New multi-use boulevard on Moore Street East London	Transport Planning and Operations	Preliminary Design stage	All Public, Citizens	2 640 632	0	0%	Project is at Designs Stage but due to unavailability of own funds until end February 2023, work would start in April 2023 once a works order has been issued.
Court Crescent Implementation	Public Space Upgrade on the East London Beachfront	BCMDA	Contractor on site doing snag	All Public, Citizens	R 99 702 132.00	R 97 514 226.14	99%	Delays experienced – Project completion envisaged for end March 2023.
Tourism Development, Tourism Route and Public Art Strategy Development (city-wide sites)	Tourism Route Development Programme	BCMDA	Duncan Village Route story lines and concept completed and implementation is underway. Mdantsane Route development commenced. To date story lines have been developed and opportunities identified. A consultation process for the	All Public, Citizens	1 000 000	900 000	90%	Public art and place making initiatives have commenced including the refurbishment and public art features at the Rubusane gravesite. Additional beautification and public art features are planned for the East London Beach front during the last quarter of the financial year.

			Mdantsane Route storylines is planned for the second quarter of this financial year.					
Integrated Public Realm Upgrades	Preparation of a design framework for Public Realm Upgrades in the East London CBD and Inner City.	EPMO	Planning Stage	All Public, Citizens	4 224 000	0	0%	Requisition for Works order on the CBD Study will be done by Monday 13 March 2023 as the budget has been received as part of the mid year adjustment process.
Refurbishment of the Aquarium	Refurbishment of Aquarium viewing deck	Sports, Recreation and Community Services	Implementation	All public, tourists, citizens	400 000	0	0%	Funds recently released and RFQ finalised and contractor appointed..
Upgrading of the Zoo	Upgrade of zoo enclosures	Sports, Recreation and Community Services	Implementation	All Public, Citizens	586 094	152 384,44	26%	Funds are frozen. RFQ for refurbishment of Zoo Lapa will be awarded once funds are available. Memo submitted to CFO on 15th February 2023 to request the unblocking of the funding.
Marina Glen B	Integrated plans for infrastructural upgrades at Ebuhlanti and Little Mauritius	BCMDA	Implementation	All Public, Citizens	400 000	0	0%	No funds available for infrastructure work; therefore only cleaning and upkeep is underway until December 2023.
Marina Glen A	Development of publicly owned vacant land parcels on the East London Beachfront (Mixed use retail, office space)	BCMDA	Investor has been identified and deal negotiations are scheduled to commence in early Q4 (April 2023)	All Public, Citizens	Turnkey / BOT / Funding from Developers. BCMDA to budget for transactional advisory services	N/A	N/A	BCMDA prioritise gathering key site information i.e. SG diagrams, town planning reports. This assist in the fast tracking of project completion
Sea View Terrace	Development of publicly owned vacant land parcels on the East London Beachfront (Hotel development)	BCMDA	Notarial lease signed with Investor and land transferred. Project at Development agreement phase. Deal conclusion estimated Q1 (July 2023)	All Public, Citizens	As above	N/A	N/A	Project is on track. A vital element to conclude the project with be the investors ability to conclude all financial obligations leading to financial close.

Sleeper Site Development	Development of publicly owned land in the East London CBD	BCMDA	Investor has been identified and deal negotiations are scheduled to commence in early Q4 (April 2023)	All Public, Citizens	As above	N/A	N/A	BCMDA prioritise gathering key site information i.e. SG diagrams, town planning reports. This assist in the fast tracking of project completion.
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Figure E.1: Progress on the East London CBD and Inner City Land Development Programme. (Source: BEPP 2023-24)

MELD CORRIDOR CENTRAL CATALYTIC PROGRAMME								
Project Name	Project Type (Description)	Department	Project Status	Non-financials	Budget Allocated: 2022-23	Actual Expenditure as at 28 February 2023	Status / Percentage Expenditure	Comments/ Challenges
Mdantsane Access Road	Public Transport	Transport Planning and Operations	Implementation	All Public transport users	Current phase complete, planning underway for next phase for which funding is allocated in 2023/24	N/A	N/A	N/A
Tourism Development, Tourism Route and Public Art Strategy Development (city-wide sites)	Tourism Route Development Programme	BCMDA	A consultation process for the Mdantsane Route storylines is planned for the second quarter of this financial year.	All Public, Citizens	1 000 000	900 000	90%	Duncan village tourism route will require significant road infrastructure investment. Public art policy was developed. Public art and place making initiatives have commenced including the refurbishment and public art features at the Rubusane gravesite. Additional beautification and

									public art features are planned for the East London Beach front during the last quarter of the financial year.
Duncan Village Proper	Development of Duncan Village to provide roads, houses and hostels, business premises for the community of Duncan Village As above	Human Settlements	Implementation Stage			200 000	0.00	0%	The implementing agent Asla is currently busy with Bulk Services assessment exercise.
Duncan Village Composite Site			Implementation Stage			500 000	0.00	0%	The implementing agent is busy with the survey.
C Section and Triangular Site			Implementation Stage			20 000	0.00	0%	The implementing agent (Asla), is currently busy with Bulk Services assessment exercise.
D Hostel			Implementation Stage			500 000	0.00	0%	The implementing agent Asla is currently busy with Bulk Services assessment exercise.
Block Yard TRA			On-hold						
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	Planning	All public transport users		No funding has been allocated in the 2023/2024 financial year	N/A	N/A	the preliminary design process is complete. A report and presentation is to be done to Top Management and Council. Once approval has been acquired, the implementation process will commence funding dependent
Upgrade of Mzonyana Dam	Mzonyana Dam Upgrade and East Coast water supply	Infrastructure Services	Implementation	All Users		27 000 000	8 731 663	32%	Work is still progressing on site.
Reeston Housing	Construction of 2500 low cost housing units for the residents of Reeston	Human Settlements	Implementation	2500 Beneficiaries		16,500,000	0	0%	HDA has appointed a contractor for 450 internal engineering services and top structures, HDA is still finalising the contractual obligations with the contractor. Once all the contractual obligations have been met, the

									contractor will be on site progressing with the works.
Upgrading of the Mdantsane Treatment Works	Upgrade of the Mdantsane Treatment works from 120ML per day to 150ML per day.	Infrastructure Services		All Users	15,000,000	5 515 777	37%	Contractor is on site	
Market Hall Upgrade	Internal Banking Hall Alterations and banana ripening rooms	Spatial Planning	Procurement		8,380,627	0	0%	Development planning architectural division completed the drawings for Bank alterations within the Fresh produce market. Specifications have been drafted project to commence in the 3rd quarter of the 2022/2023 financial year. Awaiting for award letters from SCM for the new annual contractors then additional banana ripening rooms will be constructed.	

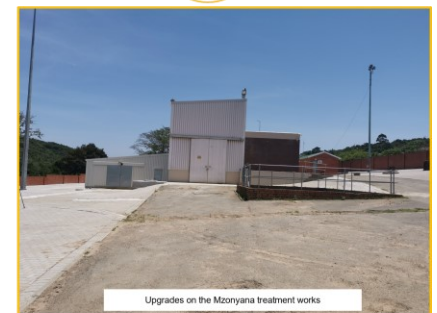
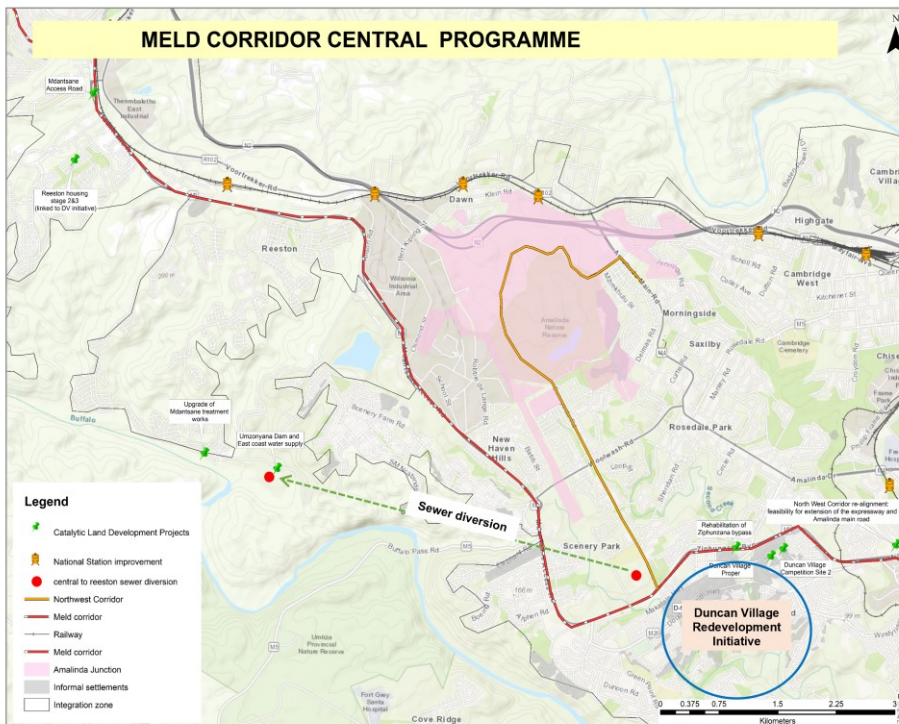


Figure E.2: Progress on the MELD Corridor Land Development Programme. (Source: BEPP 2023-24)

MDANTSANE URBAN HUB CATALYIC PROGRAMME

Project Name	Project Type (Description)	Department	Project Status	Non-financials	Budget Allocated: 2022-23	Actual Expenditure as at 28 February 2023	Status / Percentage Expenditure	Comments/ Challenges
Upgrading of the Public Transport Corridor from East London to Mdantsane	Qumza Highway Phase 7 - Phase 1 & 2	Transport Planning and Operations	Implementation	All Public Transport users	21,000,000	1,086,927	9%	The contractor was scheduled to start site establishment during the month of February 2023, however, submitted a letter requesting an increase. The municipality has requested the engineer to give a response to the request and return it to the municipality no later than the first week of March 2023.
Mdantsane Urban Renewal - Mount Ruth Node	Mount Ruth Grade Separated Interchange	Transport Planning and Operations	Planning Stage Complete. Awaiting budget.	All Public Transport users	-	-	-	Designs complete - awaiting funding allocation
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	Implementation	All users and Mdantsane residents	22,473,723	5 985 781	27%	SCM has generated the works order for zone 2 and the contractor is on site, works order for zone 5 has been generated by SCM.
Mdantsane Stormwater Management study	Roads and Stormwater	Roads and Stormwater	Planning / Project Preparation	Mdantsane residents	1,322,000	0	0%	Project at design stage
Extension of Mdantsane Arts Centre	Extension of Mdantsane Arts Centre to accommodate more art forms.	Economic Development and Agencies	Planning stage.	All users and Mdantsane residents	2 000 000	235,697	12%	A formal tender to appoint the service provider to commence with construction has been advertised on the 27 January 2023 and will be closed on the 28 February 2023. Upon appointment of the service provider, phase one of construction will commence.
Redevelopment of Mdantsane Sports Precinct NU2 Swimming Pool	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Municipal Services	Implementation. Nearing completion	All users and Mdantsane residents	6,296,738	2 167 717	34%	The project is in progress and is 95% to complete.

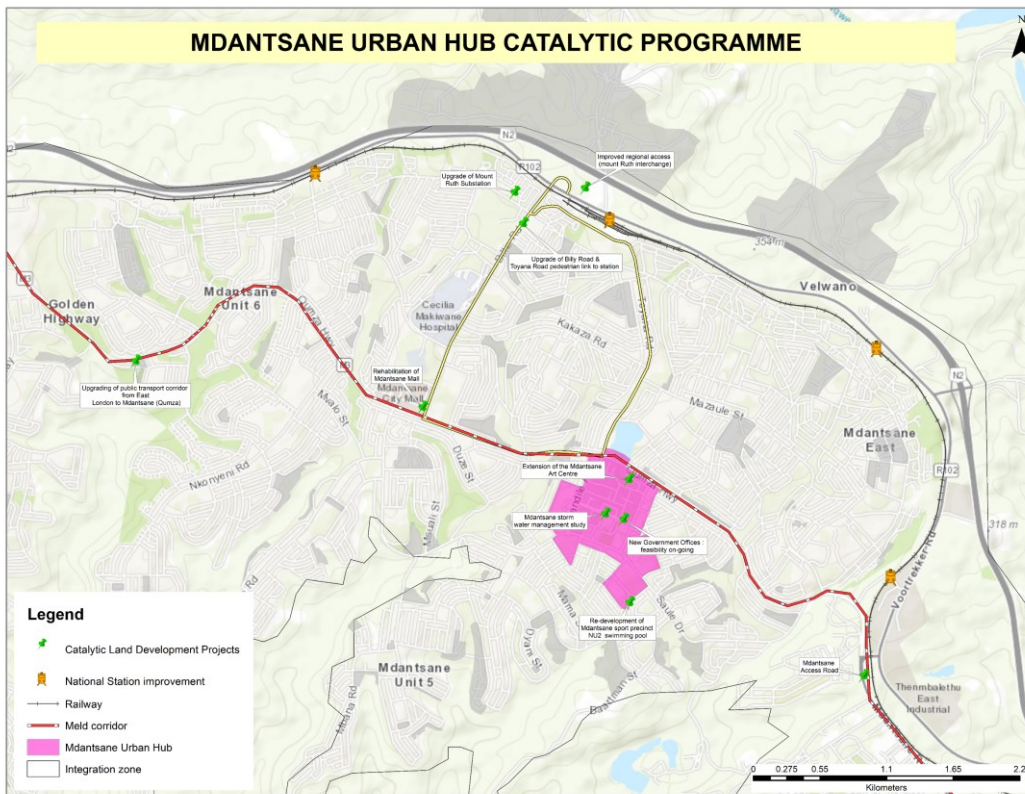


Figure E.3: Progress on the Mdtantsane Urban Hub Land Development Programme. (Source: BEPP 2023-24)

WEST BANK CORRIDOR CATALYTIC PROGRAMME								
Project Name	Project Type (Description)	Department	Project Status	Non-Financials/ Estimated number of beneficiaries	Budget Allocated: 2022-23	Actual Expenditure as at 28 February 2023	Status Percentage Expenditure	Comments Challenges
Water World (retail & commercial development)	Development of retail and commercial space in Waterworld precinct	BCMDA	Investor has been identified, deal negotiations concluded and notarial lease near final stages of completion	All Public, Citizens	Turnkey / BOT / Funding from Developers. BCMDA to budget for transactional advisory services	N/A	N/A	Town planning challenges regarding access road to hotel site and race track.
Water World (Race track development)	Upgrade and development of the East London race track	BCMDA	Project at inception stage (investor identification).	All Public, Citizens	Turnkey / BOT / Funding from Developers. BCMDA to budget for transactional advisory services	N/A	N/A	Request for proposals to be issued to BCMDA panel of fund originators/ investors/ developers.
West Bank Restitution	Construction of 2000 residential units internal services (storm water, sanitation, roads and water)	Human Settlement	Procurement	2000 beneficiaries	18 228 750	0	0%	The project is being implemented by the Housing Development Agency. They are busy with the procurement of the contractors for

								engineering services of Phase 2.
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6	Transport Planning and Operations	Planning Stage	Public, Citizens, Tourists	207 623 845	106 732 629	51 %	The project is at construction stage and is 71% complete
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	Planning Stage	Business	3 146 000	383 064	12%	Current Activities: <ul style="list-style-type: none"> •EIA (Scoping is ongoing) •Topographical surveys •Materials investigations •Drainage report •Land report •Stakeholder engagement •Preliminary designs •Updating of socio-economic analysis
15 MV Wood Brook and Westbank Substations and Battery Storage Centres	Alternative energy supply	Electricity	Project Planning and feasibility Stage	Public Citizens and Investors	No budget allocated	N/A	N/A	Draft business case submitted to BCM by World Bank on the 7 th of February 2023. BCMM to engage with National Treasury and World Bank. No funding was allocated.

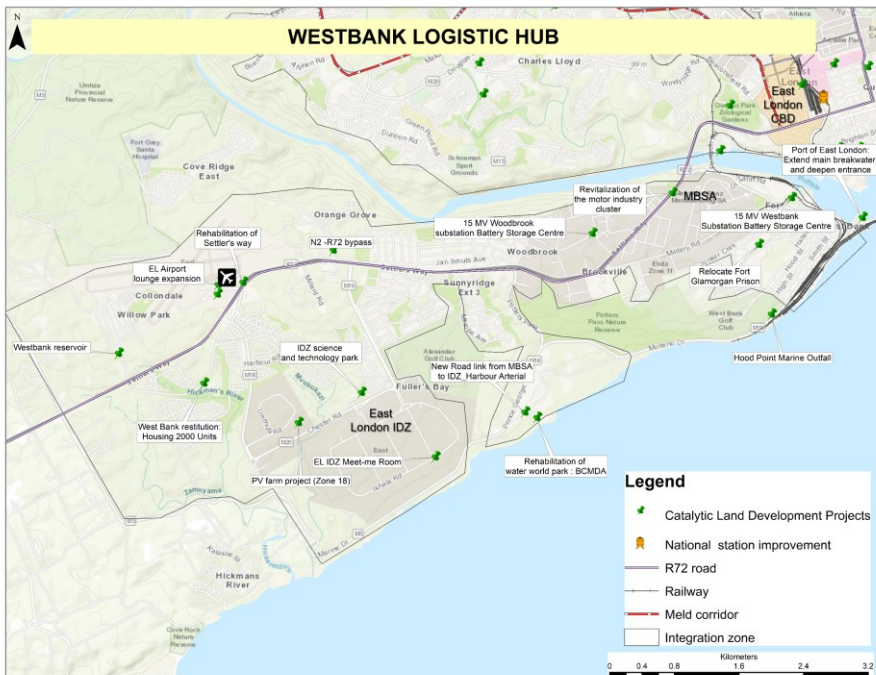


Figure E.4: Progress on the West Bank Catalytic Land Development Programme. (Source: BEPP 2023-24)

BISHO-KING WILLIAMS TOWN-ZWELITSHA CORRIDOR CATALYTIC PROGRAMME

Project Name	Project Type (Description)	Department	Project Status	Non-financials / Estimated number of beneficiaries of the project	Budget Allocated: 2022-23	Actual Expenditure as at 28 February 2023	Percentage Expenditure to date	Comments / Challenges
Zwelitsha Regional Bulk Sewage Scheme	Upgrade of Bulk Sewage Scheme Phase 2	Infrastructure Services	Phase 1 - Complete Phase 2 - Construction	Breidbach, Zwelitsha, Bhisho	4 000 000	0	0%	Consulting engineers have been appointed
Precinct Plan and Public Realm Upgrades for the Qonce CBD	Precinct Plan	EPMO	Planning Stage	All Public, Citizens	3 008 000	0	0%	The Technical Bid Evaluation Team has finalised and submitted the Bid Evaluation Report to BEC-2. The report is required to be tabled to BAC for finalisation and appointment of consultants. Report to extend the tender validity period has been submitted to the ACM for signature.
Tourism Development, Tourism Route and Public Art Strategy Development (city-wide)	Tourism	BCMDA	Feasibility	Citizens	500 000	0	0%	Budget is allocated to support the establishment of new tourism venture for inland region to grow the tourism sector. Procurement processes is underway.
Qonce Business Improvement District Initiative: Upgrade of Taylor Street	Improvement of an identified business district area as part of the Business Improvement District Strategy (BIDS)	BCMDA	Project in progress	Citizens	1 040 000.00	709 728.75	68%	Contractor is doing final works on site. Completion was due in December, but encountered delays due to long lead items.
Integrated Development of Victoria Grounds	Development of retail center and reallocation of sporting fields in Qonce (King Williamstown)	BCMDA	Investor has been identified, deal negotiations concluded and notarial lease near final stages of completion All Public, Citizens	Citizens	Turnkey / BOT / Funding from Developers. BCMDA to budget for transactional advisory services	N/A	N/A	Further public consultation required, especially with sporting bodies. Fast tracking of town approvals of alternative sporting fields properties

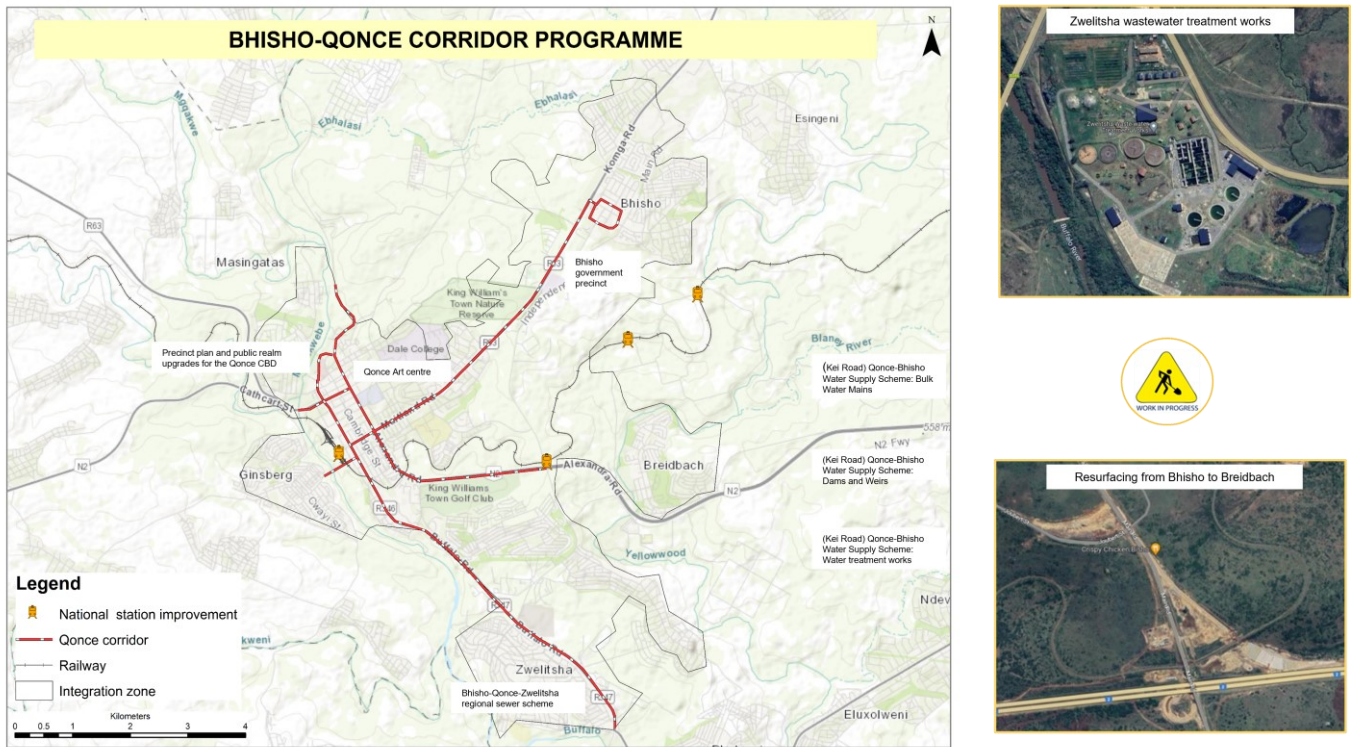


Figure E.5: Progress on the Qonce CBD and Inner City Land Development Programme. (Source: BEPP 2023-24)

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

The SNDB reforms aims to improve the operational efficiency in the respective departments and are thus funded and also reported as part of the ongoing progress in the various directorates. Buffalo City has invested in the establishment of the Buffalo City Investment Centre, which directly relates to and incorporates actions which reduce turnaround times, introducing electronic platforms for applications and information sharing, whilst enhancing the cost of doing business for investors. The 3 phases include the following:

- Phase 1: Investment & Development Committee (Investment Facilitation Committee)

- Phase 2: Automation - Establishment of an online platform
- Phase 3: Establishment of the Buffalo City Investment Centre

Key challenges impacting the cost of doing business in Buffalo City:

- Inadequate reform and ongoing lack of interdepartmental collaboration
- Lack of strategic communications strategies and stakeholder segmentation mapping
- Turnaround times and service compromised by the lack of technical team capacity
- Ongoing private sector collaboration and engagement to be ensued to foster stakeholder relations and to improve services

The Doing Business Key Reform Interventions indicators include:

E3.2 Registering Property

The Sub-National Doing Business (SNDB) reforms in relation to registering property aims to foster the following:

- Full automation of the processes through integration of the financial system to the rates clearance platform to alleviate manual capturing between the two systems
- Re-alignment of Revenue Management Functions through structural amendment
- Efficient Rates Refund System
- Property Titling (Efficient approval of PoA internal)

Progress

- Full automation of the processes ongoing, Currently, in developmental stage
- Consultation of affected staff members in revenue management in progress.
- Consultation and training finalised and the refund online functional
- Stakeholder meeting scheduled for April 2023 and September 2023
- Committee is working well to fast-track property titling in the Metro.
- No parcels released in this past quarter
- Ongoing activity as PMD has been added to lexis tracker for land acquisition transactions.

E3.3 Dealing with Construction Permits

SNDB reforms in relation to dealing with construction permits aims to foster the following:

- Improve building plan approval turn-around times

- Review end-to end business process workflows
- Monitor building plan standard operating procedures

Progress

- Ongoing interventions to reduce turnaround times
- Ongoing monitoring of building plan standard operating procedures
- Stakeholders meetings took place in April 2023 and September 2023

E3.4 Getting Electricity

SNDB reforms in relation to getting electricity aims to foster the following:

- Acquisition of high level data for outage management
- Improvement of in-depth data acquisition for outage management and the reduction of procedures
- Improved reporting and record keeping
- Monitoring and reporting on new supply applications
- Creating new procedures lists

Progress

- Procurement and installation of SCADA equipment underway
- Built and asset information collected for GIS
- Data collected and calculated manually
- Stakeholder meeting scheduled for April 2023 and September 2023

E3.5 Way forward

Buffalo City has invested in an automation project to improve the cost of doing business by focused on the integration of systems along the property value chain. This online portal linked to the BCMM website will improve efficiency and enhance citizen and stakeholder engagement which is critical to improve efficiencies and reduce the cost of doing business in Buffalo City. Investors, local businesses, developers and SMME's will be able to submit any application to the organization via an online submission portal that is accessible via the organization's website. In addition, the proposed Buffalo City Investment Centre as well as the strategically placed business support centres, will be equipped with the AFLA Portal to improve service delivery, ease the cost of doing business and position Buffalo City as an investment destination.

The proposed automation project (phase 2) aims, to improve the cost of doing business by focused on the integration of systems along the property value chain. This online portal, linked to the BCMM website will improve efficiency and enhance citizen and stakeholder engagement which is critical to improve efficiencies and reduce the cost of doing business in Buffalo City. Investors, local businesses, developers and SMME's will be able to submit applications via an online submission portal that is accessible via BCMM's website. In addition, the metro will establish the Buffalo City Investment Centre, as well as strategically placed business support centres, linked to the AFLA Portal, to improve service delivery, ease the cost of doing business and position Buffalo City as an investment destination. The project's strategic outcome is aligned to the City long -term vision the Metro Growth Development Strategy - Vision 2030 - to maintain an inclusive and sustainable economic growth by increasing government job led initiatives and supporting SMME development.

BCMM will be launching phase 2 (automation) at the end of March 2023

The project's strategic outcome is aligned to the City long -term vision the Metro Growth Development Strategy - Vision 2030 - to maintain an inclusive and sustainable economic growth by increasing government job led initiatives and supporting SMME development.

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 will be fast-tracking ongoing private sector engagements to ensure a collaborative approach in order to ensure the economic recovery of Buffalo City. Buffalo City Metropolitan Municipality is currently looking at profiling is designed to improve spatilised economic data and identify economic opportunities in the various catalytic nodes. The economic profile will include a node overview providing key data, statistics on location and demographics, and skills/ education of the node.

A key focus of this profiling will include an overview of the economy of the node, looking at activity levels and trends to identify key economic opportunity sectors. This includes an outline of the value chain analysis, including a description of inputs, outputs, and key markets. Identification of barriers to entry/growth recommendations on how to address these constraints, collaboration between public and private sectors.

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 that are responsible for the implementation of the reforms for the respective indicators.

Resources allocated within the 2019/20, 2020/21, 2021/22 and (final) 2022/23 budgets towards SNDB reforms are as follows:

SNDB Reform Action Area	Specific Project / Projects	Responsible Directorate and Department	Budget allocated 19/20	Budget allocated 20/21	Draft Budget allocated 2022/23
Registering Property	Opening of township registers	Spatial Planning and Development, Property Management	R483 000,00	R17 000,00	R1 000 000,00
SNDB Reform Action Area	Specific Project / Projects	Responsible Directorate and Department	Budget allocated 19/20	Budget allocated 20/21	
Getting Electricity	Supervisory control for data acquisition (SCADA) Projects Phase 1	Infrastructure: Electricity and Energy Services	R 10 Million	TBD	TBD

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 Border Kei Chamber of Business and the Call-2-Action Programme deliver on various modalities which rely on partnerships between business, government and civil society. In the current financial year the Call-to-Action Programme is being supported by the BCMM through the Neighbourhood Partnership Development Grant (NDPG). 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. The Call-2-Action initiative has however recently experienced a set back due to lack of adequate funding support from the public sector.

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) is currently developing a policy framework for the implementation of a Business Improvement District Strategy (BIDS) for the BCMM with Oxford Street as a Pilot. The project is aimed at renewing urban spaces within the City of East London.

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 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: CONCLUSION

G1. 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 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 BCMM, the city 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.

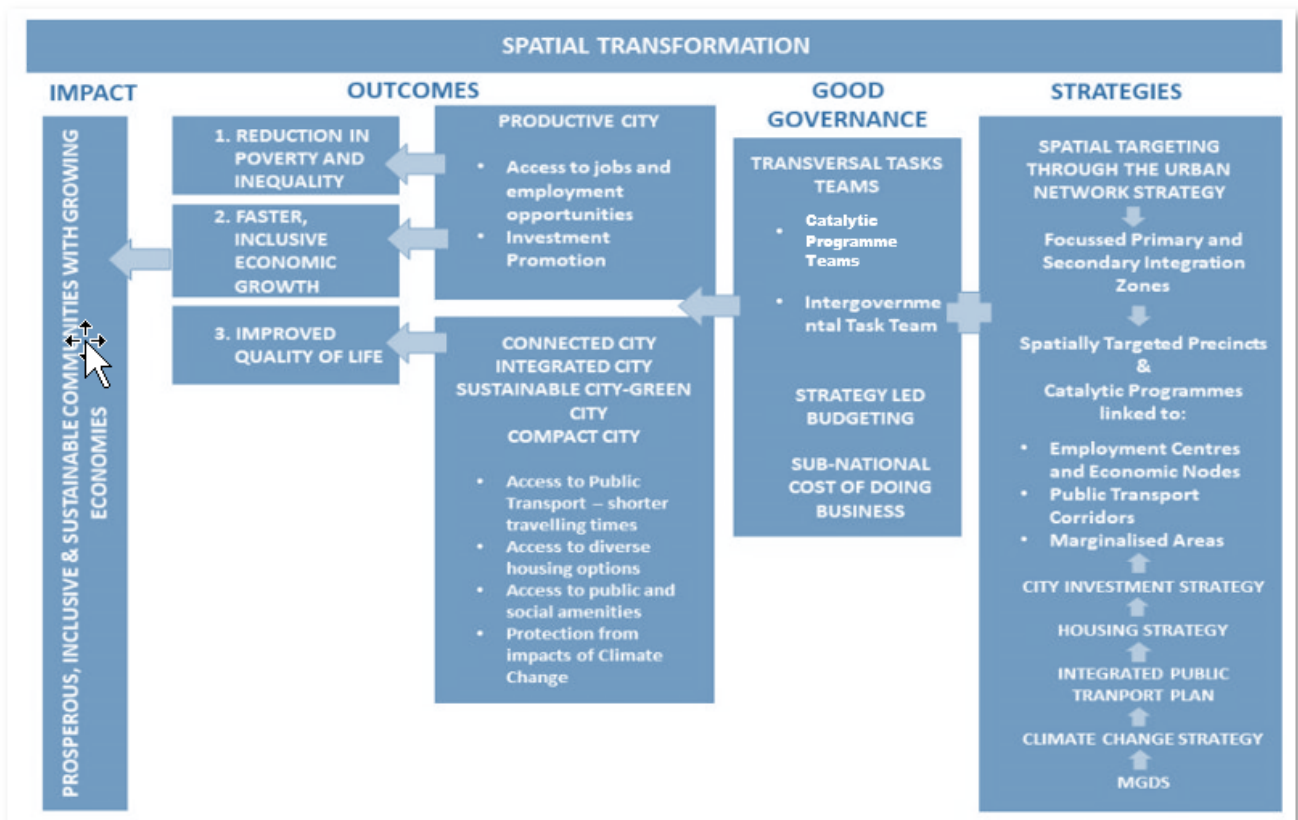


Figure G.1: Mapping of the spatial transformation Theory of Change (Source: BEPP 2023-2024)