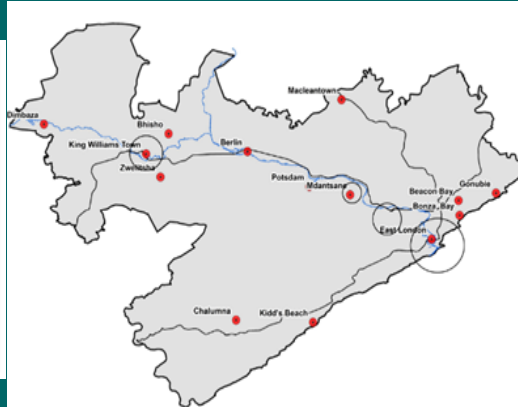
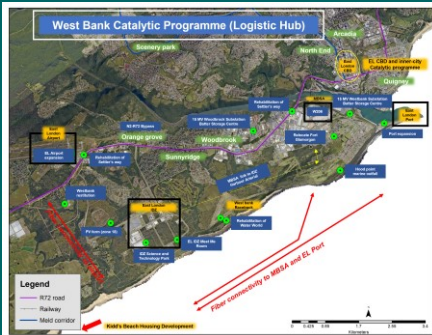




## FINAL 2024-25 BUILT ENVIRONMENT PERFORMANCE PLAN: BCMM CATALYTIC LAND DEVELOPMENT PROGRAMMES



17 MAY 2024



## ACRONYMS

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

## **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.

# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b>	<b>7</b>
<b>SECTION A: INTRODUCTION</b>	<b>9</b>
PROFILE OF THE BUFFALO CITY METROPOLITAN MUNICIPALITY	9
TRANSFORMING THE BUFFALO CITY METROPOLITAN MUNICIPALITY	12
A1. ROLE AND PURPOSE OF THE BUILT ENVIRONMENT PERFORMANCE PLAN	13
A2. BEPP IN RELATION TO OTHER STATUTORY PLANS	14
A3. STRENGTHENING THE CITY'S PLANNING, BUDGETING AND REPORTING	17
A4. INTEGRATING CLIMATE CHANGE RESPONSIVENESS INTO THE BEPP	18
A5. INSTITUTIONALISING THE BCMM CATALYTIC LAND DEVELOPMENT PROGRAMMES	19
A5.1 Alignment between the BEPP on the IDP, SDF and Budget	19
A5.3 Project Preparation for selected key catalytic land development programmes and projects (leverage of investment through partnerships)	19
A5.4 Technical support from CSP	19
A5.5 Submission of Final 2024-25 BEPP Document to Council	20
<b>SECTION B : SPATIAL PLANNING &amp; TARGETING</b>	<b>21</b>
SPATIAL PLANNING BACKGROUND	21
B1. SPATIAL PLANNING & SPATIAL TARGETING	26
B1.1 BCMM Urban Network Strategy: Proposed Integration Zones	26
B1.2 BCMM Integrated Public Transport Plan	31
B1.3 Marginalised Residential Areas	34
B1.4 Infrastructure Planning in relation to the Primary and Secondary Integration Zones	43
B1.5 Economic Nodes	47
B2. PLANNING FOR SPATIALLY TARGETED PRECINCTS	56
B2.1 Integration of Climate Risk & Vulnerability: Impact on Spatially Targeted Areas	56
B2.2 Local Area Planning / Precinct Plans for Priority Precincts: Primary Integration Zone	66
B2.3 Local Area Planning / Precinct Plans for Priority Precincts: Secondary Integration Zone	81
B2.4. Precinct Planning and Policy Around Economic Nodes	83
B3. INSTITUTIONAL ARRANGEMENTS	88
<b>SECTION C : CATALYTIC LAND DEVELOPMENT PROGRAMMES &amp; PREPARATION</b>	<b>89</b>
C1. CATALYTIC LAND DEVELOPMENT PROGRAMME IDENTIFICATION	89
C2. CATALYTIC LAND DEVELOPMENT PROGRAMME PREPARATION	90
C2.1 East London CBD and Inner-City Regeneration Programme	90
C2.2 MELD Corridor Central Programme	94
C2.3 Mdantsane Urban Hub	95
C2.4 West Bank Logistics Hub / Corridor Programme	96

C2.5 Qonce (Previously King William's Town) - Bhisho – Zwelitsha Development Programme.....	97
C 2.6 Ntabozuko (Berlin) Node .....	98
C3 INTERGOVERNMENTAL PROJECT PIPELINE.....	100
C4.INSTITUTIONAL ARRANGEMENTS .....	105
C4.1 Project Preparation for selected key catalytic urban development projects .....	105
<b>SECTION D : CATALYTIC LAND DEVELOPMENT PROGRAMME RESOURCING .....</b>	<b>106</b>
D1. LONG TERM FINANCIAL SUSTAINABILITY .....	106
D1.1 Investment Strategy for Catalytic Land Development Programmes .....	106
D1.2 Mobilising Private Sector Financing and Technical Expertise .....	108
D1.3 BCMM Budgetary Allocations to Catalytic Programmes over the Medium-Term Revenue and Expenditure Framework (MTREF): .....	108
D1.4 Budgetary Allocations dedicated to Programme and Project Preparation Activities over the Medium-Term Revenue and Expenditure Framework (MTREF): .....	113
D2. RESOURCING THE METRO'S PROJECT PIPELINE / SPATIAL BUDGET MIX .....	115
<b>SECTION E : CATALYTIC PROGRAMME IMPLEMENTATION.....</b>	<b>118</b>
E1. PROGRESS WITH IMPLEMENTATION OF CATALYTIC PROGRAMMES .....	118
E2 PROCUREMENT APPROACH .....	126
E3. REGULATORY REFORM PROGRAMME .....	127
E3.2 Registering Property .....	128
E3.3 Dealing with Construction Permits.....	128
E3.4 Getting Electricity.....	128
E3.5 Way forward .....	129
E4. ENHANCING PRIVATE SECTOR INVESTMENT.....	133
<b>SECTION F: URBAN MANAGEMENT.....</b>	<b>134</b>
F1. URBAN MANAGEMENT .....	134
F1.2 Call to Action Programme .....	134
F1.3 Buffalo City Knowledge and Innovation Precinct: City Improvement District .....	135
F1.4 Mdantsane Urban Hub Precinct Management.....	135
F2. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET .....	136
<b>SECTION G: CONCLUSION.....</b>	<b>137</b>
G1. CONCLUSION: THEORY OF CHANGE .....	137

## 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 975 255 (Census, 2022), residents across the urban, rural and peri-urban settlements that constitute the municipal jurisdiction. In this respect BCMM comprises the urban Coastal region 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.

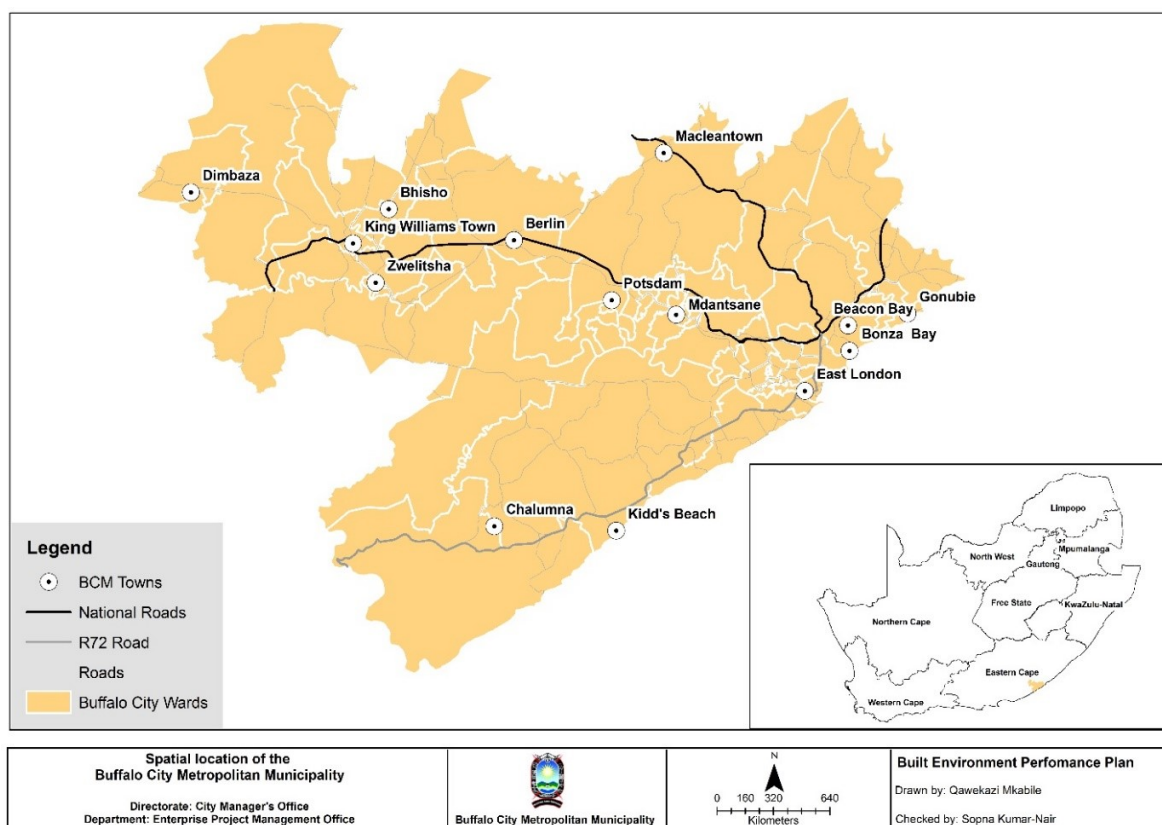


Figure A.1: Spatial location of BCMM

### Demographic and Service Delivery Profile

The Buffalo City Metropolitan Municipality has a population of 975 255 people which accounts for 13.4% of the 7.23 million population of the Eastern Cape (Census, 2022). 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 S&P Global Market Intelligence survey (2024) shows that in 2012 the number of households without electrical connection in the BCMM was 28 300, which has decreased annually at -7.40% per annum to 13 100 in 2022. In terms of the water backlog (number of households below RDP-level) was 16 200 in BCMM in 2012 and this has increased annually at 0.03% per annum to 16 200 in 2022. Similarly, when looking at the sanitation backlog over time, it can be seen that in 2012 the number of households without hygienic toilets in BCMM was 40 300. This has decreased annually at a rate of -7.80% to 17 900 in 2022. Overall refuse removal however has seen a decline with the number of households with no formal refuse removal having increased annually at 5.48% per annum from 66 500 households in 2012 to 113 000 in 2022. 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 in 2012 was 63 200 and has decreased annually at -1.40% to 54 900 in 2022.

The following is a summary of the Socio-Economic profile of the BCMM according to the South Africa Regional eXplorer statistical overview version 2443 for BCMM (S&P Global, 2024).

### **Gross Domestic Product (GDP)**

In 2022, the BCMM achieved an annual growth rate of 1.9% which is very similar to the GDP growth of the Eastern Cape Province's 2.08%. Contrary to the short term growth rate of 2022, the longer term average growth rate for Buffalo City (0.44%) is slightly lower than that of South Africa (0.92%). The economic growth in Buffalo City peaked in 2021 at 4.26%. The BCMM had a total GDP of R100 billion in 2022 (up from R58.6 billion in 2012), and in terms of total contribution towards the Eastern Cape Province, the BCMM contributed 20.01% with a GDP of R501 billion in 2022. The BCMM contributes 1.51% to the GDP of South Africa which had a total GDP of R6.63 trillion in 2022 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2012 when it contributed 1.64% to South Africa, but it is lower than the peak of 1.64% in 2012. It is expected that the BCMM will grow at an average annual rate of 1.32% from 2022 to 2027. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.47% and 1.76% respectively.

In 2022, the BCMM employed 215 000 people which is 15.69% of the total employment in the Province (1.37million). Employment within the BCMM increased annually at an average rate of 0.29% from 2012 to 2022. The community services sector which includes government services is the largest within BCMM accounting for 27.8% of the total employment in the metropolitan municipality. The trade sector is the second largest contributor to GVA at 21.3%, followed by the Finance sector at 12.4%. The mining sector with 0.1% is the sector that employs the least number of people preceded by the electricity sector with 0.3% people employed.

The Human Development Index (HDI) is a composite statistic combining three dimensions human development including a long and healthy life, knowledge and a decent standard of living, used for ranking by level of Human development. The HDI maximum value of 1, indicating a very high development and a minimum value of 0, indicating no human development. In 2022, BCMM had an HDI of 0.659 compared to the Eastern Cape with an HDI of 0.601



and 0.655 of National Total. This translates to a slightly 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 2022, the Gini Coefficient for BCMM stood at 0.609 as compared to 0.602 for the EC province and 0.608 for South Africa as a whole. There has been a decrease in the number over the ten-year period from 2012-2022.

### **Poverty level**

In 2022, there were 536 000 people living in poverty, using the upper poverty line definition, across BCMM. This is 24.56% higher than the 430 000 in 2012. The percentage of people living in poverty has increased from 53.27% in 2012 to 58.90% in 2022, which indicates an increase of -5.63 percentage points.

### **Education level**

Within BCMM, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -6.55%, while the number of people within the 'matric only' category, increased from 139,000 to 190,000. The number of people with a 'matric and certificate/diploma' increased with an average annual rate of 4.60%, with the number of people with a 'matric and Bachelor's' degree increasing with an average annual rate of 1.92%. 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 2022, Buffalo City employed 215 000 people which is 15.69% of the total employment in Eastern Cape Province (1.37 million), 1.40% of total employment in South Africa (15.3 million). Employment within Buffalo City increased annually at an average rate of 0.29% from 2012 to 2022.

Buffalo City Metropolitan Municipality employs a total number of 215 000 people within its metropolitan municipality. In Buffalo City Metropolitan Municipality, the economic sectors that recorded the largest numbers of employment in 2022 were the community services sector with a total of 59 800 employed people or 27.8% of total employment in the metropolitan municipality. The trade sector with a total of 46 000 (21.3%) 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 2022, there were a total number of 188 000 people unemployed in Buffalo City, which is an increase of 108 000 from 79 400 in 2012. The total number of unemployed people within Buffalo City constitutes 17.32% of the total number of unemployed people in Eastern Cape Province. The Buffalo City Metropolitan Municipality experienced an average annual increase of 8.97% 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 7.85%.

In 2022, the unemployment rate in Buffalo City Metropolitan Municipality (based on the official definition of unemployment) was 48.28%, which is an increase of 18.8 percentage points. The unemployment rate in Buffalo City Metropolitan Municipality is higher than that of Eastern Cape. The unemployment rate for South Africa was 33.73% in 2022, which is an increase of -8.58 percentage points from 25.15% in 2012.

## TRANSFORMING THE BUFFALO CITY METROPOLITAN MUNICIPALITY

In the 2024-2025 Built Environment 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. In light of reduced government spending per capita over the last five years since the Covid pandemic, and continued budget austerity, the municipality will henceforth be placing a greater emphasis on developing a **pipeline of economically viable and bankable projects** which will guarantee a long term return on investment.

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 phasing out of the BEPP as a compliance requirement by National Treasury from 2021-2022 onwards, the current and continued progress with the implementation of the BCMM Catalytic Land Development Programmes is discussed.

As a background, Section B of the document outlines 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. With greater incidences of climate related disasters in the city and in line with revised National Treasury 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 climate risk and resilience elements into planning and budgets.

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 strengthen the performance and monitoring of the city's catalytic programmes and projects. Envisaged as a strategic spatial planning and budgeting 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.

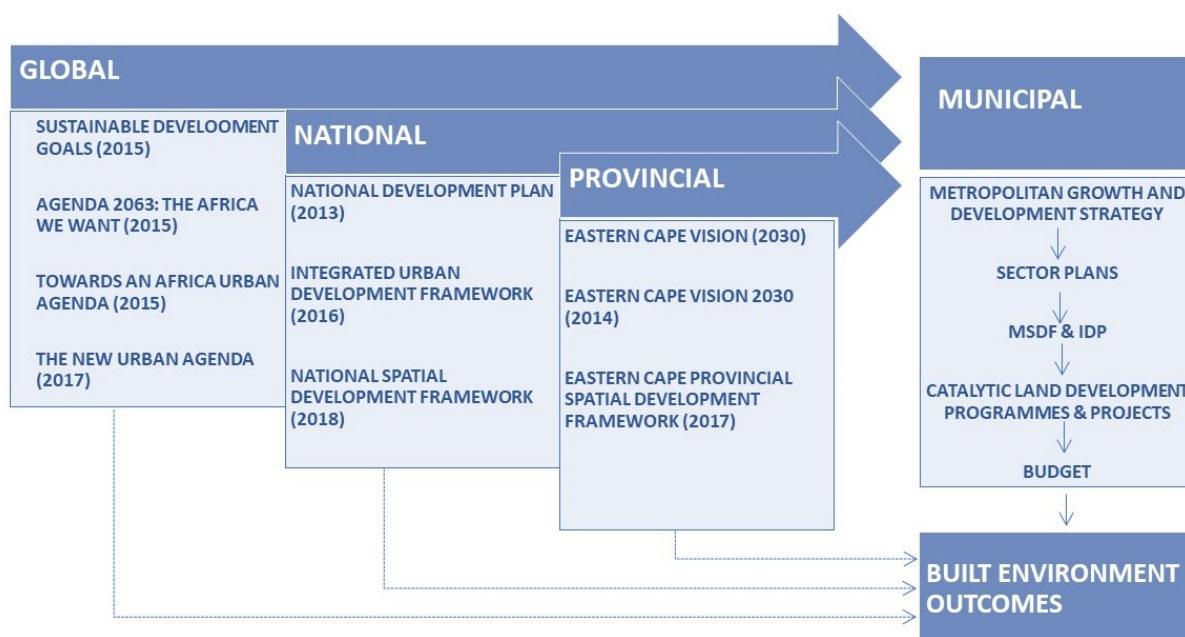


Figure A.3: Relationship with strategic documents (Source: BCMM BEPP 2019/20, updated BEPP 2023/24)

The following documents and data sources were used in the formulation of the 2024-2025 Built Environment Performance Plan:

#### **BCMM Documents:**

- BCMM Final BEPP 2019/20, 2020/21, 2021/22, 2022/23, 2023/2024.
- BCMM IDP Review 2022/23, 2023/24.
- 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 Climate Risk and Vulnerability Assessment 2020.
- 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).
- Settler's Way LSDF (2020).
- Mount Coke Dimbaza LSDF (2008).
- Kwelera LSDF (2013).
- Newlands LSDF (2015).

#### ***National and Provincial and Other Documents:***

- Census 2022.
- S&P Global Market Intelligence Statistical Overview (South African Regional eXplorer v2443).
- 2024 Budget Review Public-Sector Infrastructure And Public-Private Partnerships Update.
- 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.
- Eastern Cape Provincial Spatial Development Plan, 2018.

### **A3. STRENGTHENING 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 (5<sup>th</sup> 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 first 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 2024-25 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.

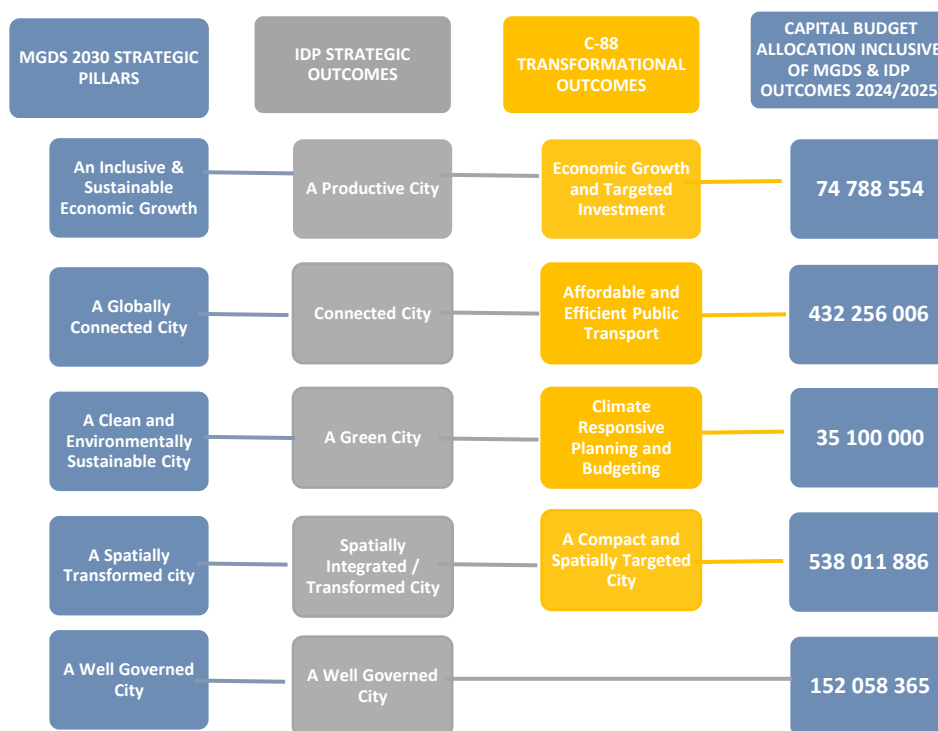


Figure A.4: Diagram of the relationship between the BEPP, IDP, MGDS and the 2024-25 Budget (Source: BCMM Budget 2024-25)

#### 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 has prepared a BCMM Climate Change Strategy in 2014. The study outlined climate change impacts, risks, and associated responses for BCMM. The study also included a climate change impact and risk matrix which provides a rating for the key risks, adaptive capacity, and vulnerability within BCMM. The IEMP unit further completed a Coastal Areas Risk and Vulnerability Assessment (2019). A 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 has further supported 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. The work on the Metro View was launched in early 2024.

## **A5. INSTITUTIONALISING THE BCMM CATALYTIC LAND DEVELOPMENT PROGRAMMES**

### **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 2024/25 financial year. CLDPs are incorporated into the 2024-2025 IDP and 2024-2025 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, 2023-24 and the 2024-25 BEPP.

### **A5.3 Project Preparation for selected key catalytic land development programmes and projects (leverage of investment through partnerships)**

The introduction of the Programme and Project Preparation Support Grant (PPPSG) from National Treasury as a conditional grant to metropolitan municipalities is aimed at supporting municipalities to develop a pipeline of investment ready capital programmes and projects, through establishing and institutionalising an effective and efficient system of programme and project preparation as outlined in the Division of Revenue Act. The City Directorates are currently working jointly in a complementary manner on a number of initiatives which are envisaged to develop project feasibilities and evidence to support the funding of bankable projects which aim to leverage investment through partnerships.

### **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 past few years. This included support around project value assessment and management; business case development and due diligence; as well as governance models and change reforms aimed at improving strategic portfolio and programme management, project implementation and delivery.

Further areas of CSP support include the roll out and institutionalisation of the City Infrastructure Delivery and Management System (CIDMS). The BCMM has undertaken a Built Environment Business Process Mapping (BPM) for the city which analysed 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 provider appointed by National Treasury's City Support Programme (CSP) have further supported the city over a two year period to strengthen asset management processes as well as map out a strategy to deliver on the needs' assessment undertaken by the city. An internal CIDMS Steering Committee comprising the various Infrastructure Departments together with the Finance Directorate is currently being initiated to drive and sustain this work further.

#### **A5.5 Submission of Final 2024-25 BEPP Document to Council**

The final version of the BEPP 2024-2025, the IDP and MTREF have been prepared in readiness for Council approval and will be tabled at the Council Meeting scheduled to take place in May 2024.

## 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"> <li>• Improving the Sub-national cost of doing business to unlock property investments (automation and investment centre/one-stop shop).</li> <li>• Investment strategy (to build on improved investor sentiment towards the city (MBSA, ELIDZ).</li> <li>• Sleeper site development (project preparation and financing model) through BCMDA.</li> <li>• Youth employment initiative (with Harambee).</li> <li>• New property development to build revenue base (e.g. Kidds Beach).</li> <li>• Blue flag beaches for tourism.</li> </ul>

A globally connected city	<ul style="list-style-type: none"> <li>Continued roll-out of free Wi-Fi hotspots.</li> <li>Optimize benefit of IOX undersea cable and proposed data centre (align to SMART City concept).</li> <li>Procure and institutionalize enterprise resource planning system and related automation of key business processes (aligned to MsCOA).</li> <li>Continued engagements with Transnet and DPE on container terminal and port expansion funding model.</li> <li>Engage SANRAL on N2-R72 by-pass (key for Integration Zone 1 / Primary Integration Zone).</li> </ul>
A clean and environmentally sustainable city	<ul style="list-style-type: none"> <li>Institutional reconfiguration (new service delivery model for waste management).</li> <li>Re-tool waste management (fleet, skips, mobile transfer stations etc.)</li> <li>Design and funding model for integrated waste management facilities (transfer stations).</li> <li>Waste economy development (buy-back centres and SMMEs).</li> <li>Define new approach to energy Independent Power Producers.</li> </ul>
A spatially transformed city	<ul style="list-style-type: none"> <li>Transversal integration and catalytic programme co-ordination.</li> <li>Reeston Tunnel to unlock NW Corridor development (Amalinda Junction).</li> <li>Fitzpatrick Road re-alignment and City-to Sea Boulevard (for Sleeper Site development).</li> <li>Finalization of and integration between IPTNP, ISHSP, and SDF.</li> <li>SPLUMA readiness (Implementation of Tribunals).</li> <li>New capacities leveraged for PPPs, innovative funding models (through BCMDA and partnerships with CSP)</li> <li>Development of new nodes for revenue enhancement (Kidds Beach, Quenera).</li> </ul>
A well governed city	<ul style="list-style-type: none"> <li>Audit improvement plan and risk management.</li> <li>Automation (enterprise resource planning system).</li> <li>City branding and communications.</li> <li>Culture change and performance excellence (partnership with MBSA and GTAC) including for Council.</li> <li>Roll-out of revenue enhancement strategy (including billing system improvements, aggressive strategy to reduce municipal debt, and cost-cutting measures).</li> <li>Integrated customer relations management system.</li> </ul>

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 4<sup>th</sup> 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.

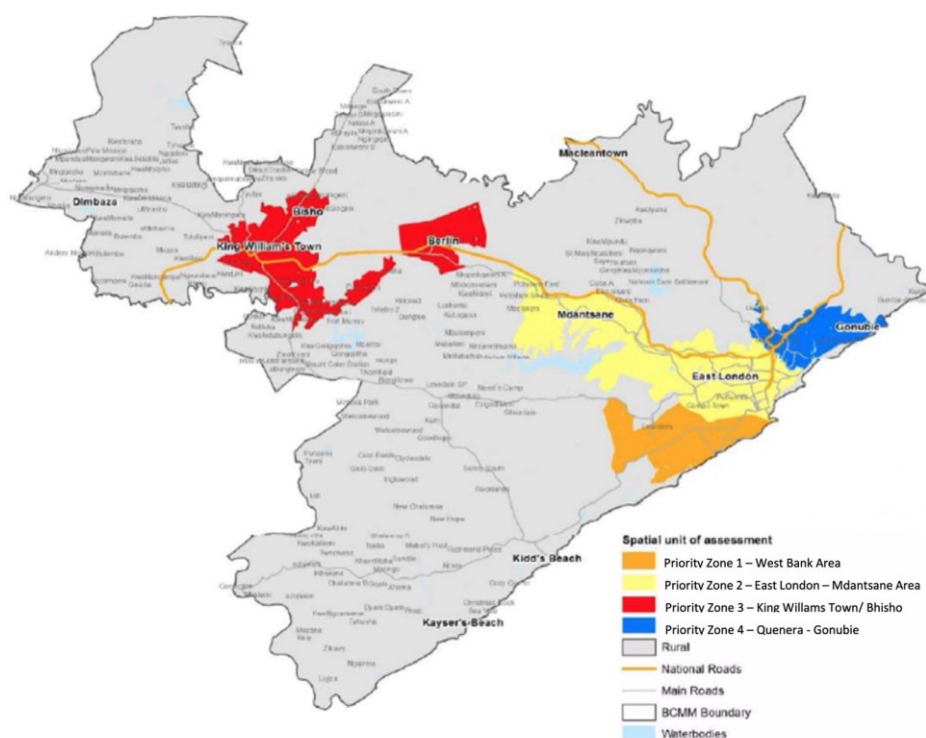


Figure B.1: BCMM SDF 2019-2024: Spatial Reprioritisation (Source: BCMM MSDf, 2020)

## 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.

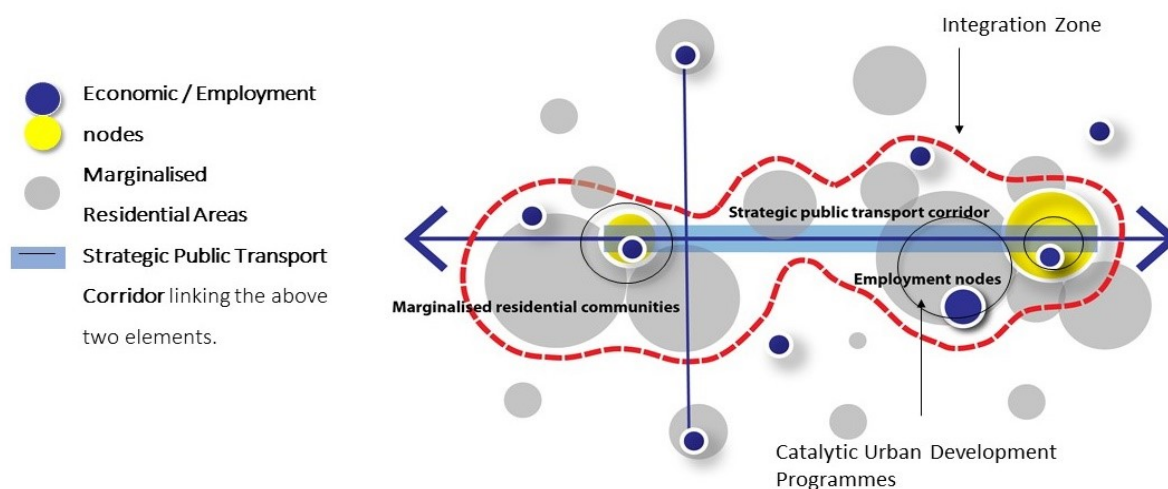


Figure B.2: Spatial Targeting Concept: Structuring Elements: Public Transport Corridors and Nodes (Source: BCMM BEPP 2019-20)

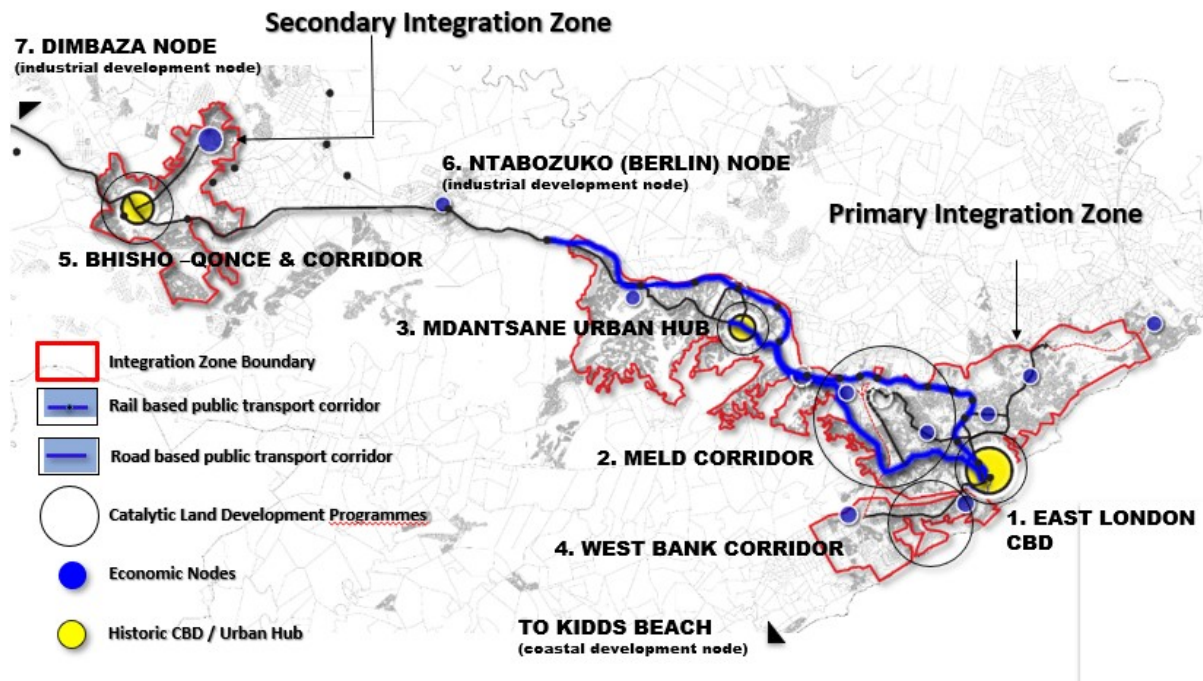


Figure B.3: Spatial Targeting: BCMM Urban Network Strategy (Source: BCMM BEPP 2019/ 2020/ 2021/ 2022/ 2023)

### B1.1.1 BCMM Integration Zones

The BCMM Integration Zones have been worked to better respond to current contextual needs and informants as well as to address comments from Neighbourhood Development Partnership at National Treasury arising from the 2018-19 BEPP submission. The above changes remain as is in the current 2024-25 BEPP.

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

The City – Vincent – Beacon Bay – Gonubie link corridor is also acknowledged as a key future growth corridor within the primary integration zone. The integration zone boundaries for the primary integration zone remain the same in 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 2024-25. 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.

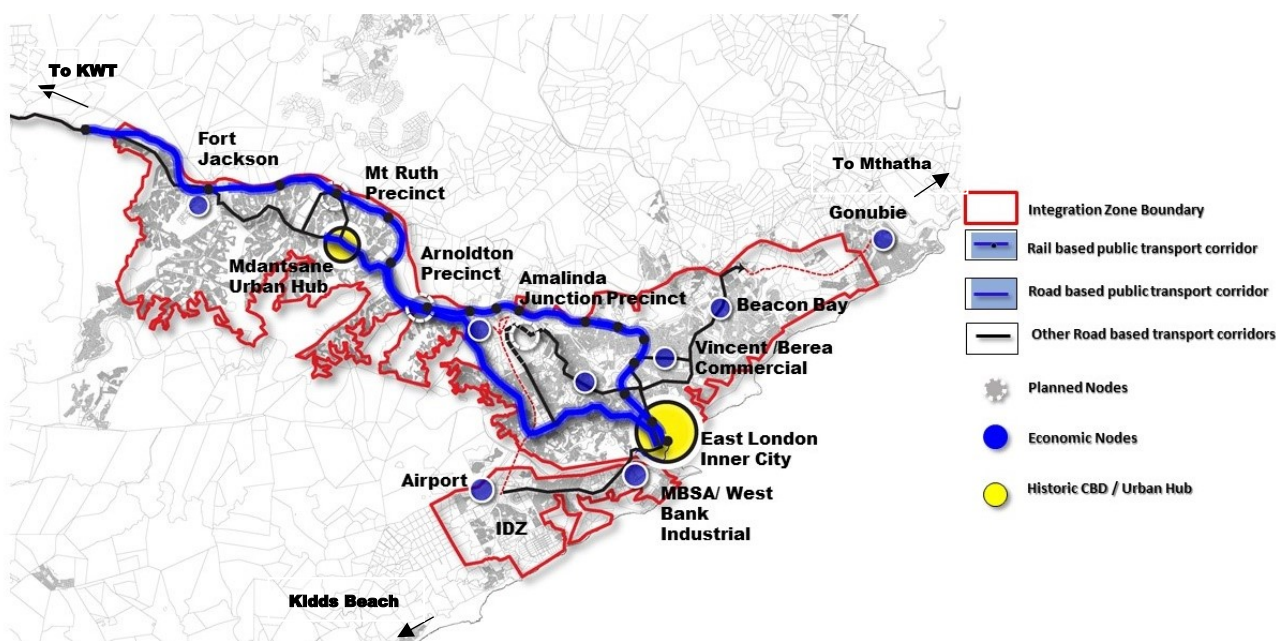


Fig B.4: Spatial Targeting: Primary Integration Zone (Source: BCMM BEPP 2019-20)

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), 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.

Efforts to consolidate BCMM funding application towards the **Budget Facility for Infrastructure** (BFI) has placed emphasis on key infrastructure projects both in the West Bank Economic Corridor / Logistics Hub as well as other priority areas in 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.

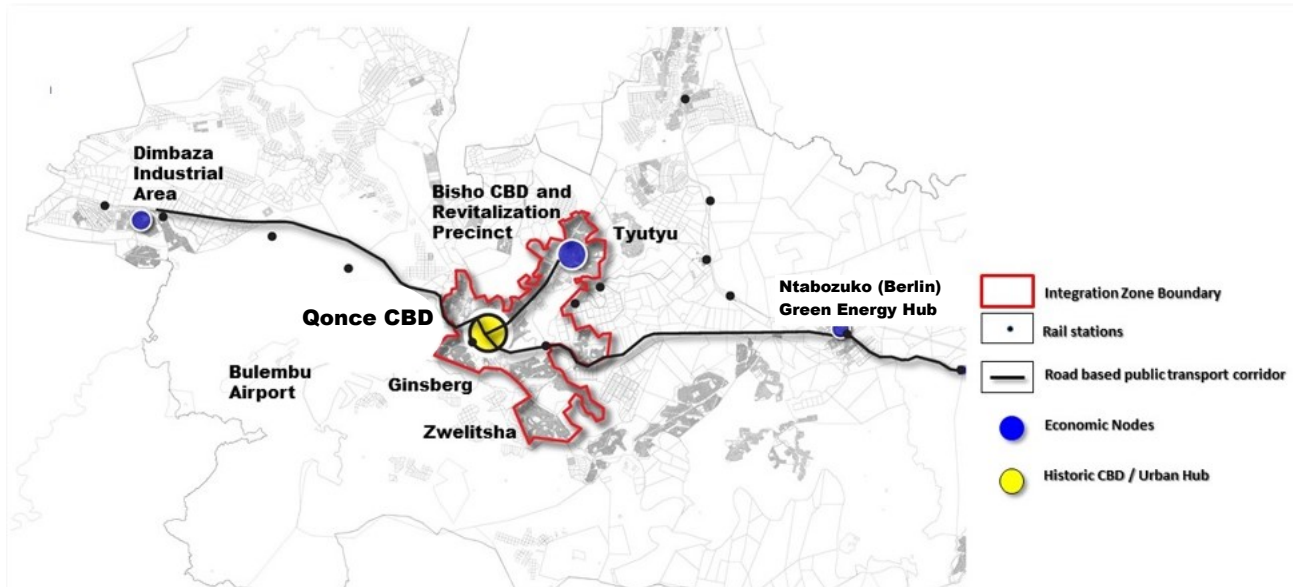


Figure B.5: Spatial Targeting: Secondary Integration Zone (Source: BCMM BEPP 2019-20)

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.

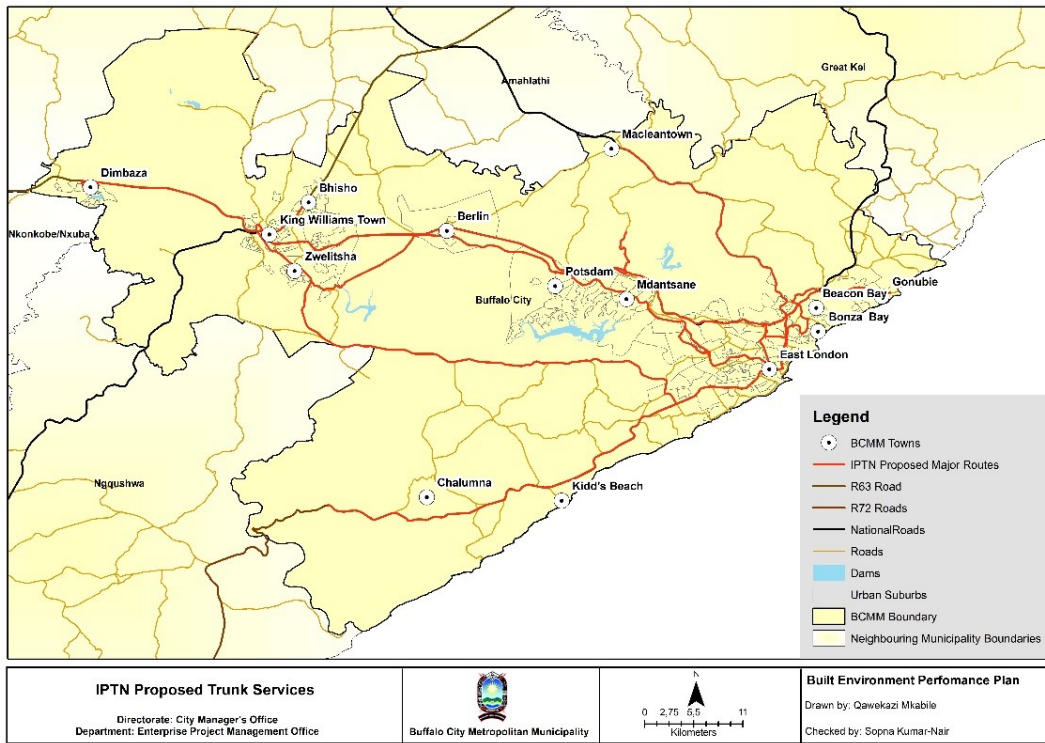


Figure B.6: Proposed Trunk Services only IPTN (Source: BCMM IPTN: 2018)

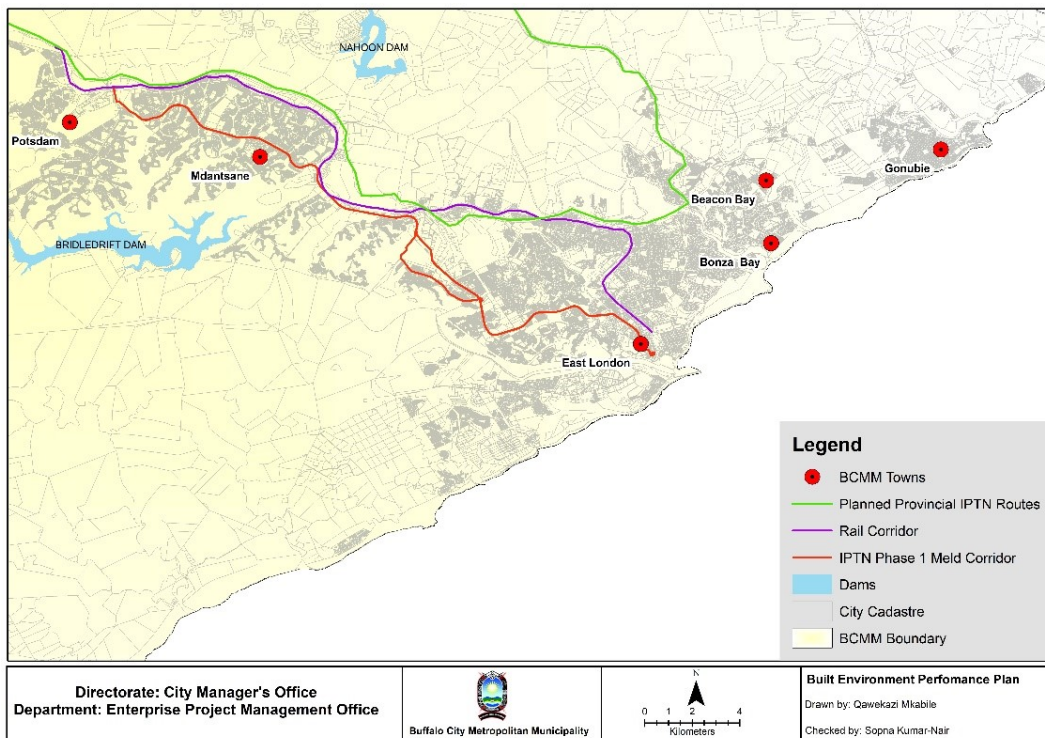


Figure B.7: IPTN Trunk Services: Phase 1 MELD Corridor (Source: BCMM IPTN: 2018)

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.

The Department of Human Settlements has currently prepared bid specifications for the review of its Informal Settlements.





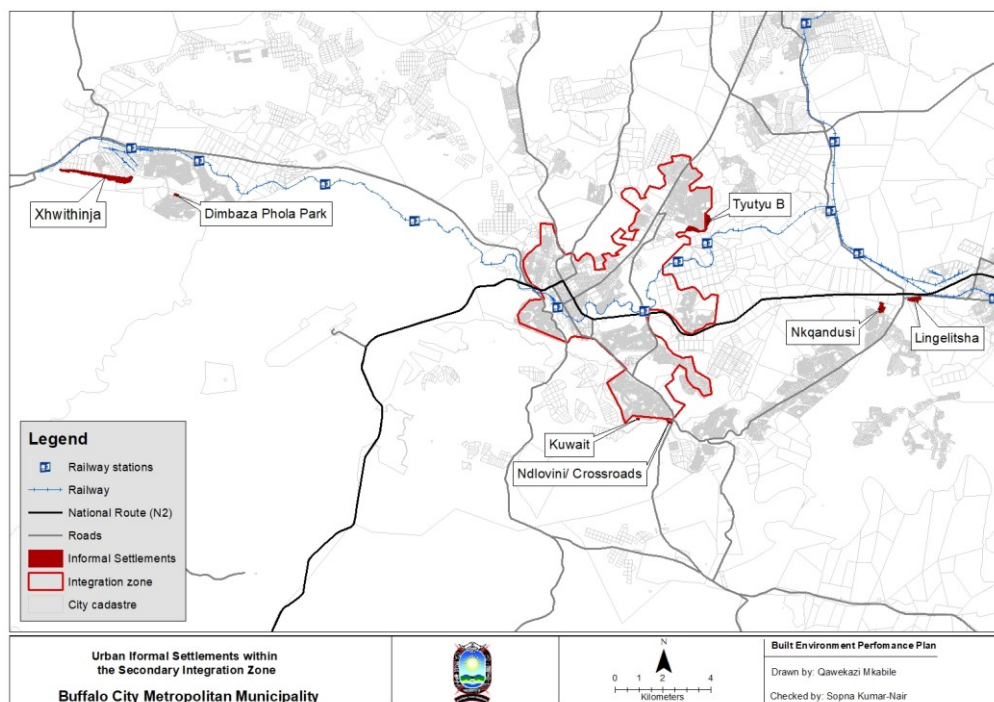


Figure B.8c: Urban Informal Settlements within the Secondary Integration Zone (Source: Adapted from the Informal Settlements Study, 2010)

### 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; Mdanstane East; Mathew Goniwe; Sisonke; Dumanokhwe A; Andrew Malangeni; Papa Mbatyoti; Thembeni; Dumanokhwe B(2); Winnie A; Sisulu 2; Ekupumeleni; Madolwana; Elukhanyisweni; Daloxolo; Dumanokhwe B, C; Vukani; Hani Park; Sonwabile 1 & 2; Nkululekweni; Hlanlani; Ekupumeleni; 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; Olympic Avenue; Buffalo Flats; Alphendale; Airport; Raymond Mhlaba; Ndcama;
Duncan Village	Duncan Village Proper; C Section; Parkridge; Eluxolweni; B-Hostel; Ford & Msimango; Diphini; Geseni; Belebele
Other	Nompumelelo; Mzamomhle

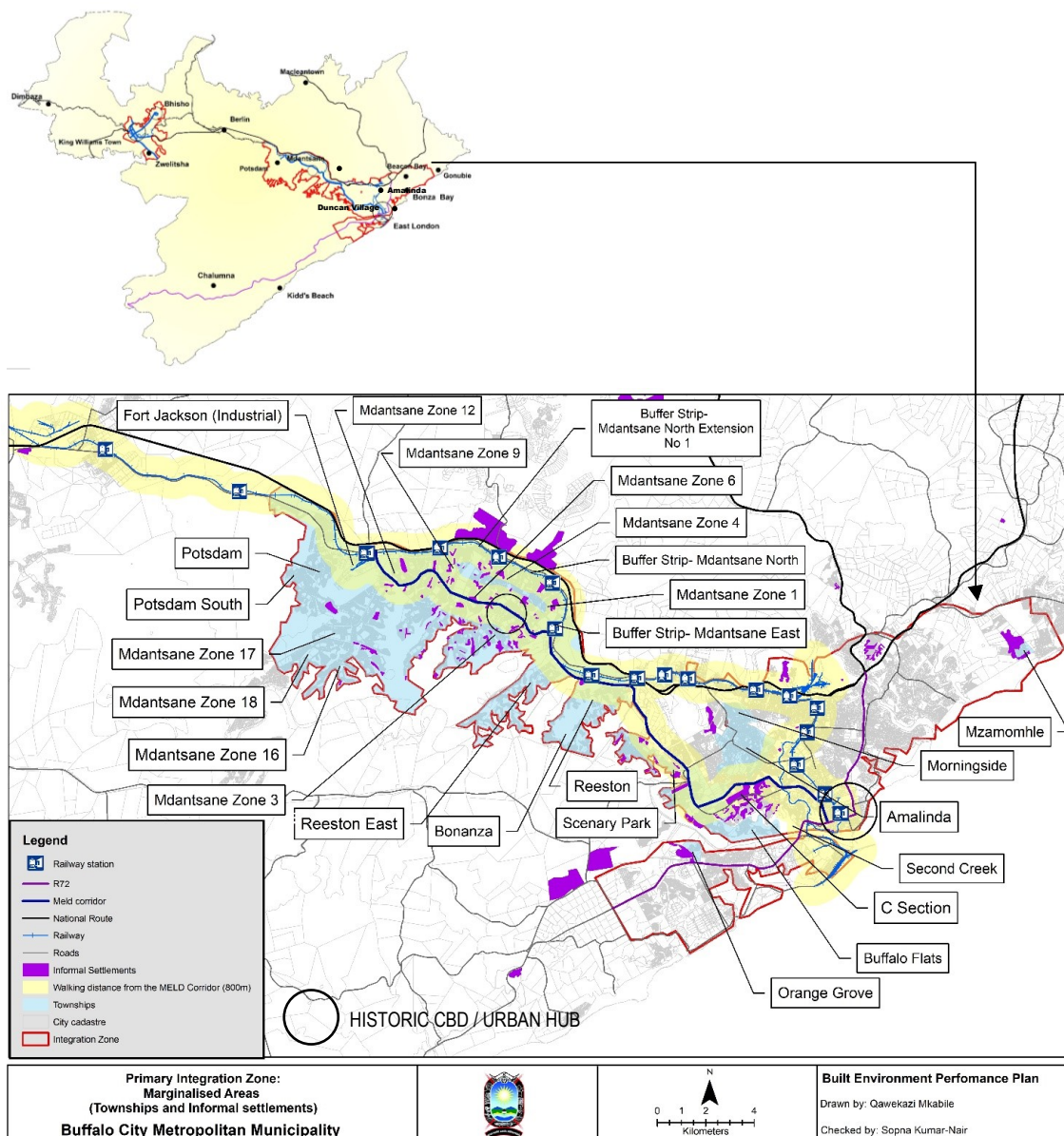


Figure B.9: Townships and Informal Settlements within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

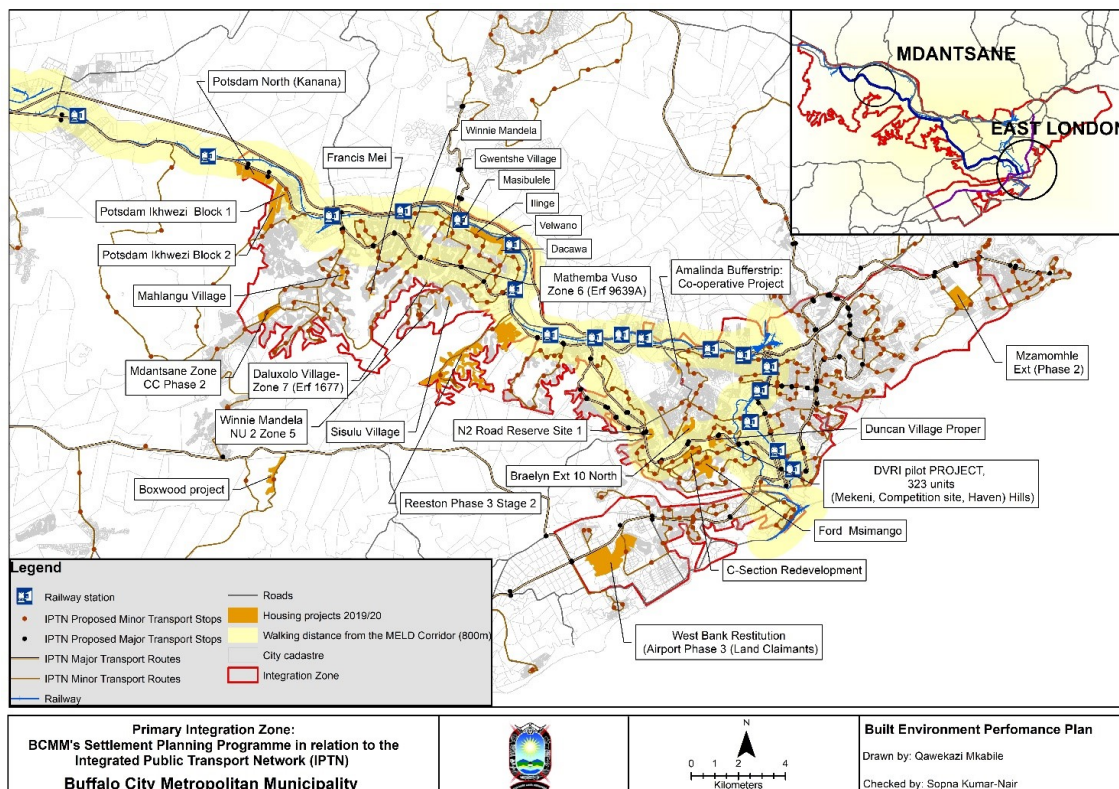


Figure B.10: Primary Integration Zone: BCMM's Settlement Planning Programme in relation to the IPTN  
(Source: BCMM BEPP 2020-21)

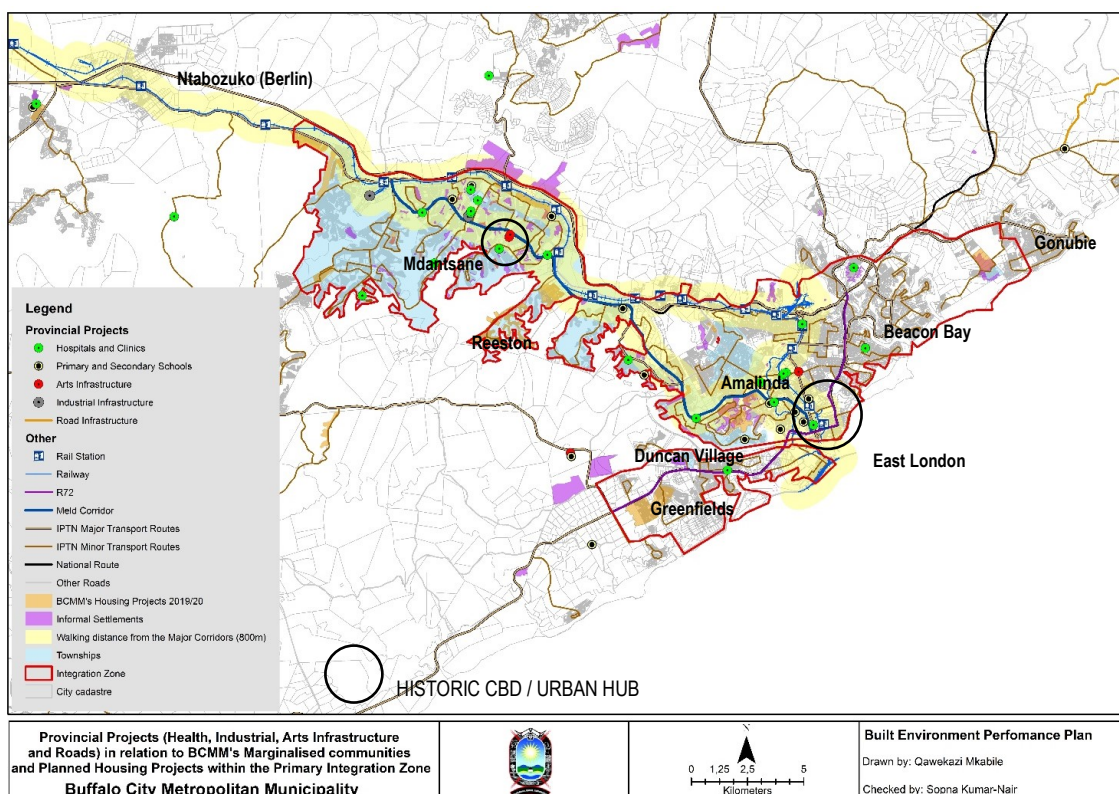


Figure B.11: Primary Integration Zone: Provincial Projects in relation to BCMM's Settlement Planning Programme  
(Source: BCMM BEPP 2020-21)



### 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; Breidbach;	Tyutyu; Kuwait; Ndlovini; Crossroads

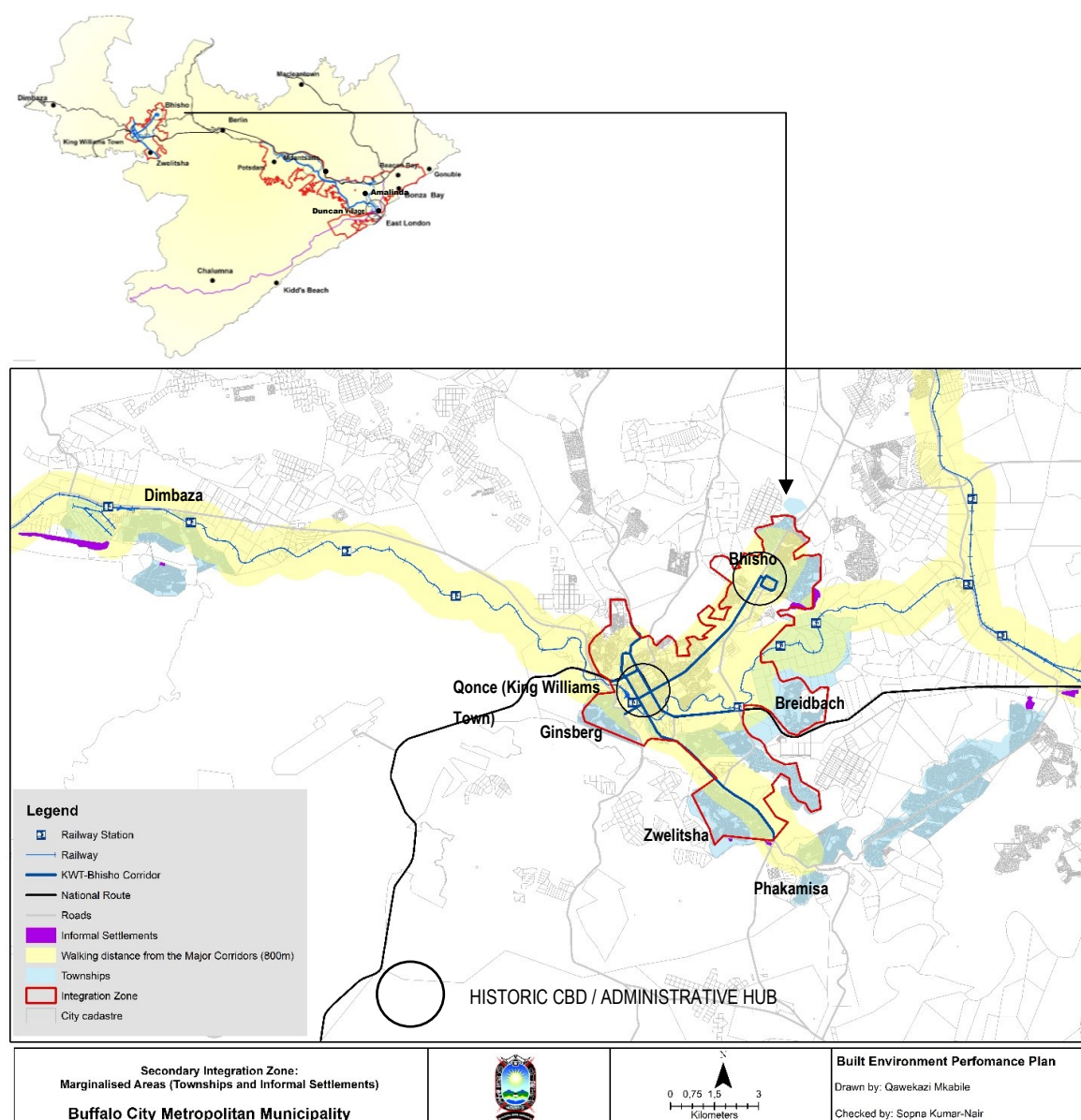


Figure B.12: Marginalised Areas within and surrounding the Secondary Integration Zone (Source: BCMM BEPP 2019-20)

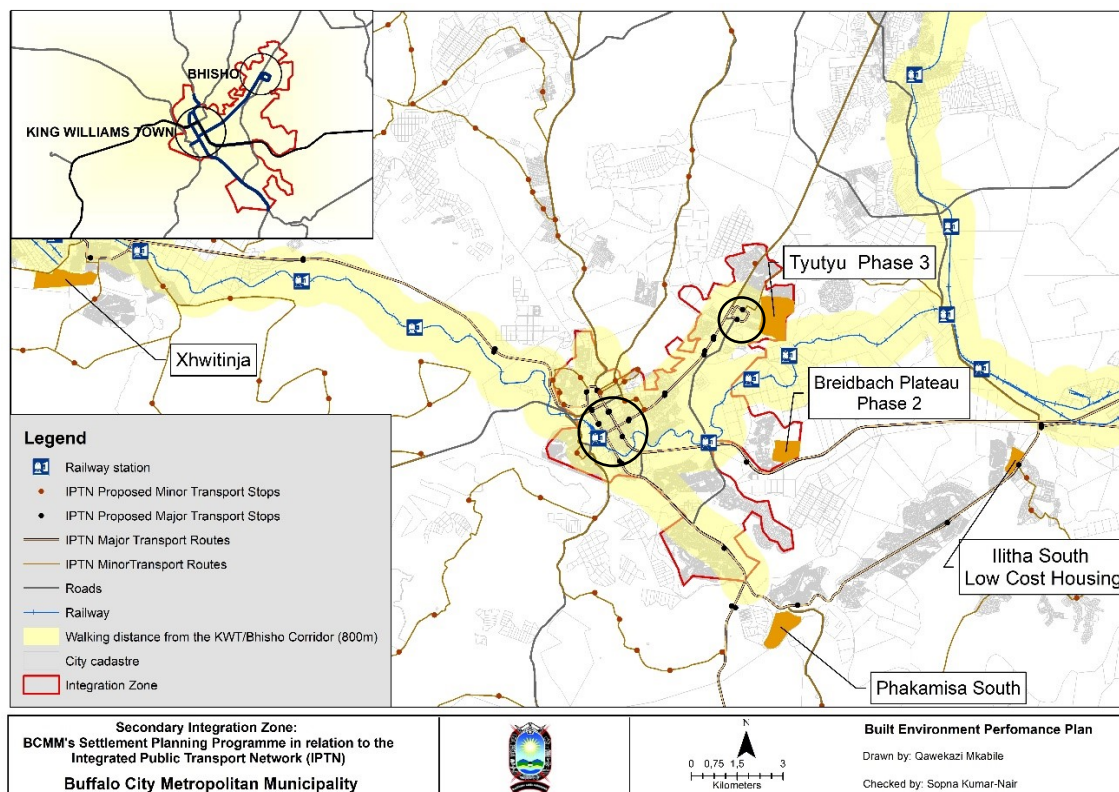


Figure B.13: BCMM's Settlement Planning Programme within the Secondary Integration Zone (Source: BEPP 2019-2020)

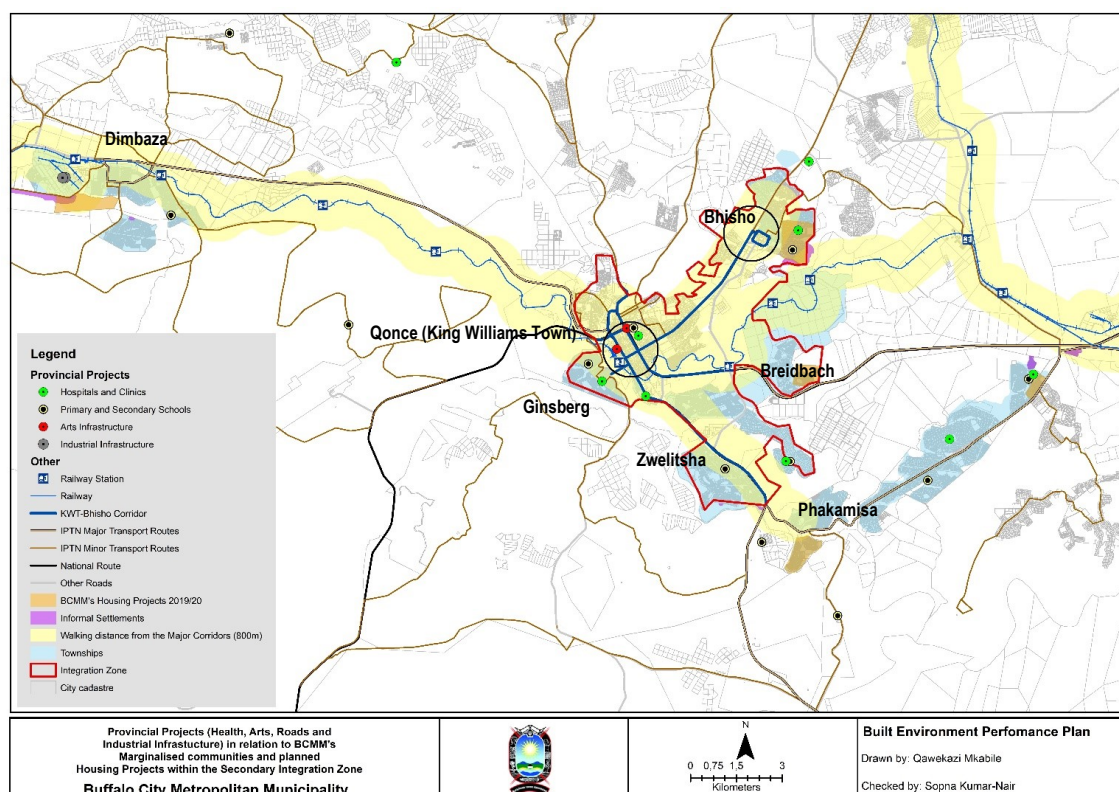


Figure B.14: Secondary Integration Zone: Provincial Projects in relation to BCMM's Settlement Planning Programme (Source: BCMM BEPP 2019-20)

### ***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	



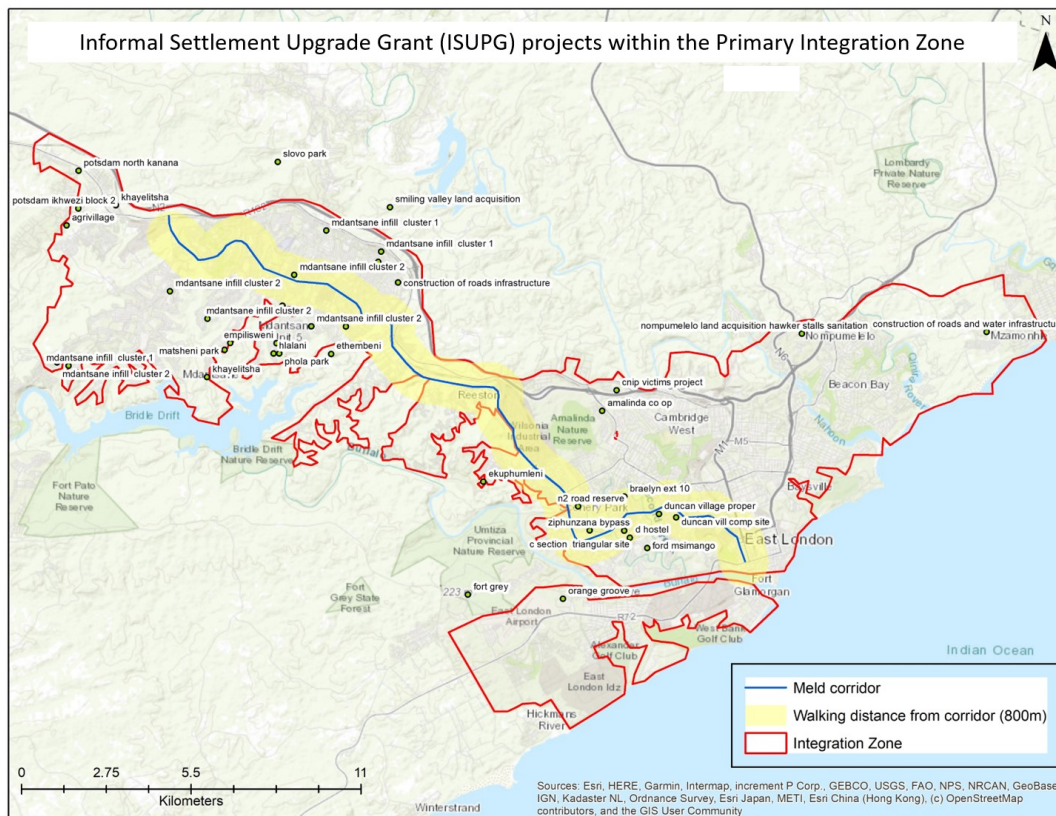


Figure B.15: 2023-24 ISUPG projects in relation to BCMM's Primary Integration Zone

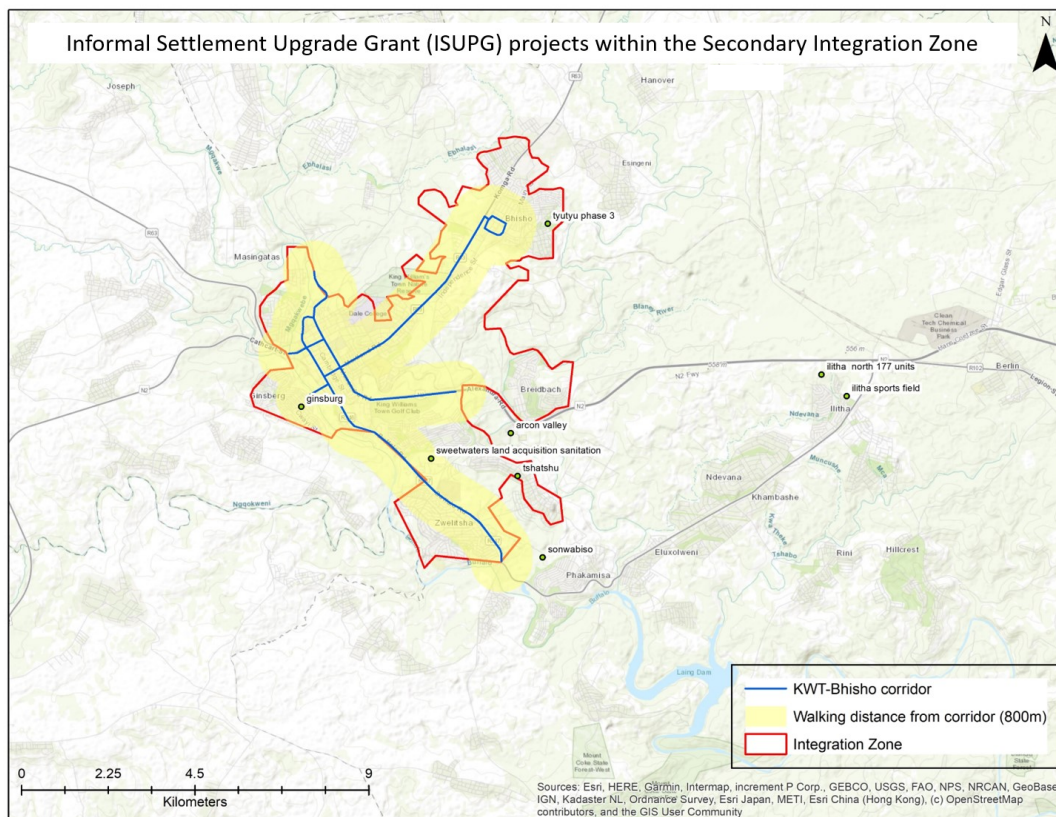


Figure B.16: 2023-24 ISUPG projects in relation to BCMM's Secondary Integration Zone

## Risks associated with Human Settlement upgrade programmes and projects:

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

### 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.



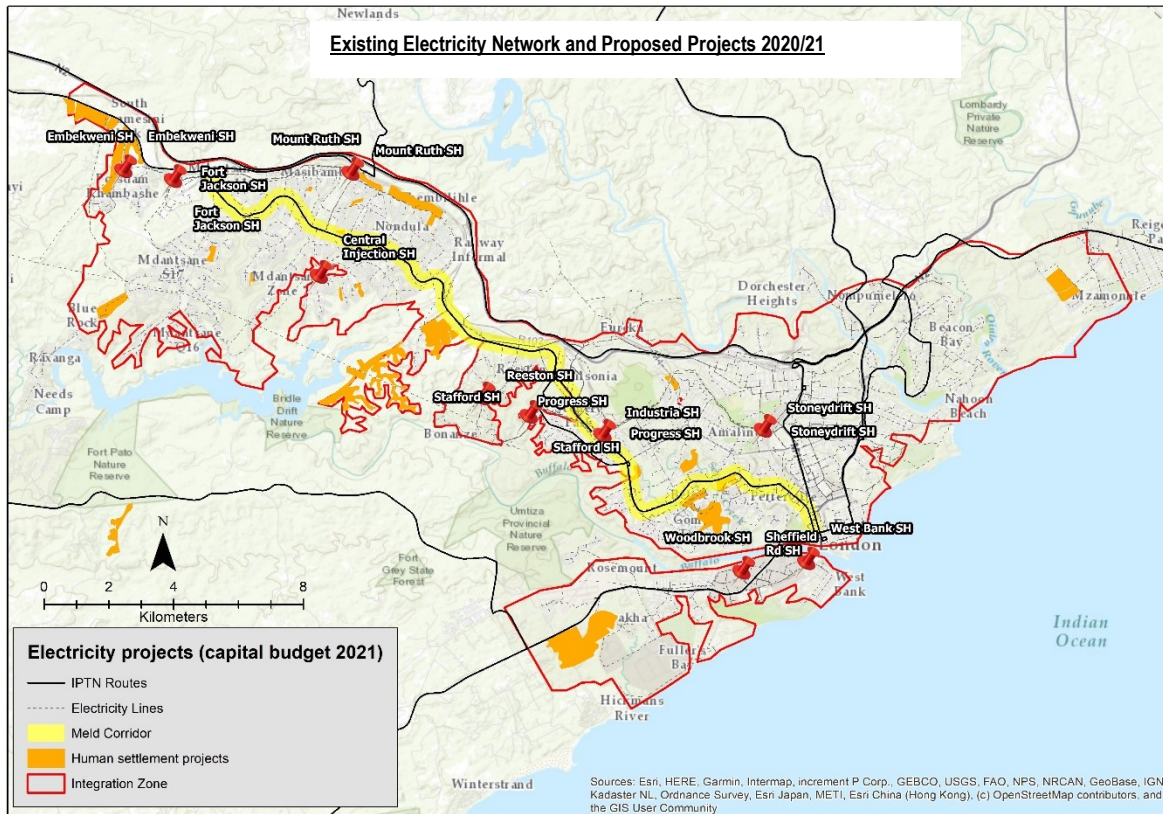


Figure B.17: Electricity projects in relation to BCMM's Primary Integration Zone (Source: Electricity Department)

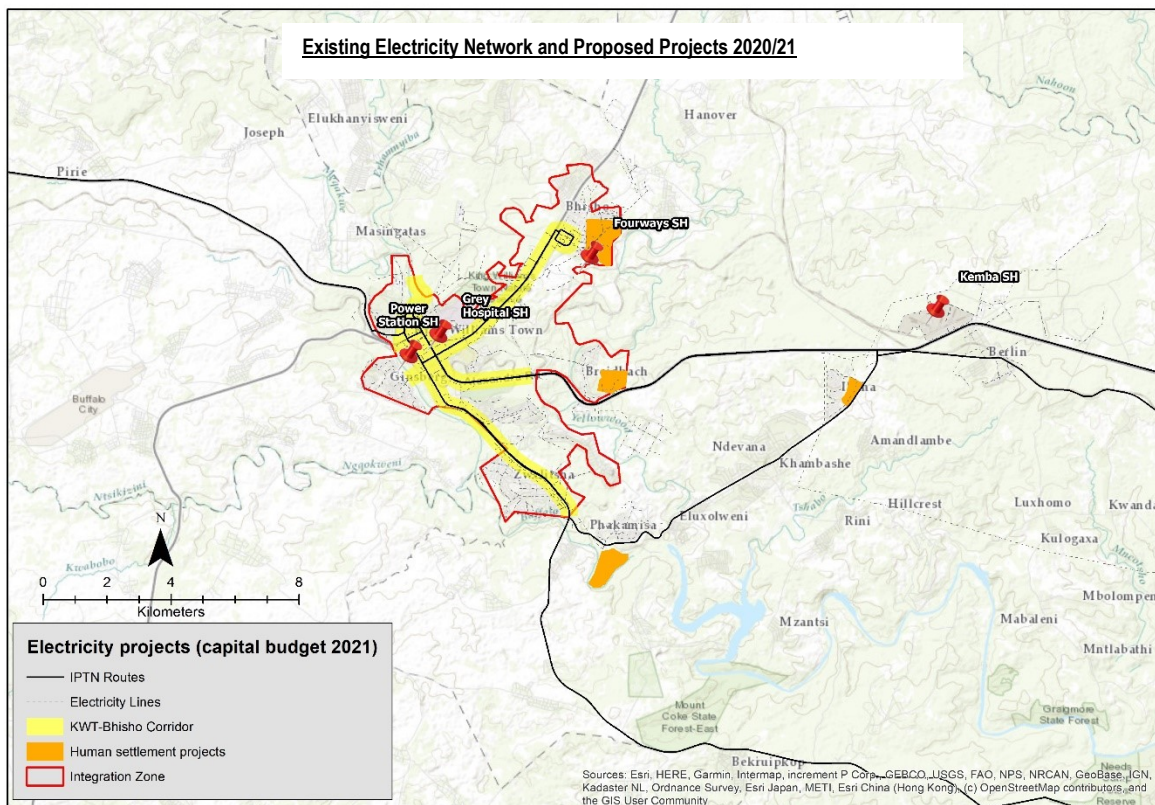


Figure B.18: Electricity projects in relation to BCMM's Secondary Integration Zone (Source: BCMM Electricity Department)



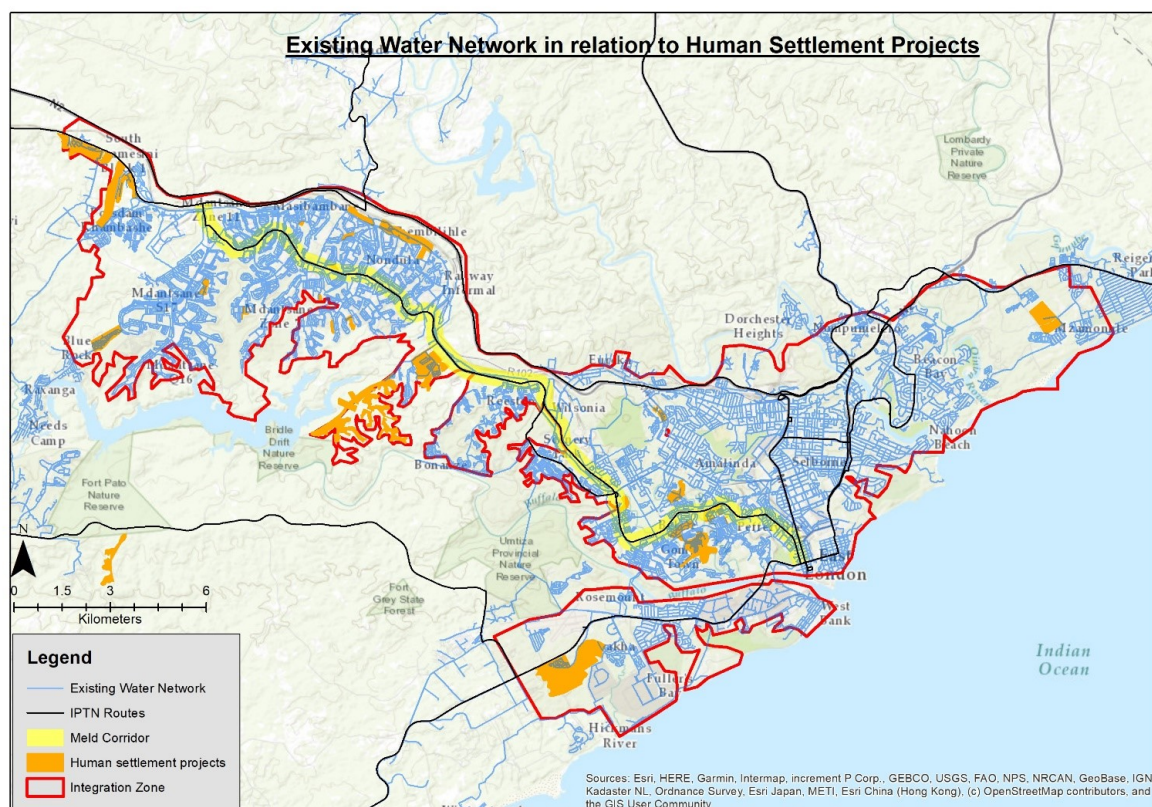


Figure B.19: Existing water network in relation to BCMM's Primary Integration Zone (Source: BCMM Water and Sanitation Department)

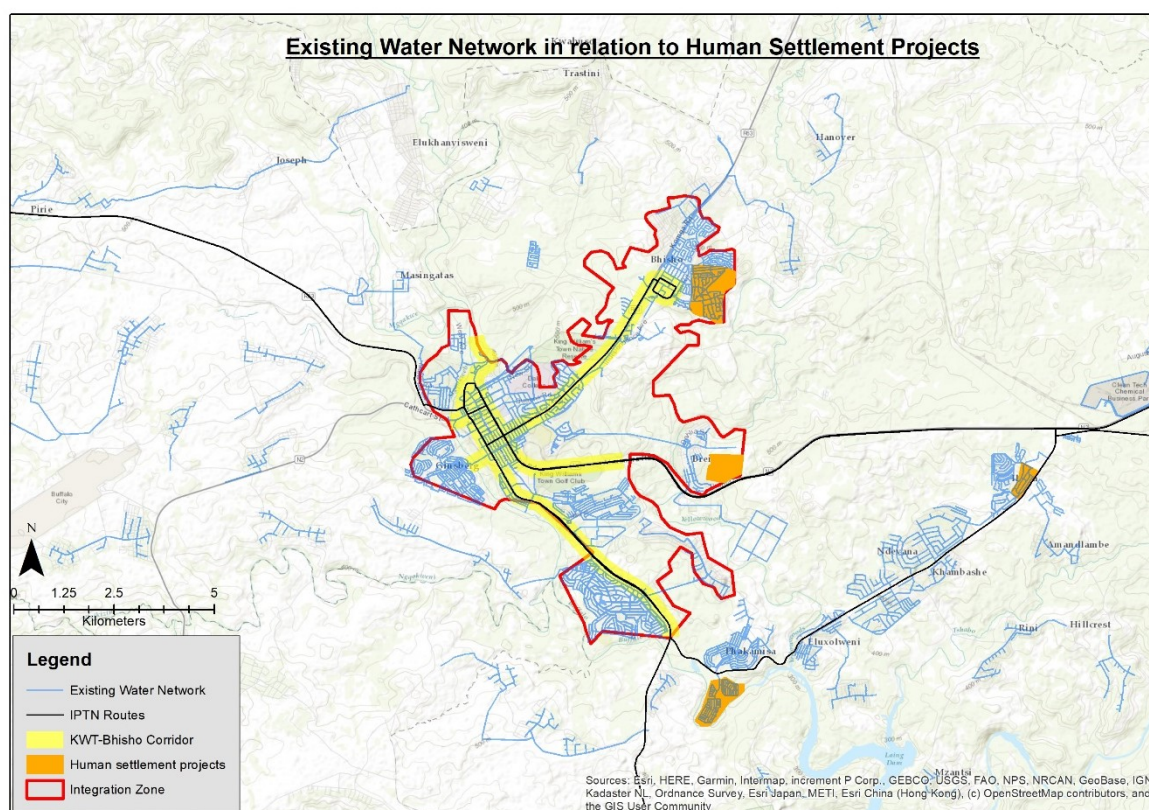
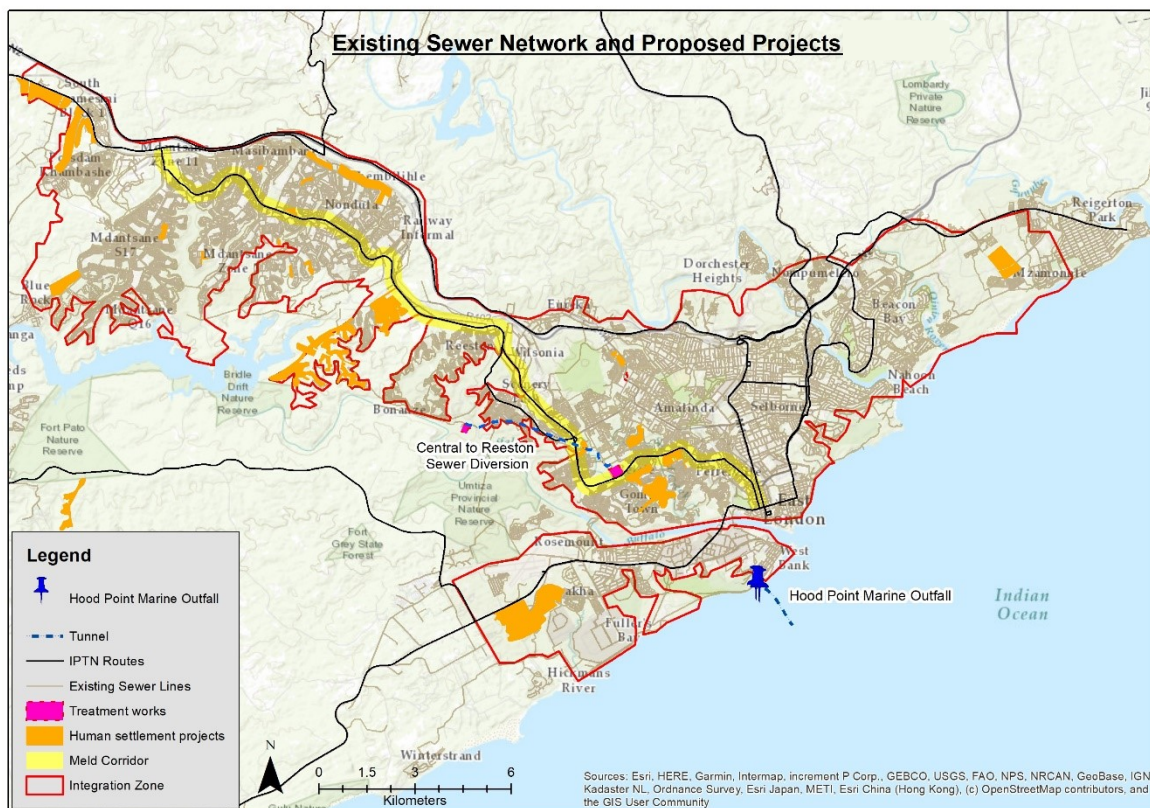
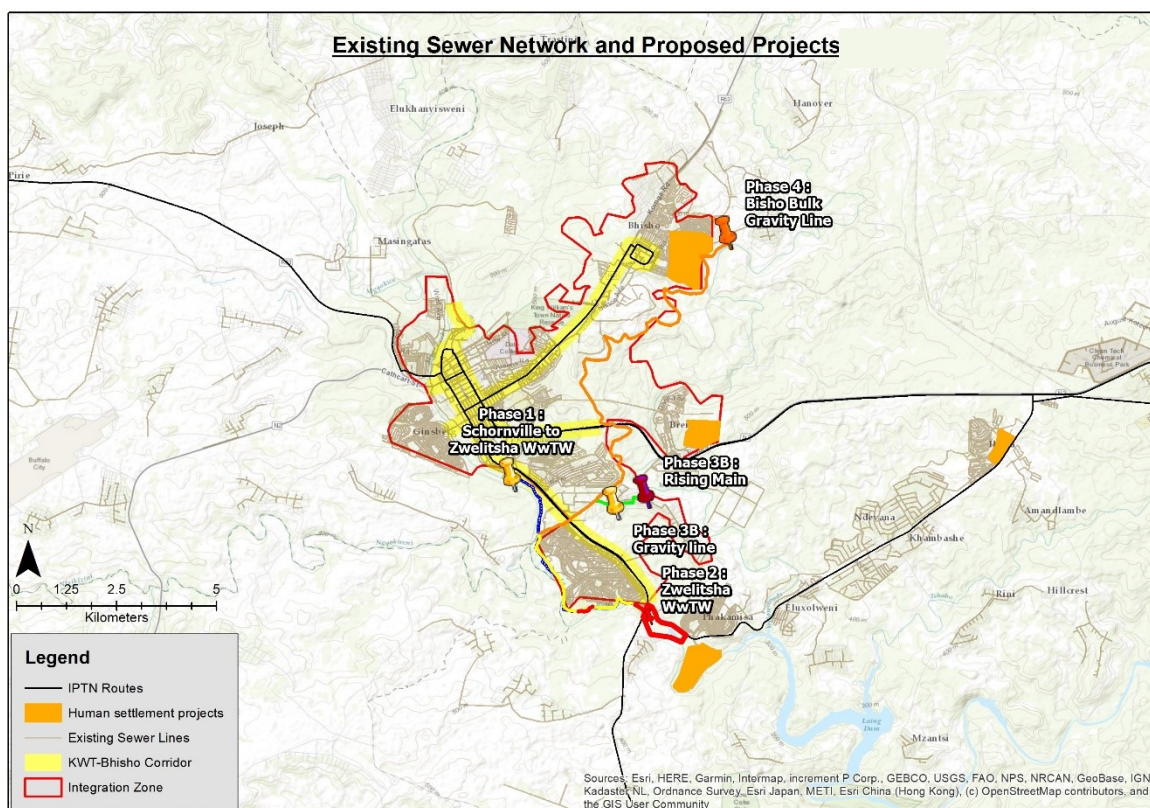


Figure B.20: 2020-21 Existing water network in relation to BCMM's Secondary Integration Zone (Source: BCMM Water and Sanitation Department)





**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
<b>CBD's</b>		
East London CBD	Mdantsane CBD	
<b>COMMERCIAL NODES</b>		
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		
<b>MINOR MIXED LAND USE NODES (EXISTING)</b>		
Bonza Bay Road/Spargs	Mdantsane - Golden Highway	
Abbotsford	Duncan Village - Ndende	



	Cove Ridge/R72	
<b>INDUSTRIAL</b>		
Wilsonia 213ha		Da Gama 106ha
Arcadia 46ha		Fort Jackson 104ha
Braelyn/North End 39ha		
West Bank 197ha		
East London IDZ 242ha		
Chiselhurst 10ha		
Cambridge 6ha		
Beacon Bay 6ha		
Meisies Halt 36 ha		

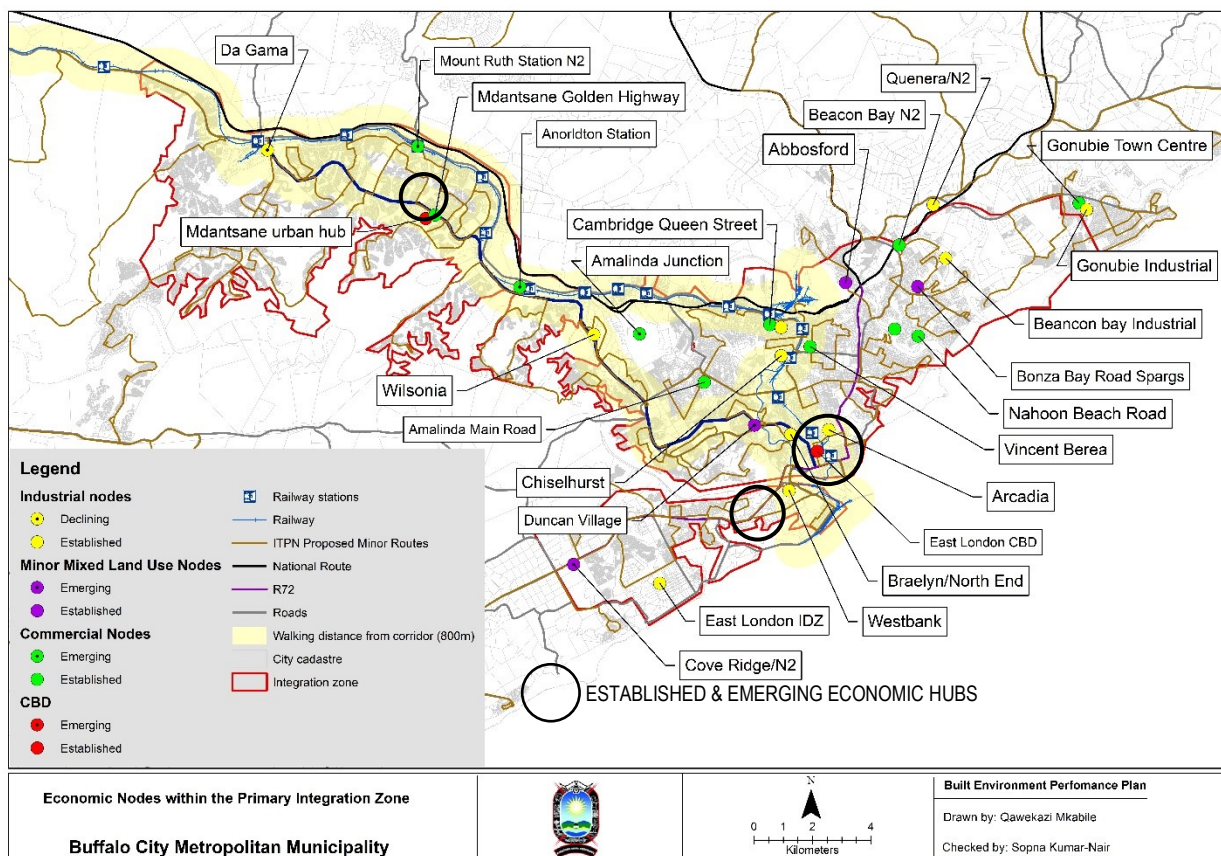


Figure B.23: Economic Nodes within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

## 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 roll out services into the city	Concept prepared and the ELIDZ is currently seeking budget	USTDA have rejected funding the project but the DBSA and GEF are considering this now.	Concept complete and fundraising activities have commenced.
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	TOT VALUE of project: R325M. No funding secured yet,		Stalled due to funding constraint

	University Town initiative in the MGDS. Development of Civil Infrastructure to house WSU - Faculty of Engineering, on the Alexander Golf Course land.			
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 Braelyn. 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
<b>CBD's</b>		
Qonce (King Williams Town CBD)	Zwelitsha Town Centre	None
<b>Commercial nodes</b>		
Schornville		
<b>Minor Mixed Land Use Nodes (Existing)</b>		
None		
<b>Administrative Node</b>		
Bhisho		



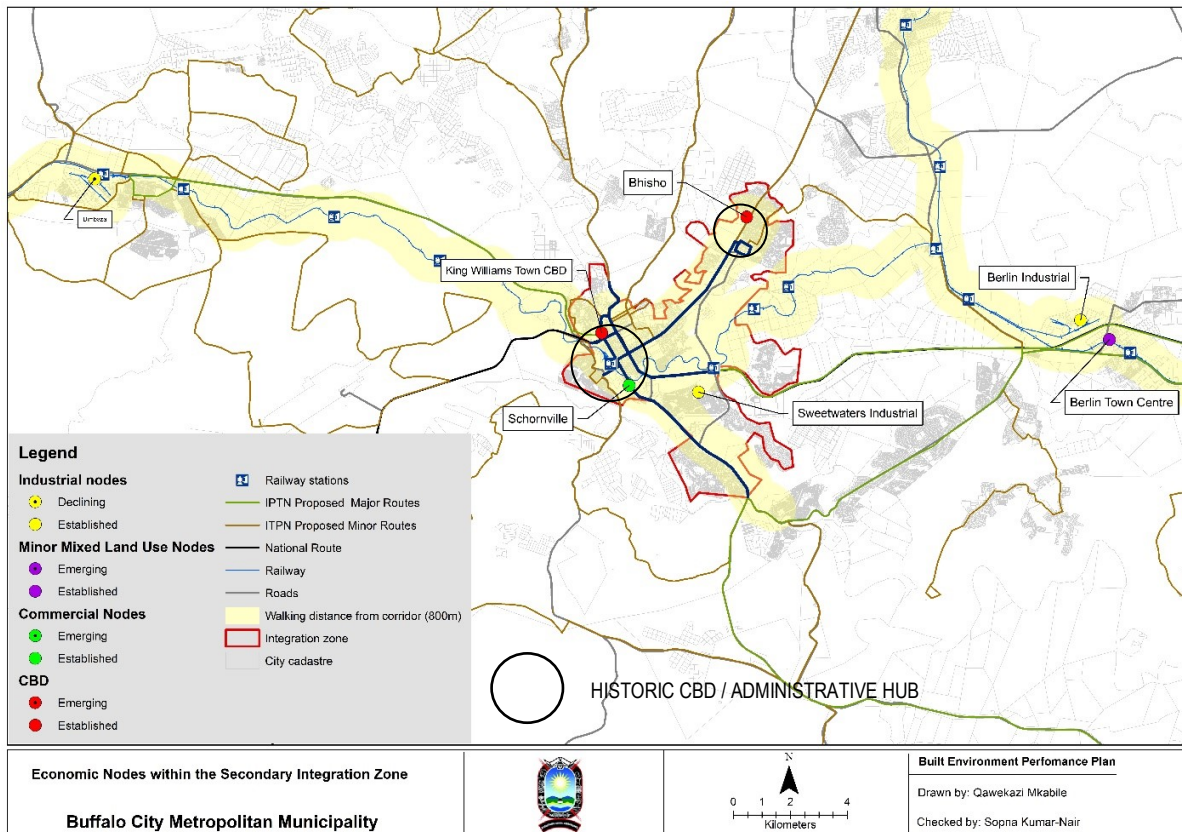


Figure B.24: Economic Nodes within and around the Secondary Integration Zone (Source: BCMM BEPP 2019-20)

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.

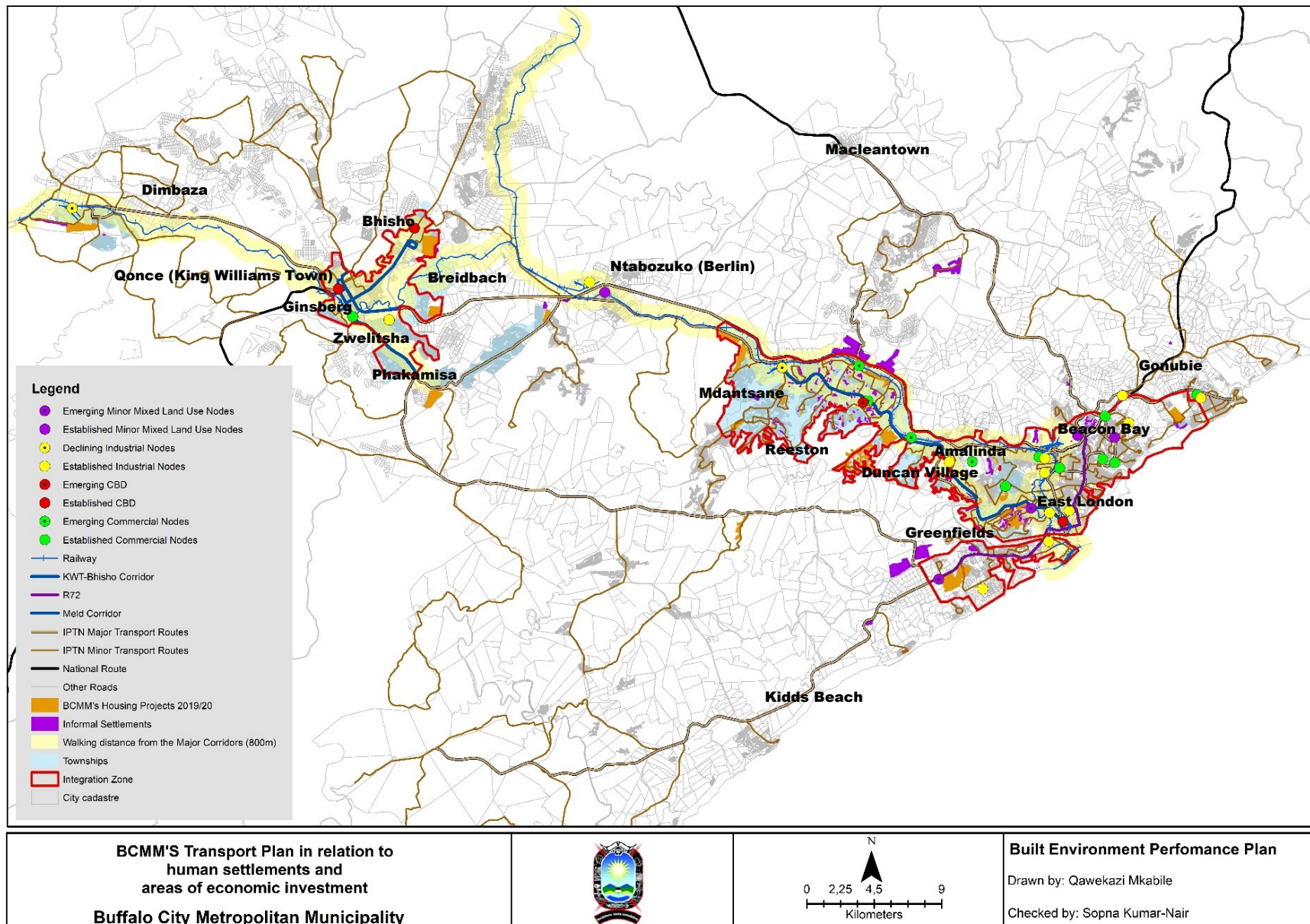


Figure B.25: Consolidated Map showing Marginalised Areas in relation to Public Transport as well as access to Nodes of Employment / Economic Nodes (Source: BCMM BEPP 2019-20)

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

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



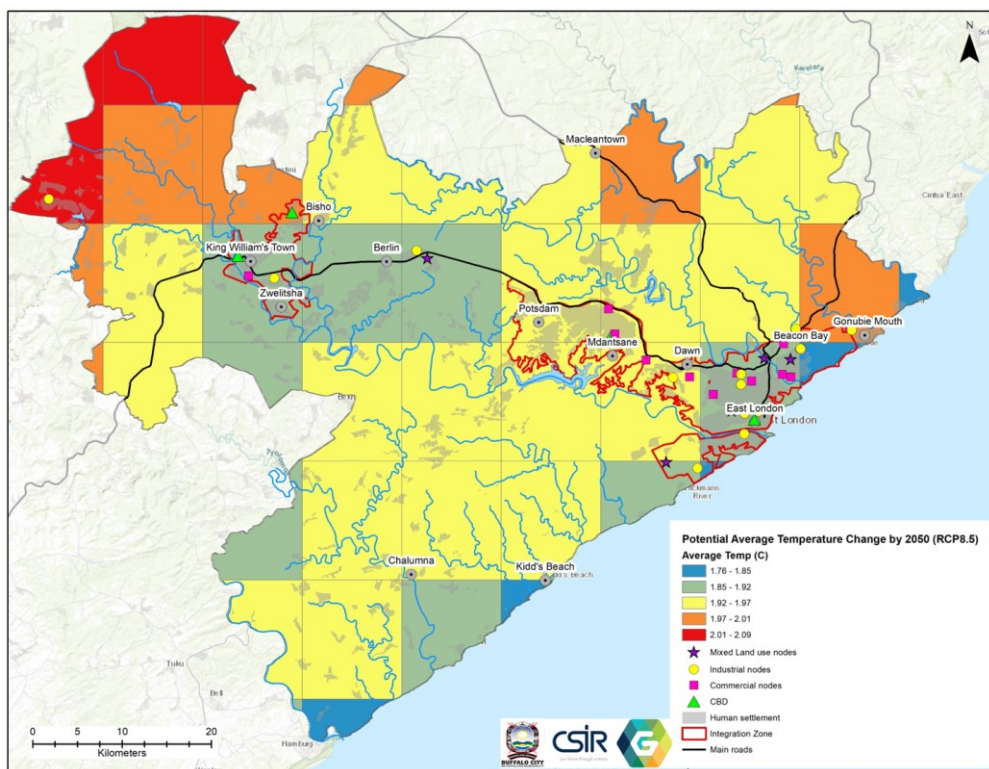


Figure B.26A: BCMM Climate Change Projection: Average change in temperature in °C by 2050 - RCP 4.5: low emissions and high mitigation scenario (Projection Source: Green Book, 2019)

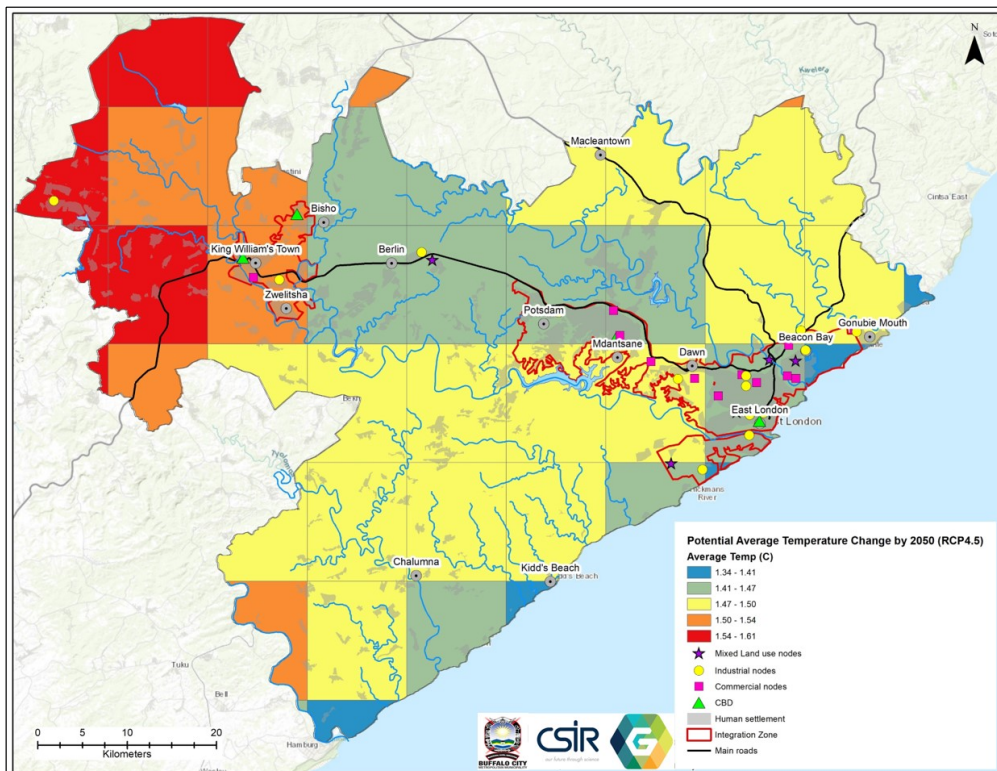


Figure B.26B: BCMM Climate Change Projection: Average change in temperature in °C by 2050- RCP 8.5: high emissions and low mitigation scenario (Projection Source: Green Book, 2019)

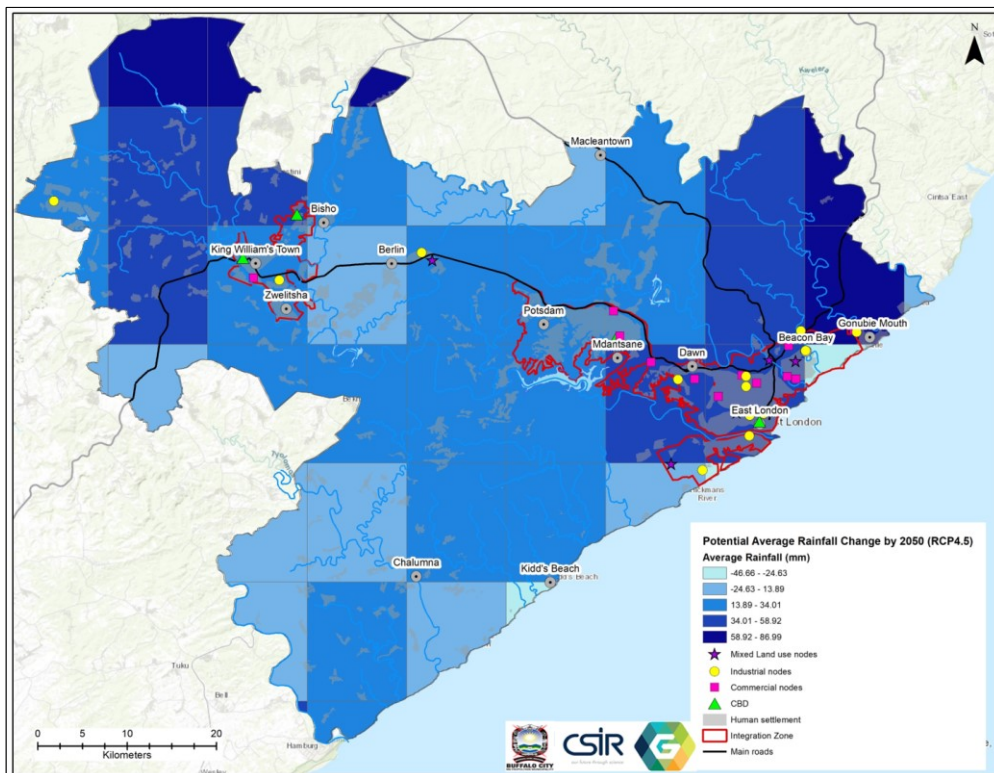


Figure B.27A: BCMM Climate Change Projection: Average change in rainfall (mm) by 2050 - RCP 4.5: low emissions and high mitigation scenario (Projection Source: Green Book, 2019)

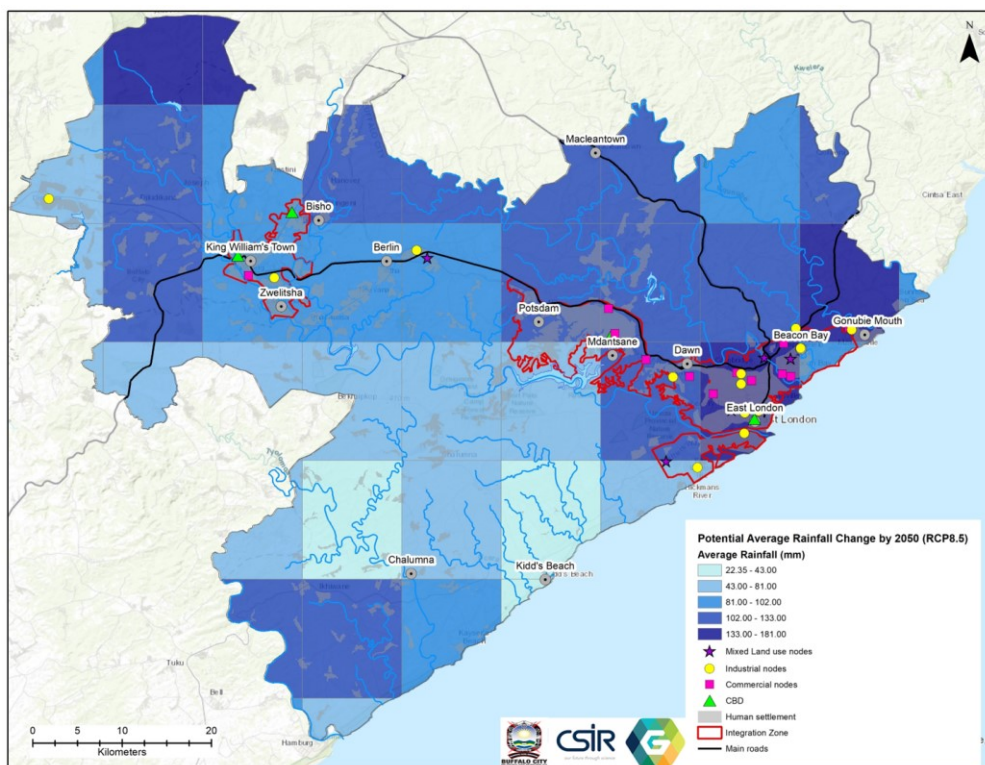


Figure B.27B: BCMM Climate Change Projection: Average change in rainfall (mm) by 2050 RCP 8.5: high emissions and low mitigation scenario (Projection Source: Green Book, 2019)



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.

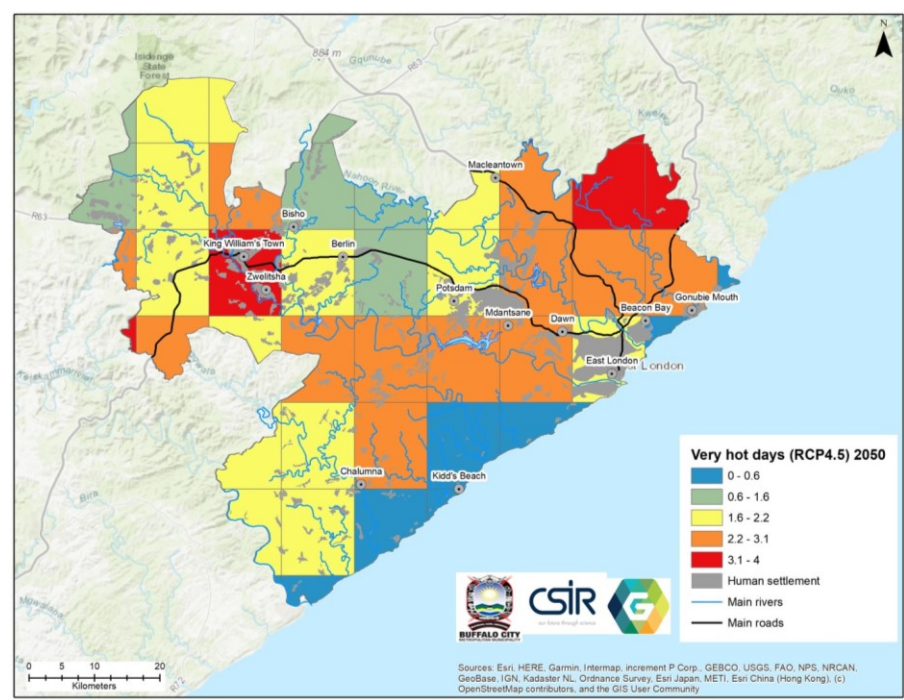


Figure B.28A: BCMM Climate Change Projection: Number of hot days experienced annually - RCP 4.5: low emissions and high mitigation scenario (Projection Source: Green Book, 2019)

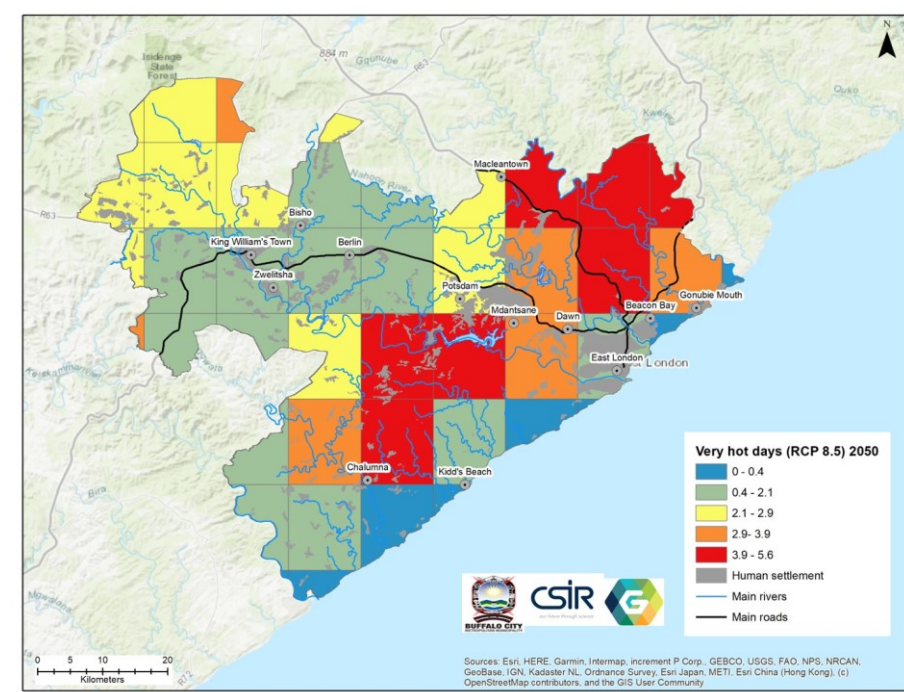


Figure B.28B: BCMM climate change projection: number of hot days experienced annually - RCP 8.5: high emissions and low mitigation scenario (Projection Source: Green Book, 2019)

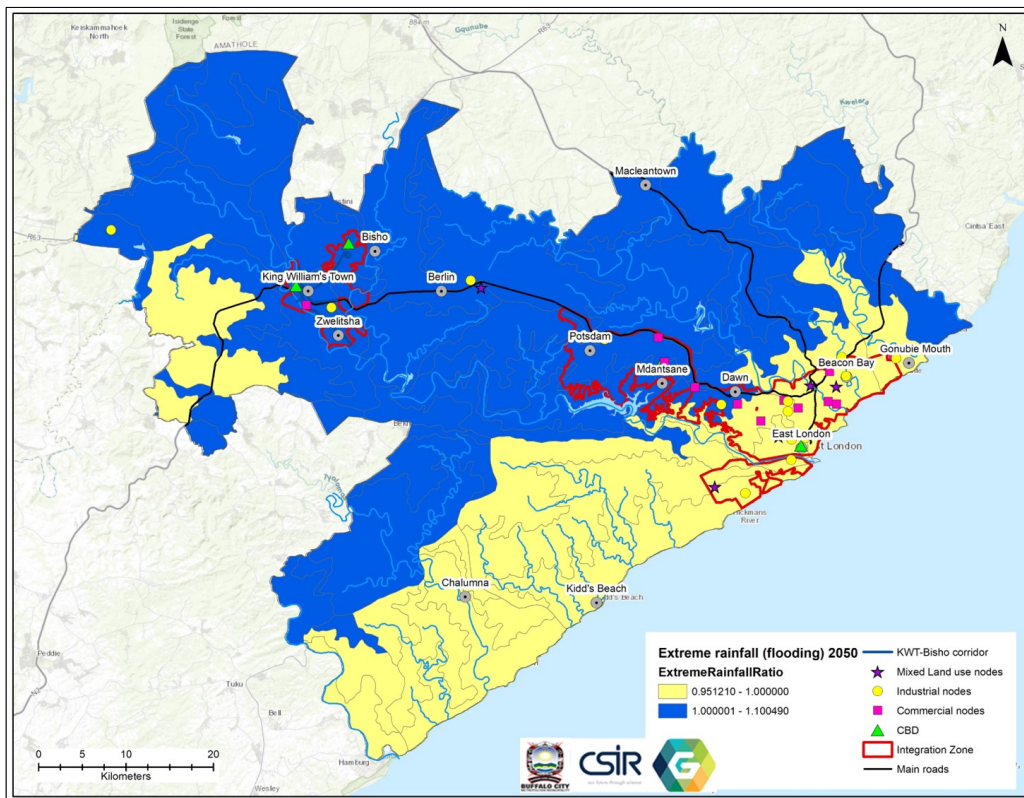


Figure B.29: BCMM Climate Change Projection: Extreme rainfall (flooding) (Projection Source: Green Book, 2019)

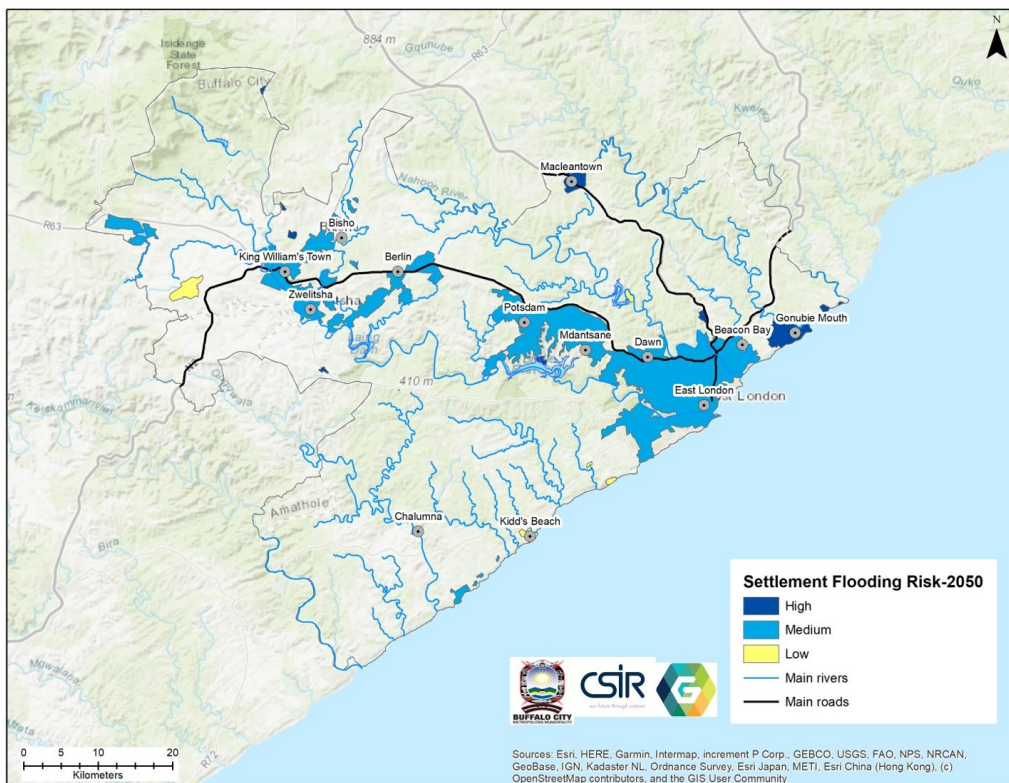


Figure B.30: Settlement Flooding Risk (Source: Green Book, 2019)



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).

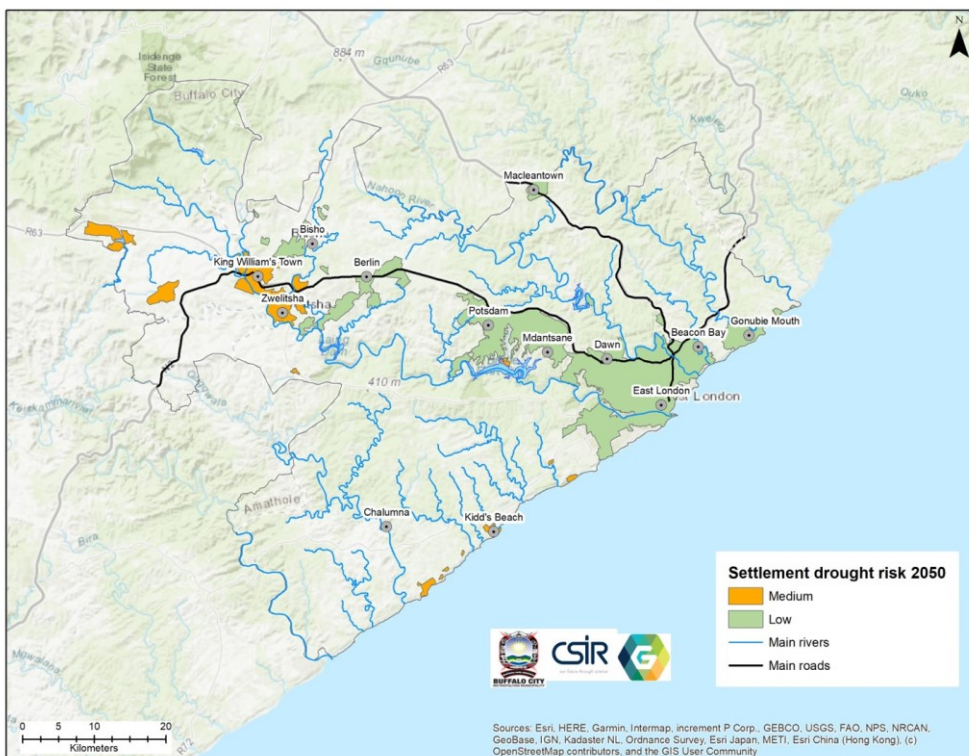


Figure B.31: Standardised Precipitation Index and increase in drought tendencies (Projection Source: Green Book, 2019)

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.

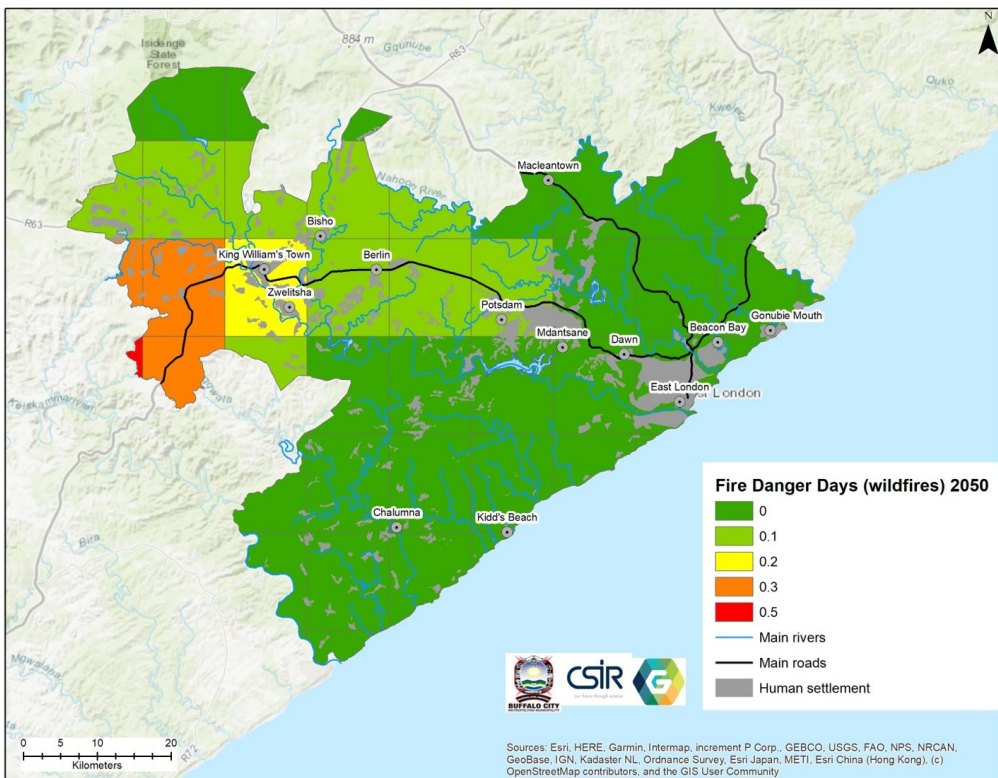


Figure B.32: BCMM Climate Change Projection: Fire Danger Days (Source: Green Book, 2019)

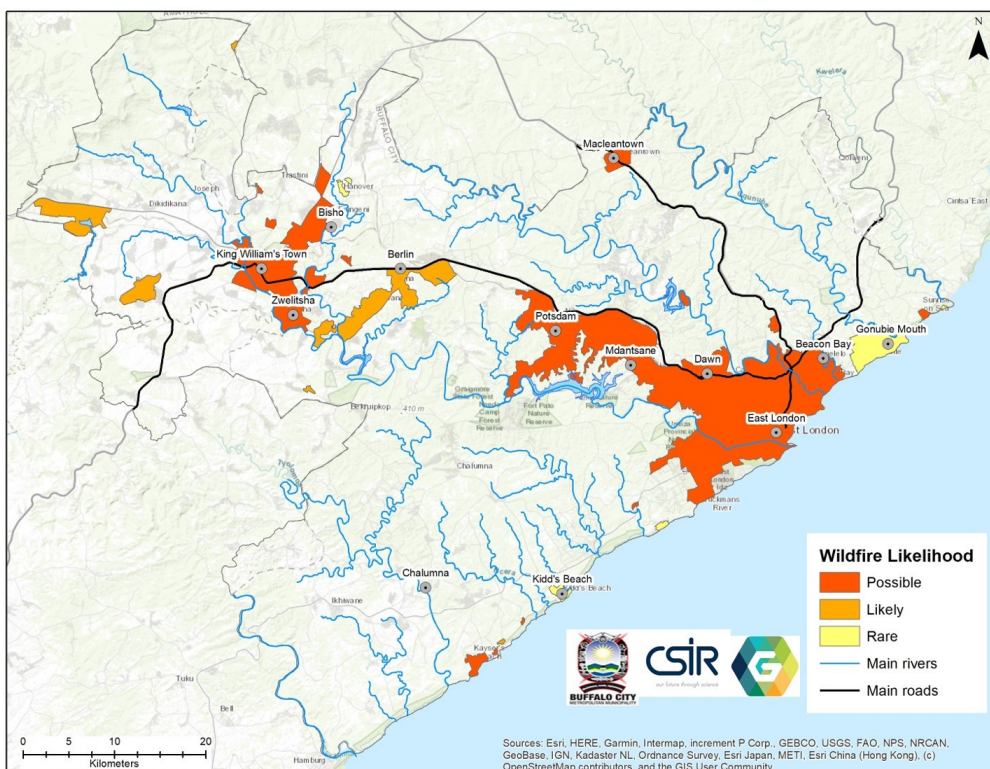


Figure B.33: BCMM Climate Change Projection: Increase in Wildfires (Source: Green Book, 2019)



## 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

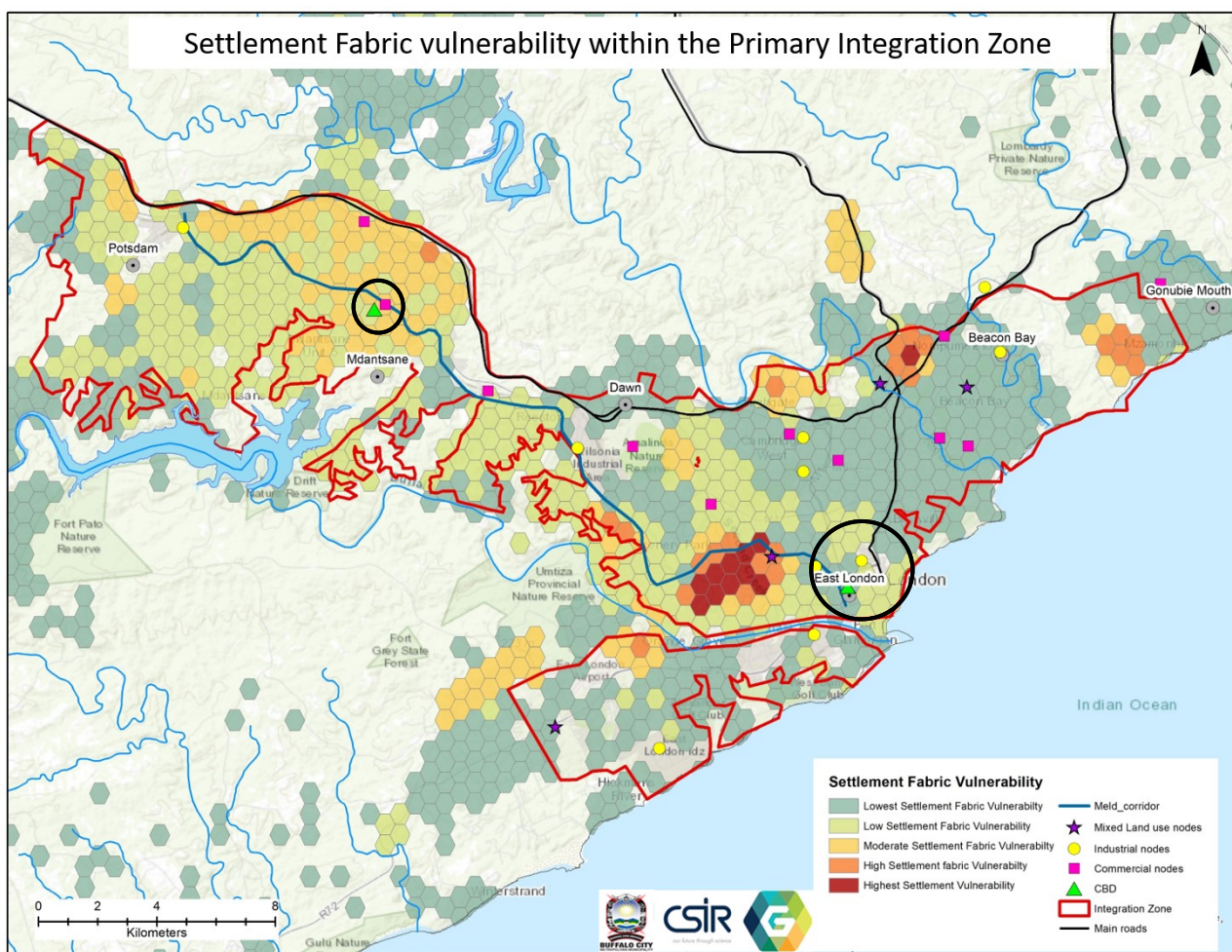


Figure B.34A: Settlement fabric vulnerability within the Primary Integration Zone.

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

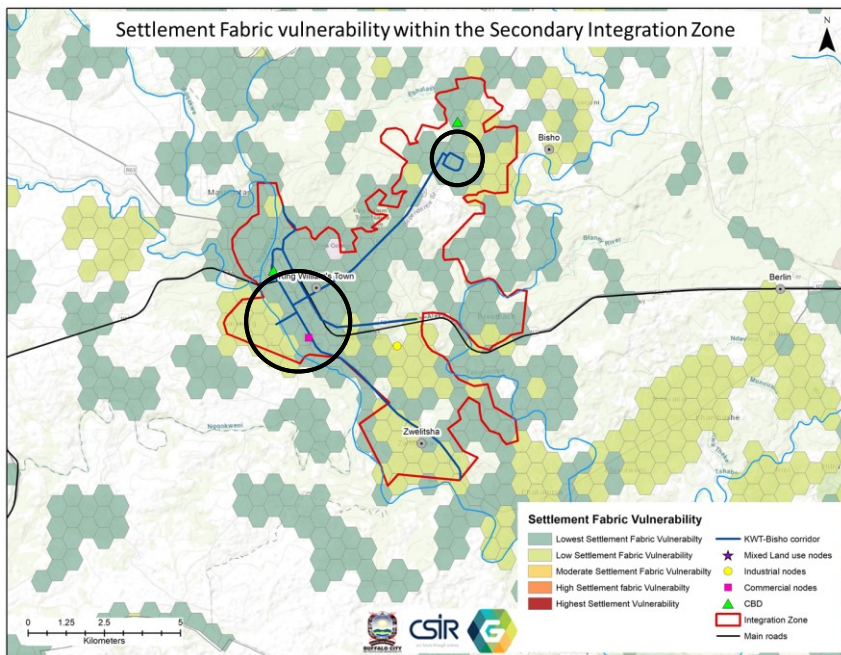


Figure B.34B: Settlement fabric vulnerability within the Primary Integration Zone and the Secondary Integration Zones.

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

### Socio economic vulnerability

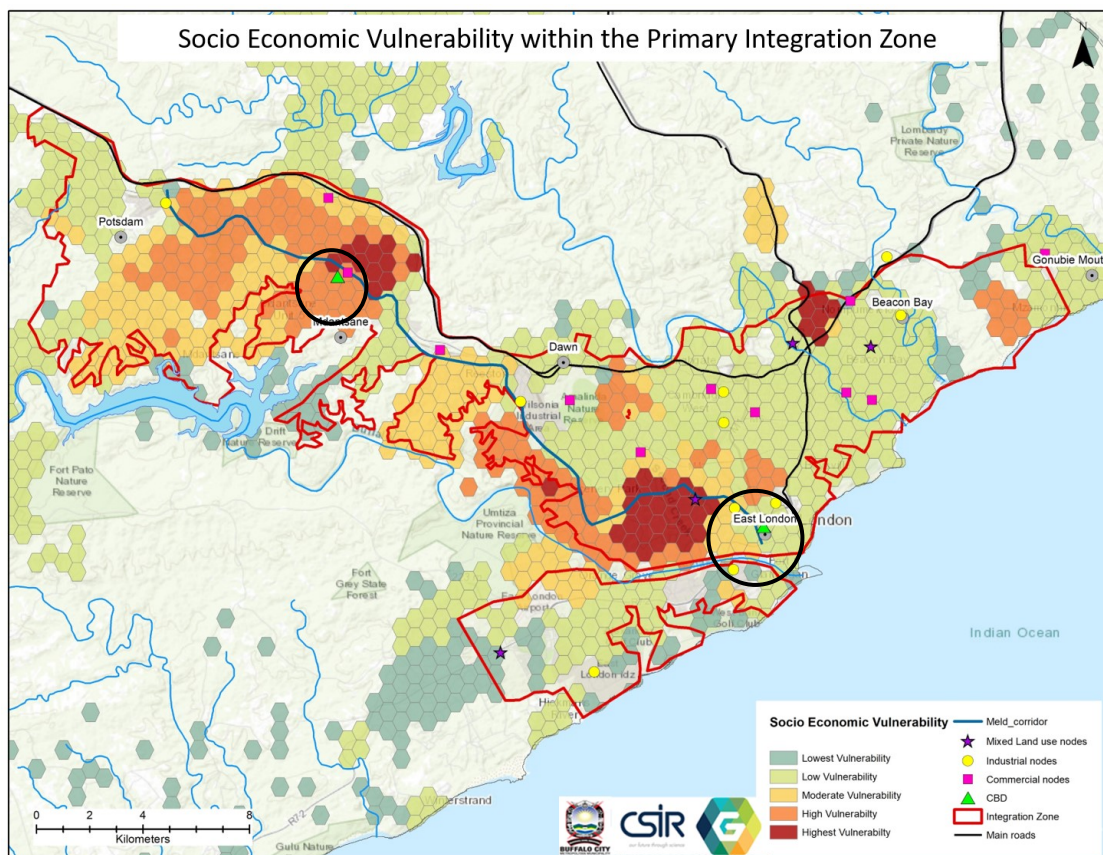


Figure B.35A: Socio economic vulnerability within the Primary Integration Zone

Source: CSIR Green Book & BCMM 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.

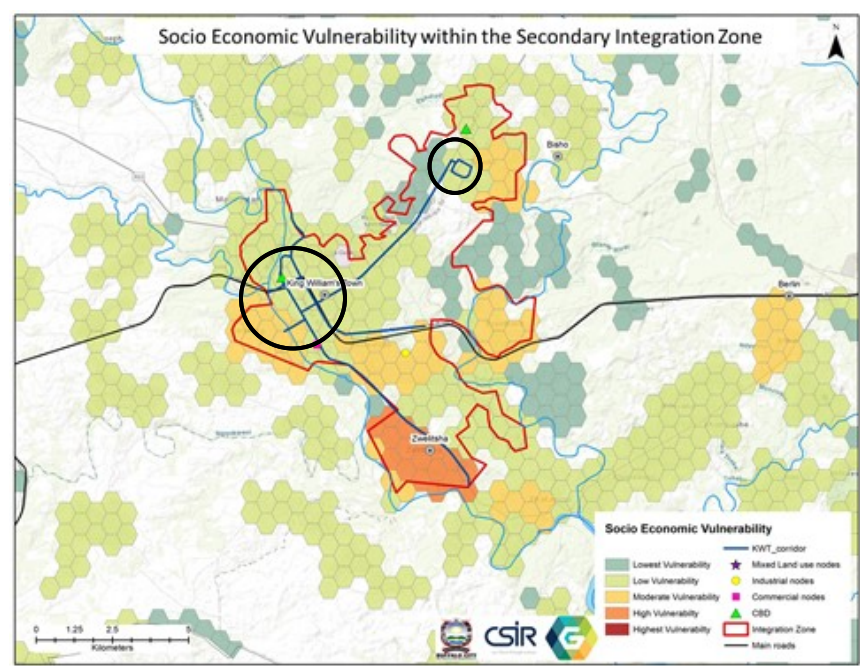


Figure B.35B: Socio economic vulnerability within the Secondary Integration Zone

Source: CSIR Green Book & BCMM 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
<b>Initiating CBD Revitalisation</b>	<ul style="list-style-type: none"><li>As a precondition to the successful implementation of the Hub it was identified that the Establishment of an <b>appropriate institutional vehicle</b> would be essential to oversee the Central EL/CBD Revitalisation as well as the development of the Sleeper site.</li></ul>
	<ul style="list-style-type: none"><li>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</li></ul>
	<ul style="list-style-type: none"><li>Back to Basics - Commence upgrade &amp; clean-up of CBD (Oxford Street and Environs)</li></ul>
	<ul style="list-style-type: none"><li>Establishment of a City Improvement District (CID)</li></ul>
	<ul style="list-style-type: none"><li>A BCMM Workplace Study is needed to define the needs of BCMM for accommodation at the Civic Centre.</li></ul>

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

### 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:

<b>Inner City Area</b>	<b>Relevant Spatial Policy Plan</b>
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

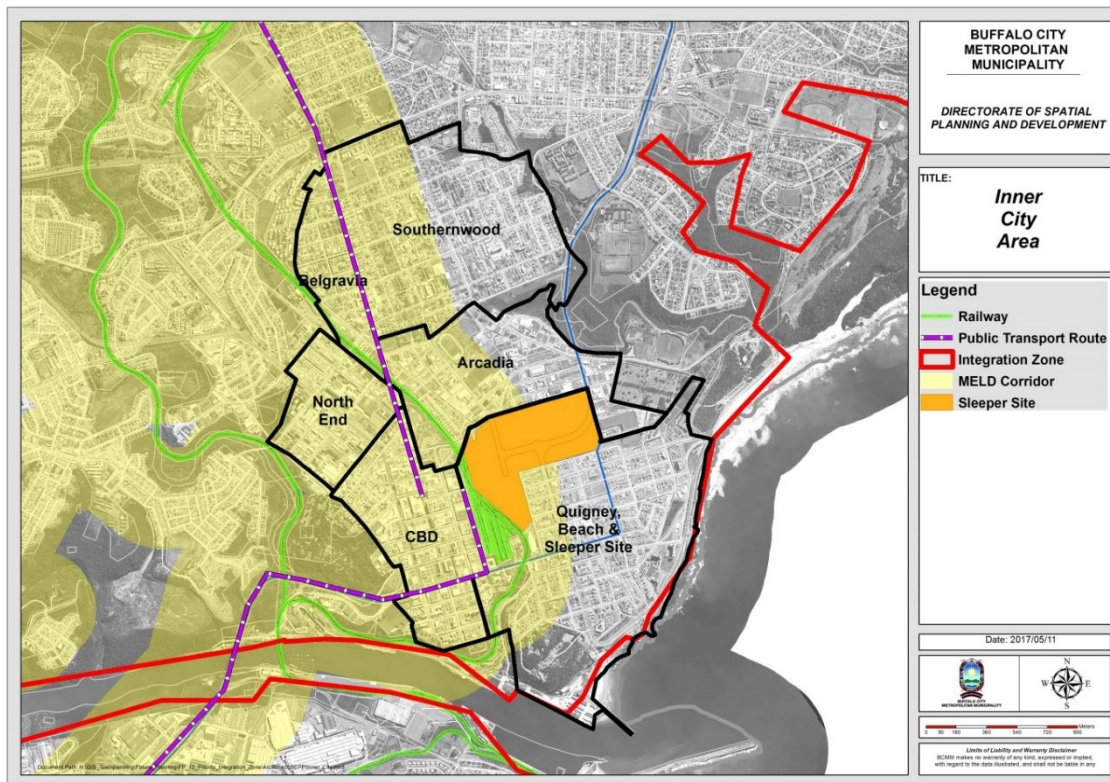


Figure B.37: Plan depicting the Inner City (Source: BCMM Spatial Planning and Development)

## 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.

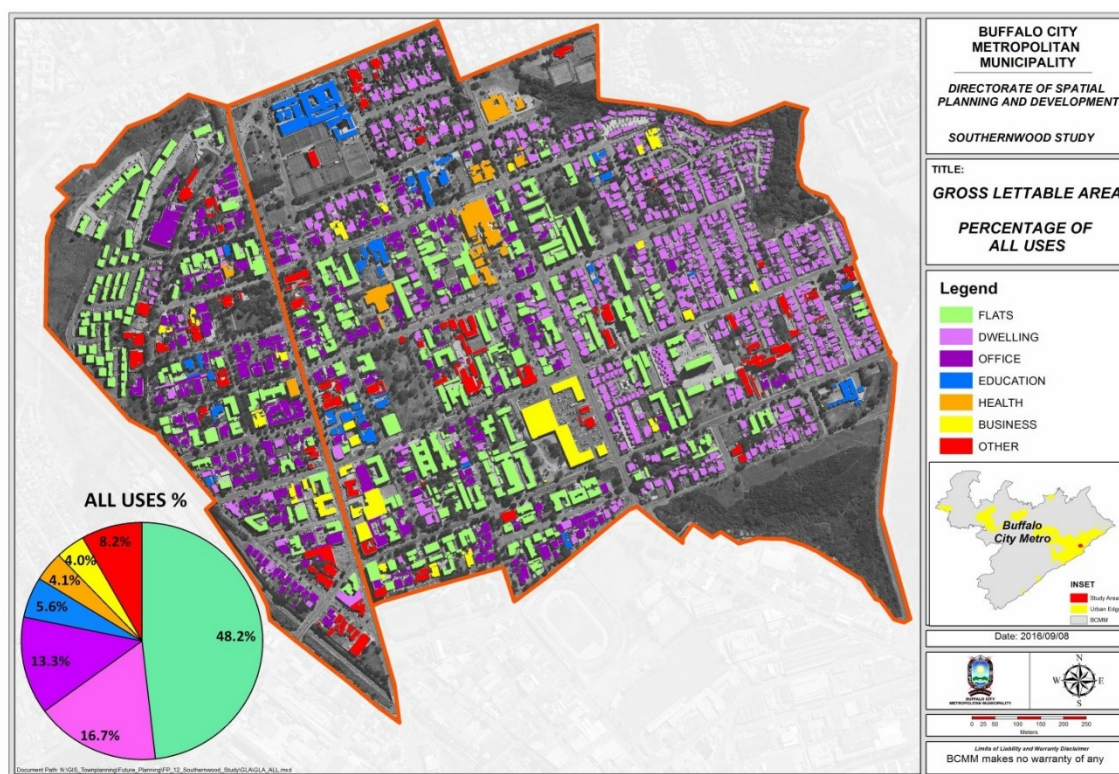


Figure B.38: Southernwood, Belgravia Inner city land use plan (Source: BCMM Spatial Planning and Development)

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.

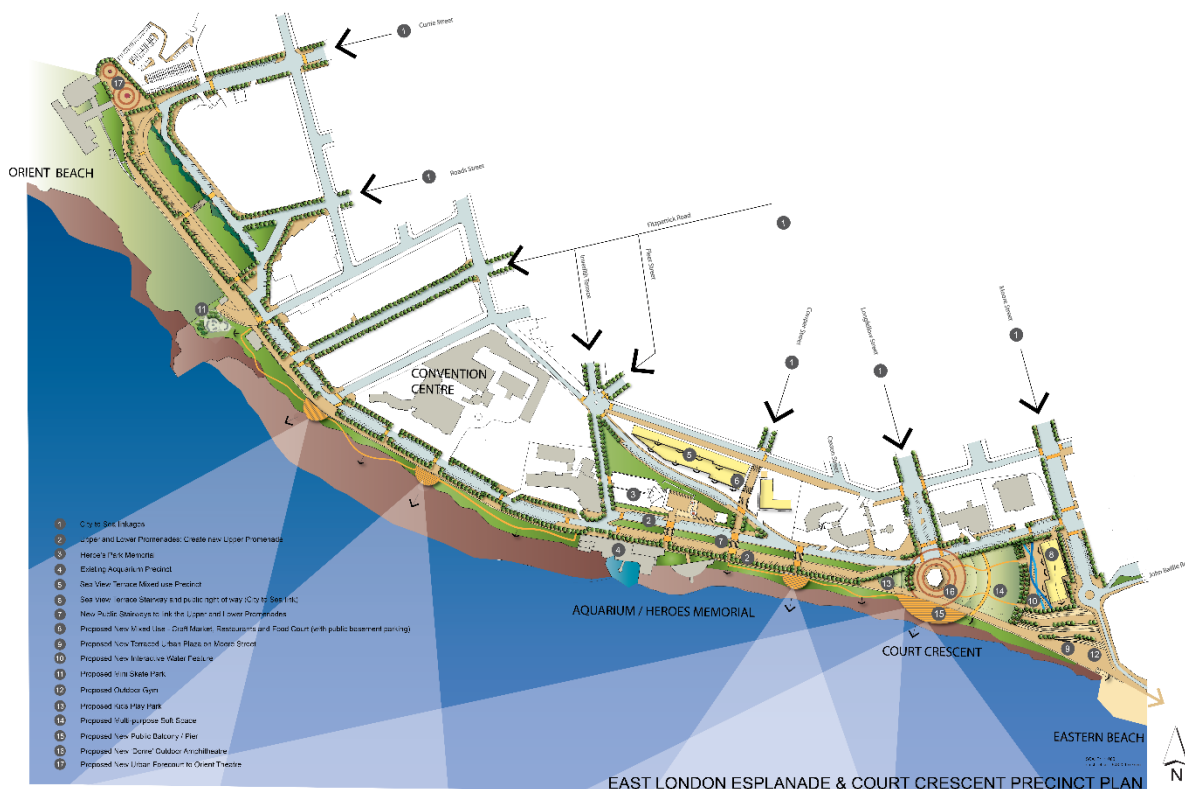


Figure B.39: Proposals for the East London Beachfront (Source: Precinct Plan for the East London Beachfront, 2017)



### 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.

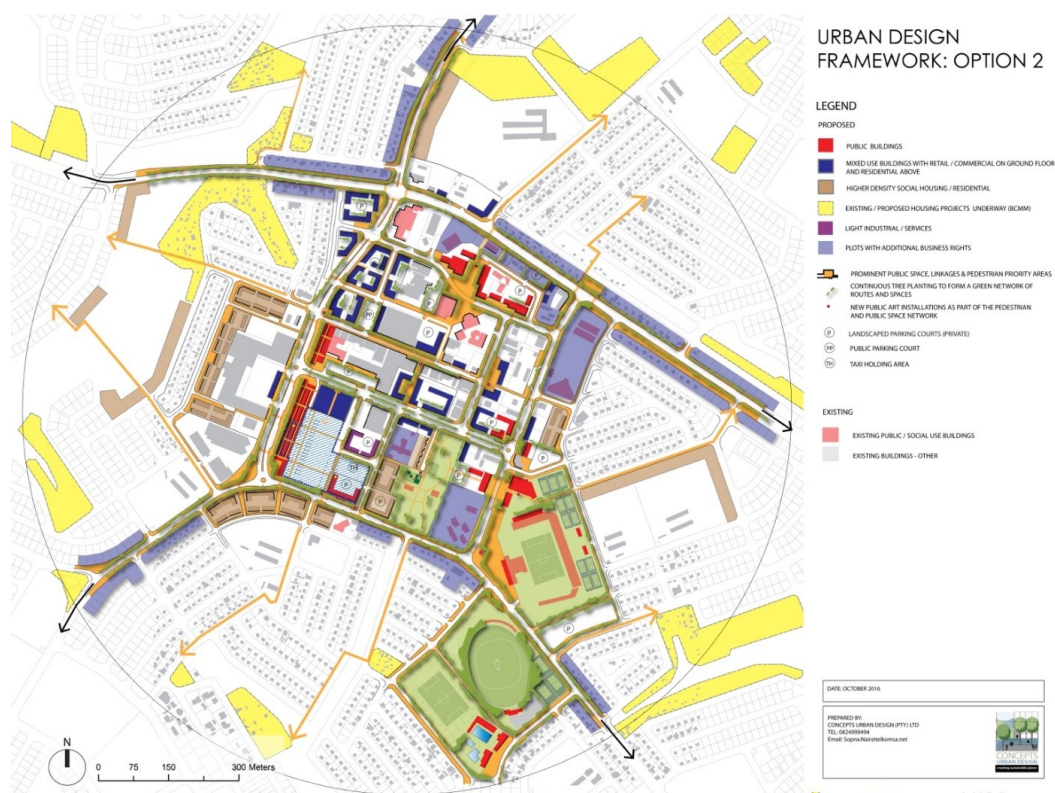


Figure B.40: Mdantsane Urban Hub Precinct Concept Plan - Preferred Option (Source: Precinct Plan for the Mdantsane Urban Hub, 2016)

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 Housing units
- 50000m<sup>2</sup> of Retail and Commercial Space

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

Programme	Project
<b>Institutional Support Programme</b>	As a precondition to the successful implementation of the Hub it was identified that the Establishment of an <b>appropriate institutional vehicle</b> 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.
<b>Public Transport Programme</b>	Upgrading and improving access and movement to and within the CBD.
<b>Public Realm Upgrade Programme</b>	Upgrading of the Public Realm Formulation of Urban Design Guidelines
<b>Housing Programme</b>	Mixed Use and High-density Housing Development Projects
<b>Local Economic Development Programme</b>	Local economic development initiatives such as developing space for Hawkers to operate
<b>Infrastructure Development Programme</b>	Infrastructure upgrading projects
<b>Land Release Programme</b>	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



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.



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

<b>Housing Development Programme</b>	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 <sup>2</sup> and the construction phase is complete.
	Preparation of TRAs and remaining land parcels for development in support of the DV de-densification process
<b>Public Transport Programme</b>	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
<b>Economic Development Programme</b>	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
<b>Social Facilities and Services Programme</b>	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.
<b>Natural Environment and Cultural Heritage Preservation Programme</b>	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.



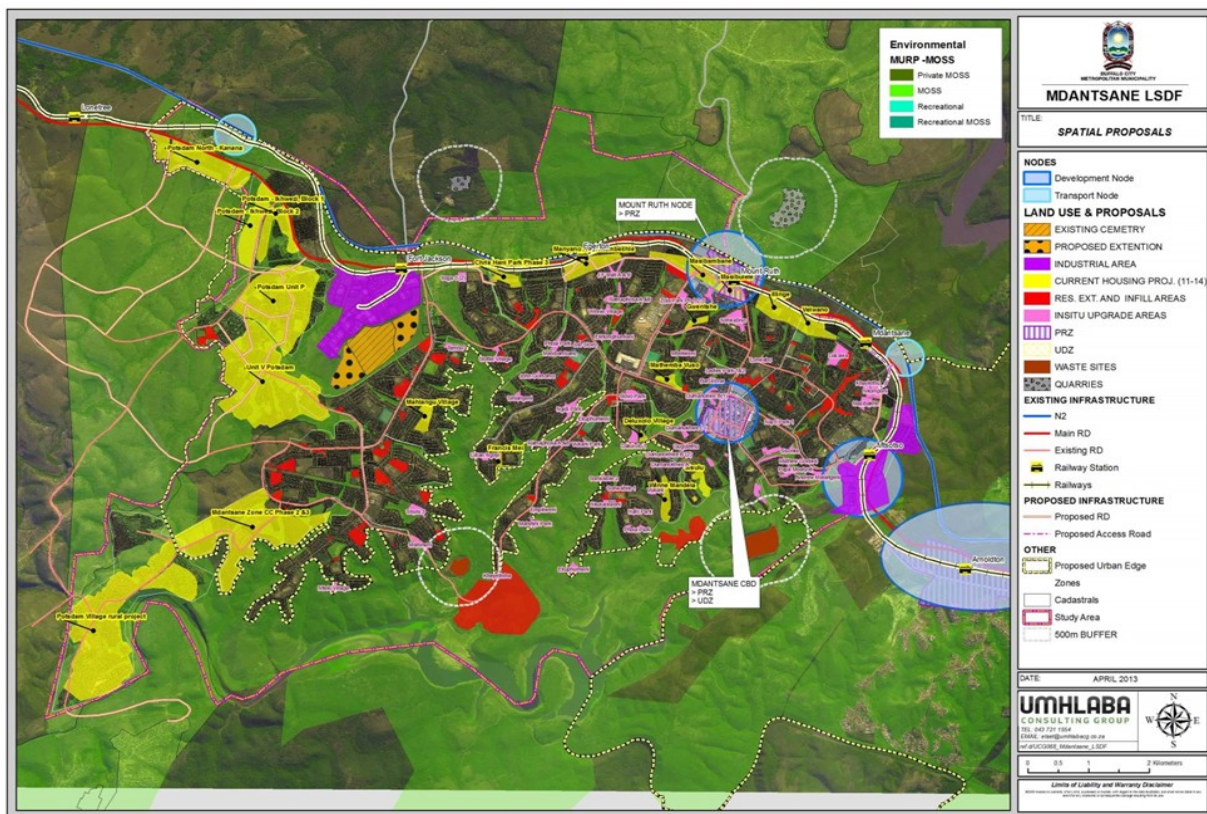


Figure B.42: Mdantsane Township: Spatial Proposals (Source: Mdantsane LSDF Review, 2013)

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

Programme	Project
<b>Land Acquisition and Development Programme</b>	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

<b>Infrastructure Development Programme</b>	Upgrade of Mount Ruth Substation and construction of Zone 17 substation: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
<b>Institutional Support Programme</b>	Precinct Management for CBD/Highway and Mount Ruth
<b>Housing Development Programme</b>	Buffer strip housing and informal Settlement upgrading and NUSP
<b>Public Transport Programme</b>	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
<b>Urban Agriculture Programme</b>	Urban Agriculture Extension services Area to west of Potsdam to be formalised for dryland agriculture
<b>Economic Development Programme</b>	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
<b>Social Facilities and Services Programme</b>	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
<b>Waste Management Programme</b>	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.

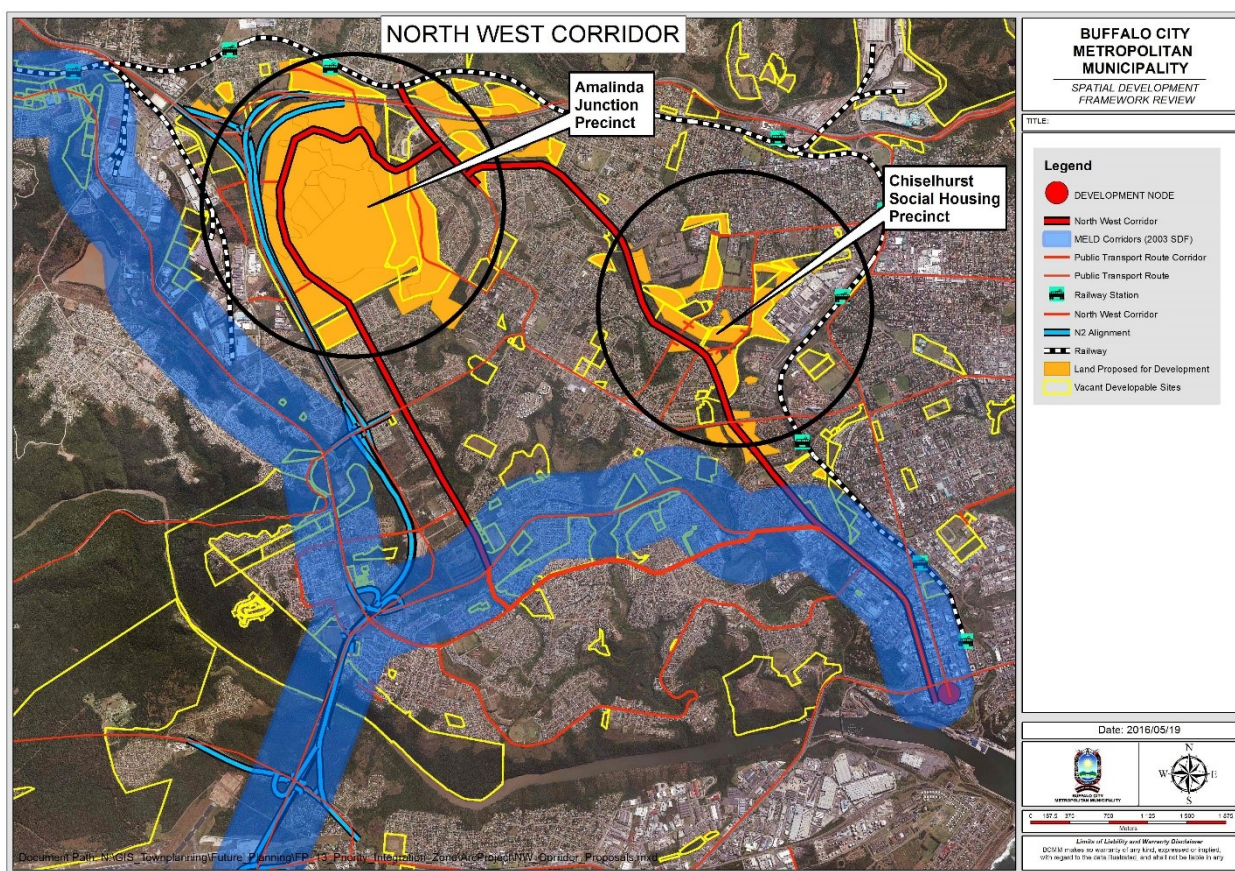


Figure B.43: North West Corridor showing the two major Precincts (Source: BCMM Spatial Framework Review, 2013)



## 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.

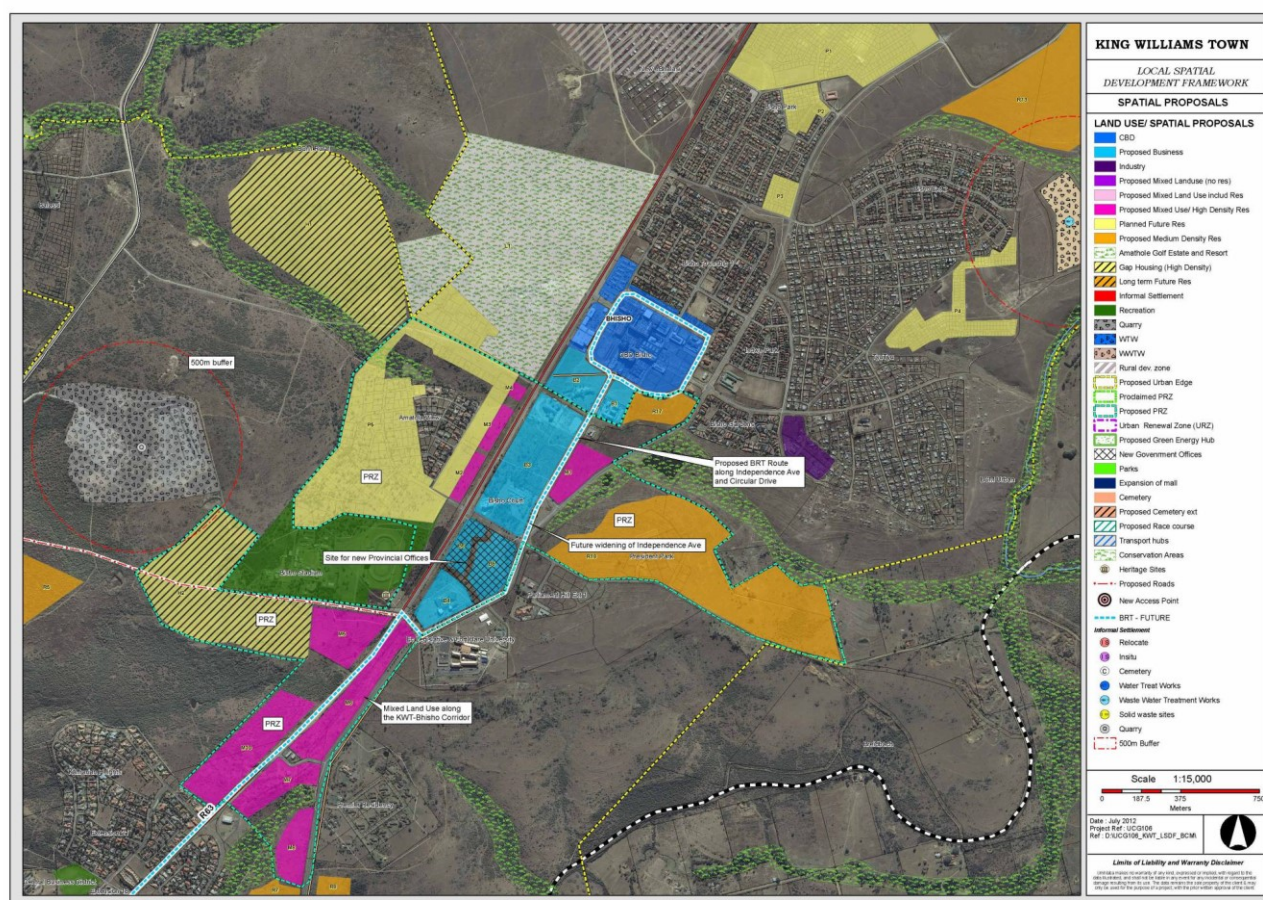


Figure B.44: Bhisho Revitalisation Precinct (Source: Bhisho King William's Town LSDF, 2013)

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 William's Town LSDF, 2013)

## B2.4. Precinct Planning and Policy Around Economic Nodes

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

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

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

On the contrary, the city is full of potential in areas that require significant levels of public sector investment through infrastructure to leverage private sector participation. This ranges from tourism, agriculture and agro-processing,

maritime sector, renewable energy, aquaculture, information and communication technology, to name a few. The state of these sectors and investment opportunities are outlined below.

### **Economic Policies and Strategies**

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

- Investment Promotion and Incentive Strategy: The city currently does not have a robust and coherent investment promotion strategy. Further to this, the city also does not have comprehensive incentives package, with the exception of concessions given to the East London Industrial Development Zone. Coupled with the investment promotion strategy will be the incentives strategy, which will investigate the types of incentives that the city can provide to complement the investment incentives available at the national level.
- 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 W207 Model.

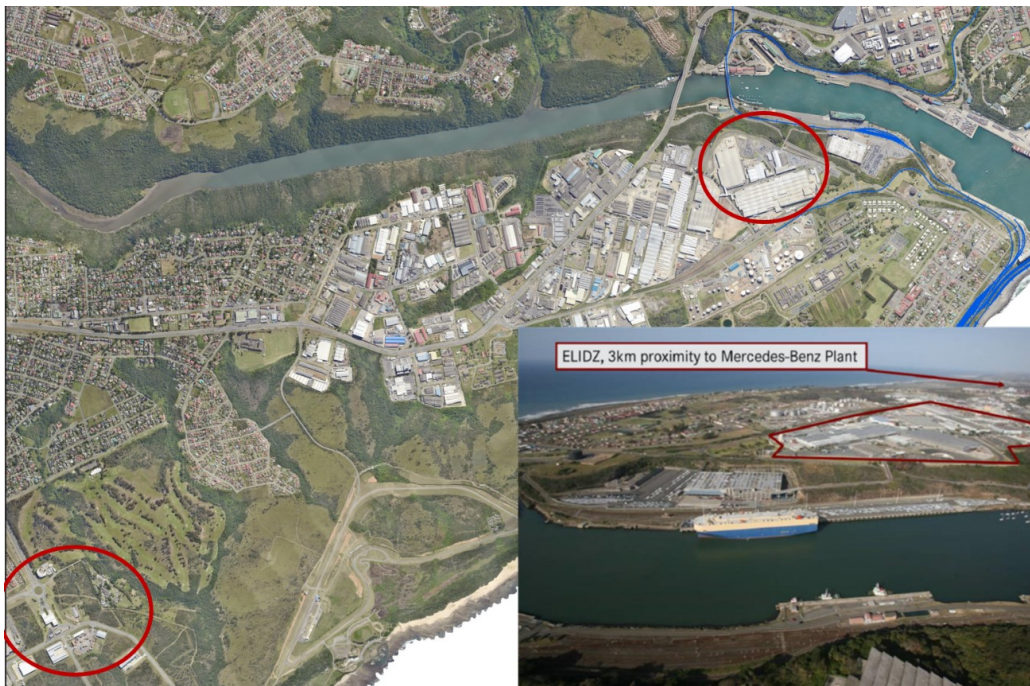


Figure B:46: Proposed expansion of the Mercedes Benz Plant

### **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.

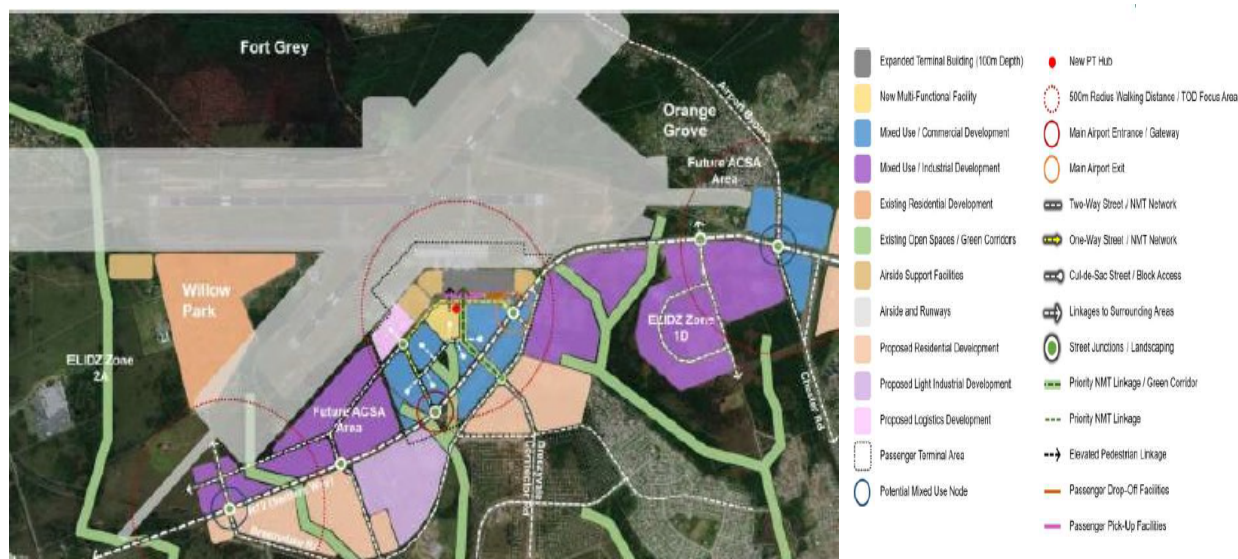


Figure B.49: Proposed airport expansion plan (Source: ACSA 2022)

## 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

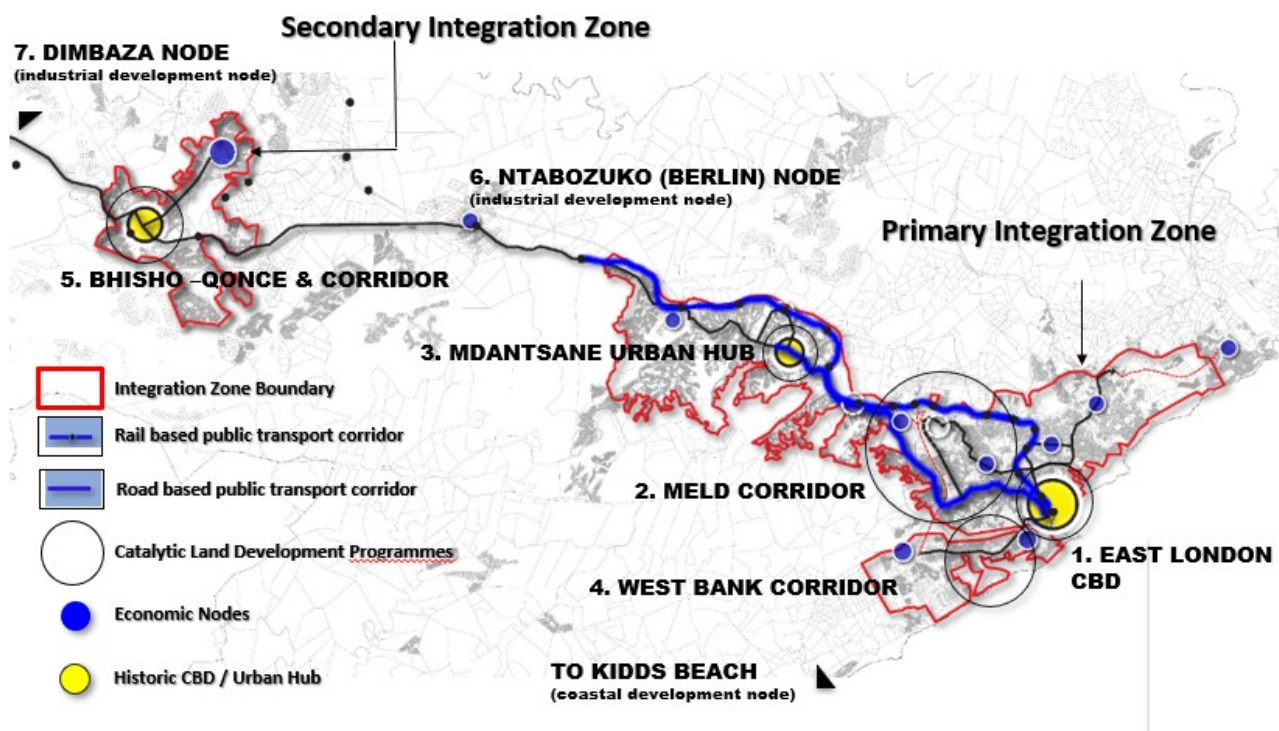


Figure C.1: BCMM: Catalytic Urban Development Programmes (Source: BCMM BEPP 2023-24)



## 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 (EMO) and GTAC. The first phase of the project is concerned with the establishment of a City Improvement District and will be elaborated on further in Section F of the document which addresses urban management of key catalytic precincts.

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

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

in the engineering, information and communications technology (ICT) and marine science sectors, including at the post-graduate level. In addition, to the so-called “anchor” institutions in the area, a number of other agencies and institutions working in knowledge production for development, such as the Industrial Development Zone (IDZ) and potential private-sector partners, would also be potentially engaged to uplift the area economically.

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

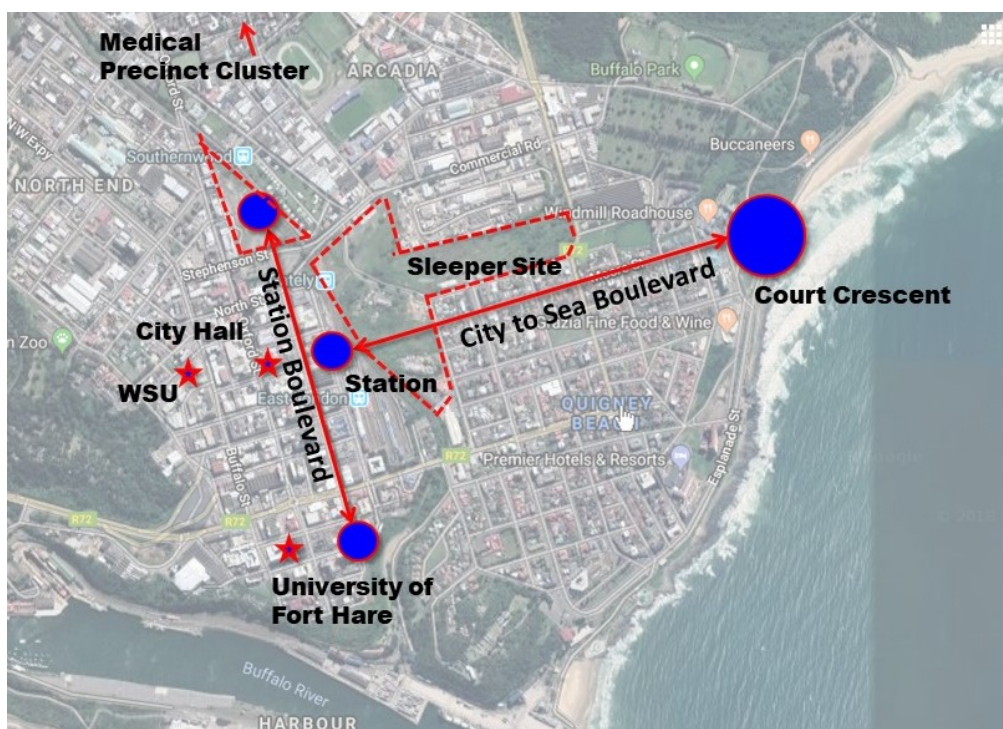


Figure C.3: BCMM: Anchor Projects: Inner City Catalytic Urban Development Programmes (Source: BCMM BEPP 2019-20)

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.

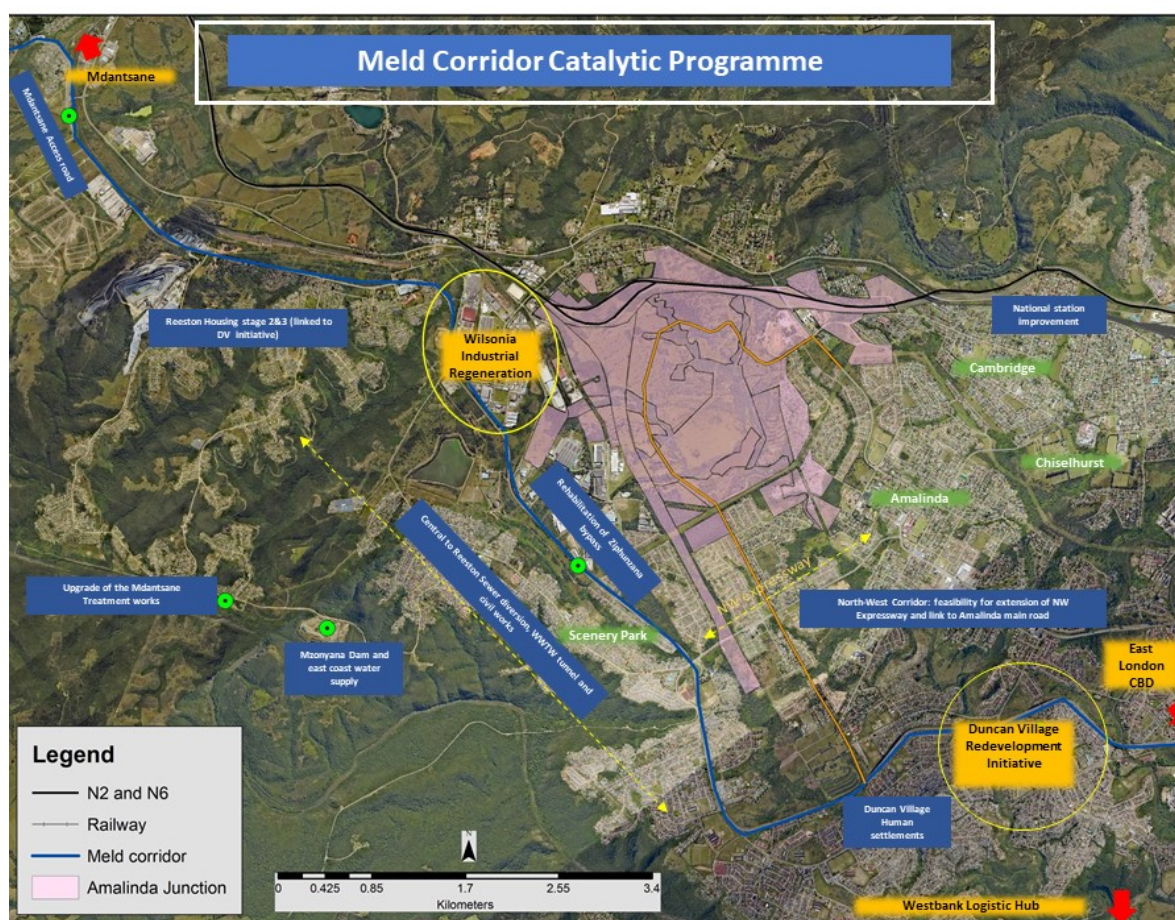


Figure C.4: BCMM: Current and planned projects within the MELD Corridor Urban Development Programme. (Source: BCMM BEPP 2023-24)



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.

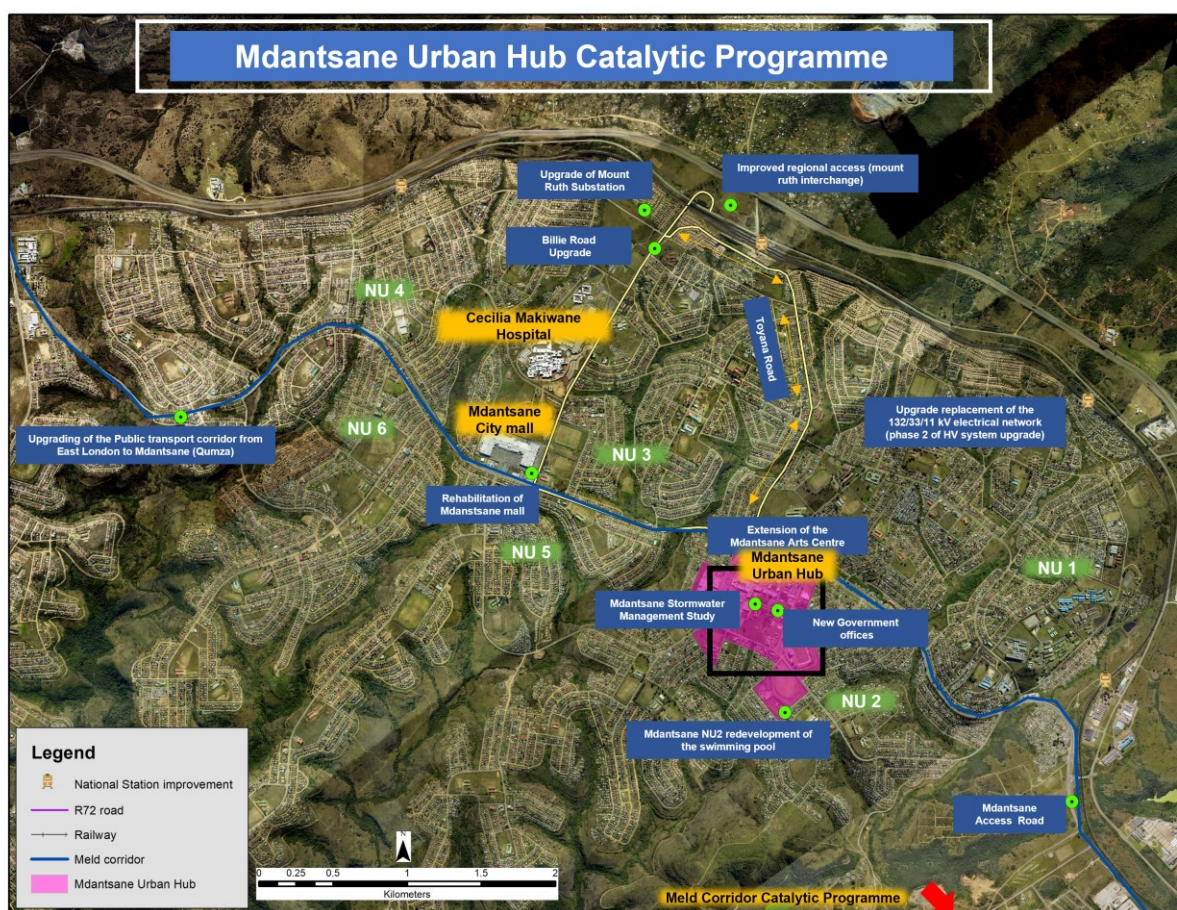


Figure C.5: BCMM: Current and planned projects within the Mdantsane Urban Hub Urban Development Programme. (Source: BCMM BEPP 2023-24)





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

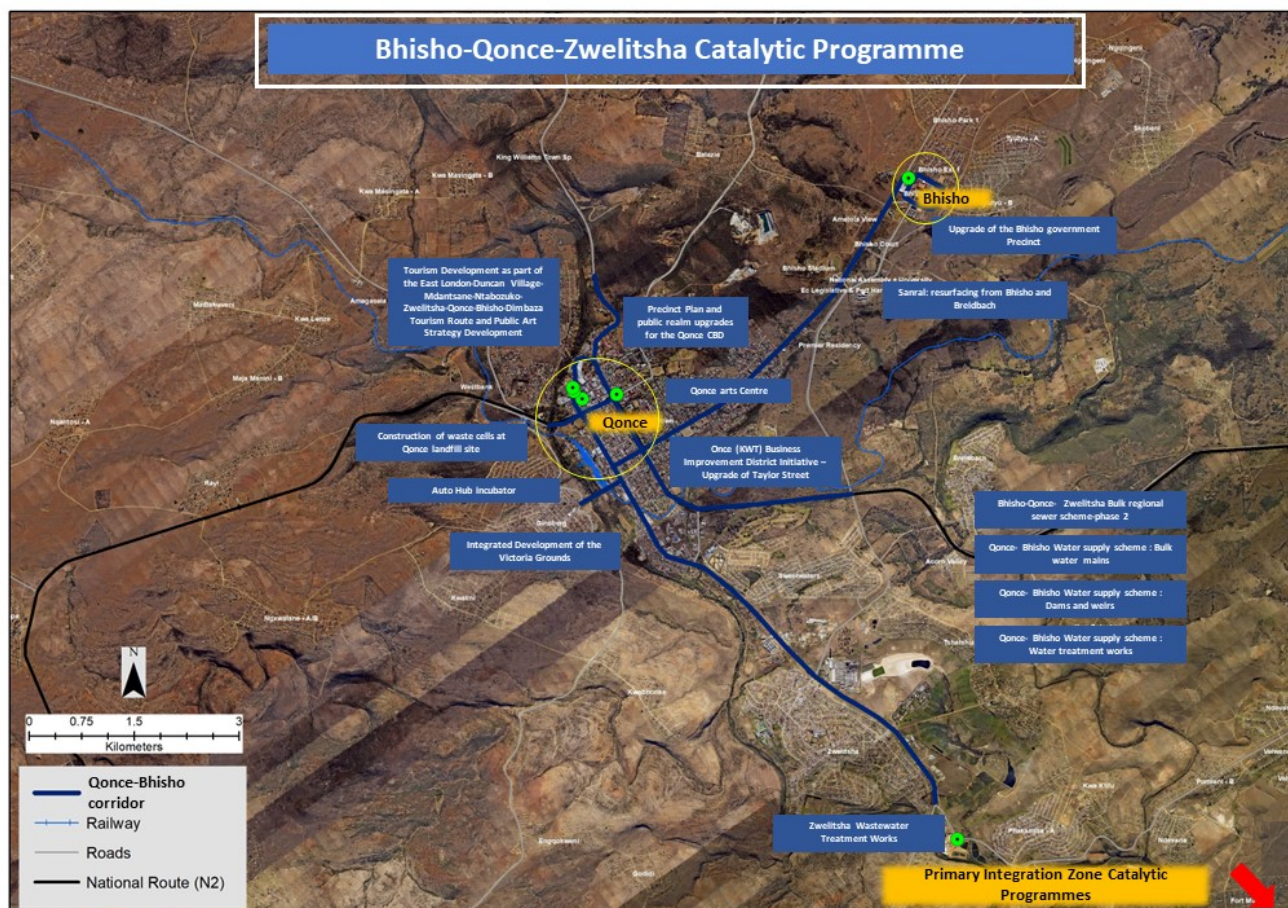


Figure C.7: BCMM: Current and planned projects within the Qonce (King William's Town) / Bhisho Urban Development Programme. (Source: BEPP 2023-24)

## 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.



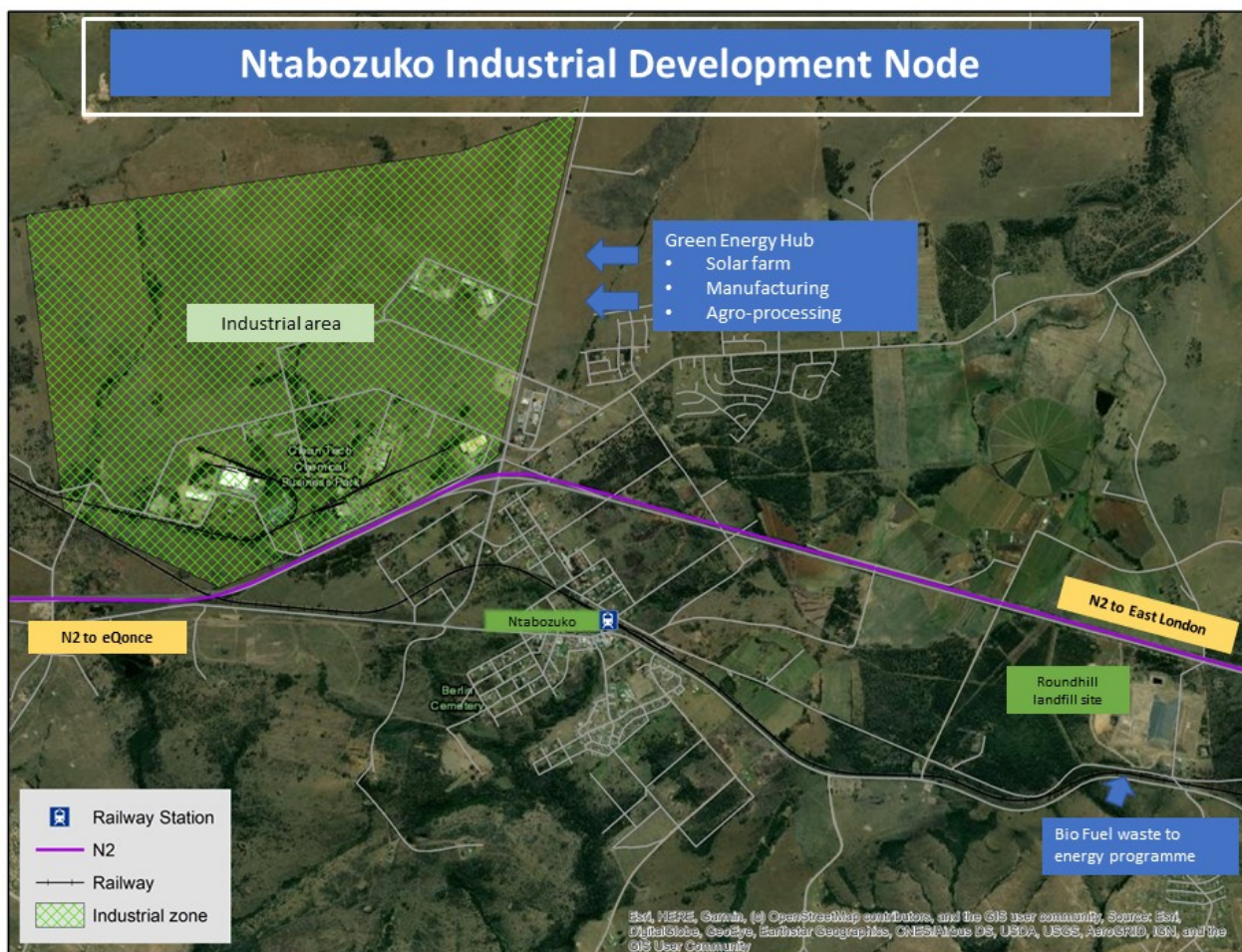


Figure C.8: BCMM: Current and planned projects within the Ntabozuko Industrial Development Programme. (Source: BEPP 2022-23)

## 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 and 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.

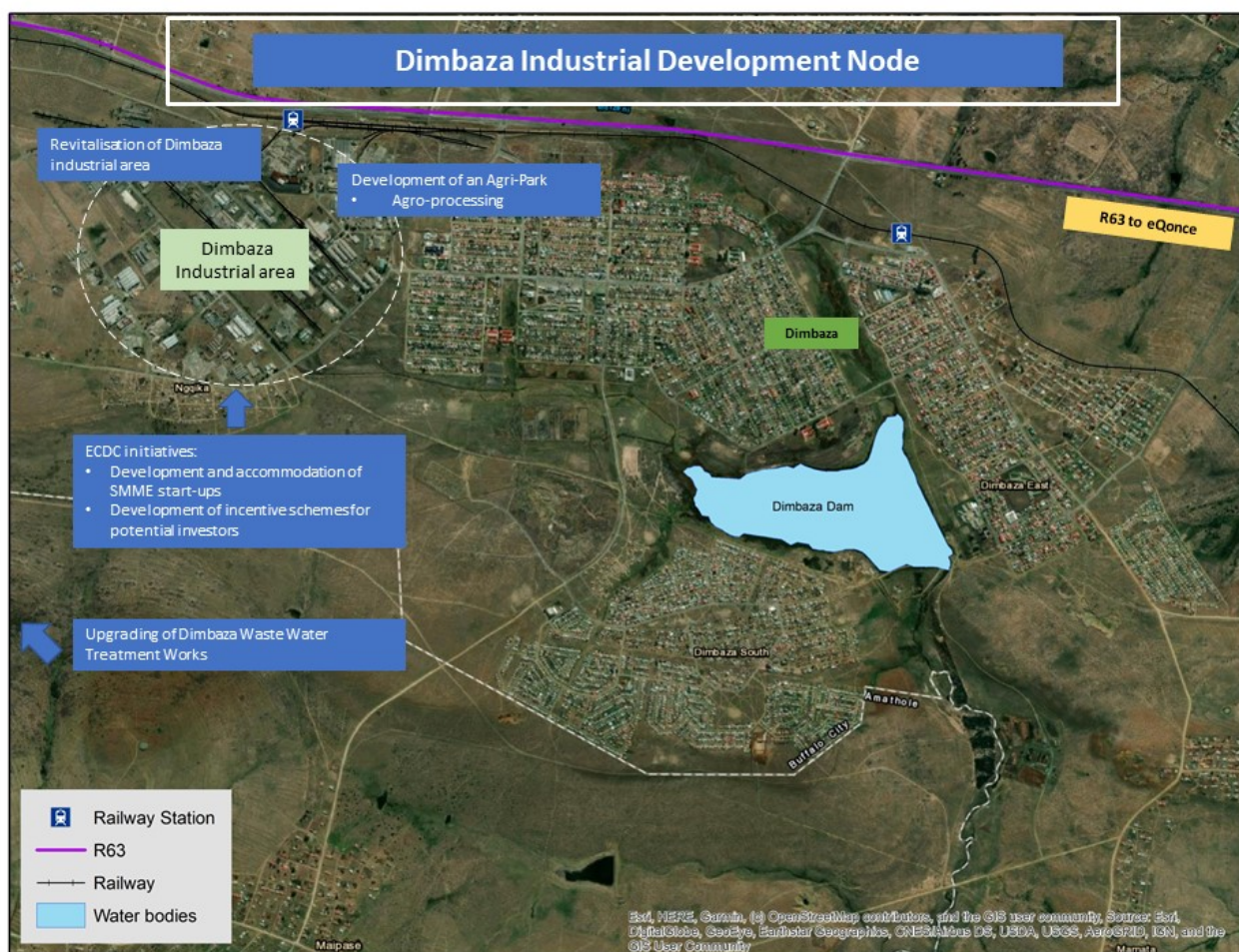


Figure C.9: BCMM: Current and planned projects within the Dimbaza Industrial Development Programme. (Source: BEPP 2022-23)

### 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 (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)
Sleeper Site Road	R 213,000			R 25,500 (USDG)		
Orient Theatre Upgrade	TBD	R 300				
Refurbishment of the Aquarium	TBD	R 450				



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 600				
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 (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)
Duncan Village Redevelopment Initiatives: Human Settlements	TBD			R 12,148 (ISUPG)	R 4,000 (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 16,000 (HSDG)	
North-West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road.	R 7,000	Funding allocated in 2026/27				
National Station Improvement Programme	R 50,883					PRASA
Upgrade of the Mdantsane Treatment Works				R18,793 (ISUPG)		
Umzonyana Dam and East Coast Water Supply				R 18,127 (USDG)		
Market Hall Upgrade	R 21, 000			5,500 (USDG)		



MDANTSANE URBAN HUB CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)
Upgrading of the Public Transport Corridor from East London to Mdantsane (Qumza)	R 213,000			R 10,000 (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			R19,655 (NDPG)		
Extension / Upgrade of Mdantsane Arts Centre	R 6,000			Funds allocated in 2026/27 (USDG)		
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	TBD			Funds allocated in 2026/27		
Rehabilitation of Mdantsane Mall	R43,000					ECDC

WEST BANK ECONOMIC CORRIDOR AND LOGISTICS HUB						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)
Hood Point Marine Outfall	R 270, 000			R4,000 (USDG)		
Rehabilitation of Settlers Way	R428, 000	Project completed in 23/24 FY				
West Bank Restitution – Housing 2000 Units	R192,185			R40,424 (USDG)		
New Road Link from MBSA to IDZ / Harbour Arterial Project Preparation	R348, 548			R 2, 100 (PPPSG)		
15 MV West Bank and Woodbrook Substation Battery Storage Centre	R1 477, 606			R8,000 (PPPSG)		
Relocate Fort Glamorgam Prison	TBA					( EL IDZ)
PV Farm (ZONE 18)	TBA					(EL IDZ)
Science and Technology Park	R325 000 000					(EL IDZ)

<b>International Sea Cable/ Meet me Room Data Centre</b>	R175 000 000					(EL IDZ)
<b>EL AIRPORT: EL Lounge Expansion</b>	R72,000					ACSA Project deferred to complete masterplan
<b>N2-R72 Bypass</b>	R450, 000 Project not initiated. IGR prioritisation required					SANRAL
<b>Port of East London: Extend Main Breakwater and Deepen Entrance</b>	R 1 500,000 (Funding request will be made to CAPIC to execute detailed designs)					TRANSNET

#### BHISHO- QONCE (KWT)- ZWELITSHA CORRIDOR

<b>Catalytic Projects &amp; Mega Projects</b>	<b>Total Value (R'000)</b>	<b>Own (2024/2025) (R'000)</b>	<b>Loan (2024/25) (R'000)</b>	<b>Grant (2024/25) (R'000)</b>	<b>Province (2024/25) (R'000)</b>	<b>SOE (2024/25) (R'000)</b>
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			R 16,121 (USDG)		
(Kei Road) Border Post Water Treatment Works and Conveyance Scheme:	R 1 700,000			BFI Application submitted		
Construction of Waste Cell at Qonce Landfill site	TBC			R 2,000 (USDG)		
Bhisho Government Precinct	TBD				Prov-DPW	
SANRAL: Resurfacing from Bhisho & Breidbach	R508,000					R 508,000 (SANRAL-TBC)

#### NTABOZUKO (BERLIN) NODE RESOURCING

<b>Catalytic Projects &amp; Mega Projects</b>	<b>Total Value (R'000)</b>	<b>Own (2024/2025) (R'000)</b>	<b>Loan (2024/25) (R'000)</b>	<b>Grant (2024/25) (R'000)</b>	<b>Province (2024/25) (R'000)</b>	<b>SOE (2024/25) (R'000)</b>
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Berlin Solar Farm	TBD					IDZ
Agro-processing	TBD					ECRDA
Bio-fuel Waste to Energy programme (linked to the landfill site)		No funding allocated				
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	R6,000				
Berlin-Lingelitsha Phase 1: Water	TBC			R5,000 (ISUPG)		
Berlin Waste Water Treatment Works	TBC			Funds allocated in 26/27 (ISUPG)		
Berlin Sewers	TBC			Funds allocated in 25/26 (USDG)		

#### DIMBAZA NODE RESOURCING

Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/25) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)
Dimbaza Industrial Park Revitalisation Project <ul style="list-style-type: none"> <li>- Development of SMME Start-ups</li> <li>- Development of incentive schemes for potential investors</li> </ul>	TBD			R2,500 (USDG)		(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 2025/26					

## **C4. INSTITUTIONAL ARRANGEMENTS**

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

#### ***C4.1.1 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.

## **SECTION D : CATALYTIC LAND DEVELOPMENT PROGRAMME RESOURCING**

### **D1. LONG TERM FINANCIAL SUSTAINABILITY**

#### **D1.1 Investment Strategy for Catalytic Land 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%		
<b>Debt (Total Borrowings) as a percentage of revenue</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
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%	3 906 143 857	3 642 766 794	3 502 535 762
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	(1 102 618 151)	(800 277 874)	(416 393 708)
Borrowing Capacity (excluding repayment considerations)	2 803 525 706	2 842 488 920	3 086 142 054

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 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 Mobilising Private Sector Financing and Technical Expertise

As per the 2024 Budget Review Public-Sector Infrastructure and Public-Private Partnerships update, Government seeks to facilitate a shift in the quantity and quality of infrastructure delivery by mobilising private sector financing and technical expertise at scale. Several reforms are underway to strengthen the management of public investment and the value chain associated with this. Reforms involve pooling resources with the private sector in partnership arrangements or blended finance initiatives which are aimed at funding and implementing infrastructure projects more effectively. Improving the Public Private Partnership (PPP) regulatory framework, reviewing the institutional arrangements to fast-track delivery of strategic infrastructure and improving the operations of the Infrastructure Fund (IF), to enhance infrastructure monitoring and reporting and building a string project pipeline are some of the envisaged reforms.

Whereas in a traditional government project, the public sector pays for the capital and operating costs as well as carrying the risks of cost overruns and late delivery, a shift to blended finance options involves the strategic use of limited funds from the fiscus to mobilise financing from multilateral institutions, development finance institutions and the private sector to enhance the development impact of infrastructure. Similarly, the shift to PPPs implies the development of a contract between the public sector institution and a private party, where the private party performs a function, that is usually provided by the public sector and / or uses state property by agreement. Most of the project risks including technical, financial and operational risks are transferred to the private party. Mobilising funding for large infrastructure through mechanisms such as the National Treasury's Budget Facility for Infrastructure (BFI) will only be facilitated if the applying municipality is able to demonstrate the above innovations in the management of public infrastructure delivery.

## D1.3 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 2024/25	Financial Year 2025/26	Financial Year 2026/27
Sleeper Site Road	New Road to unlock the Sleeper Site Development	Construction Stage	R25 500 000.00	R37 031 112.00	R12 000 000.00
Orient Theatre Upgrade	Structural Engineering upgrades to the Orient Theatre	Construction Stage	R300 000.00	R 500 000.00	R1000 000.00

<b>Refurbishment of the Aquarium</b>	Upgrade enhance the esplanade precinct	Upgrades	R 450 000.00	R0	R500 000.00
<b>Upgrade of Ubuhlanti Park (Marina Glen B) &amp; Little Mauritius (BCMDA)</b>	Integrated plans for infrastructural upgrades at Ubuhlanti and Little Mauritius	Planning Stage	To be informed by current work	To be informed by current work	
<b>Development of Marina Glen A and Sea View Terrace (BCMDA)</b>	Development of publicly owned vacant land parcels on the East London Beachfront	Planning Stage / Turnkey / BOT	N/A		
<b>Development of the Sleeper Site (BCMDA)</b>	Development of publicly owned land in the East London CBD	Planning Stage / Turnkey / BOT	N/A		
<b>Upgrading of the Zoo</b>	Upgrading of the Zoo	Ongoing	R600 000.00	R0	R1 000 000.00
<b>East Beach Gravity Sewer</b>	Gravity sewer	Planning	R0	R8 000 000.00	R0

#### MELD CORRIDOR PROGRAMME

Project Name	Project Type (Description)	Project Status	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27
<b>Upgrading of the Public Transport Corridor from East London to Mdantsane: Qumza Highway Phase 7</b>	Phase 3 – Construction of traffic circle at Golden Highway including design of further work at Golden Highway	Construction Stage	R10 000 000.00	R8 895 993.00	R15 000 000.00
<b>Mdantsane Access Road</b>	Widening of the Mdantsane Access Road from Vergenoeg to Mdantsane Gate	Conceptual and Preliminary Design Stage	R0	R0	R 7 000 000.00
<b>Duncan Village Redevelopment Initiative (DVRI): Duncan Village proper</b>	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 522 399.00	R 522 399.00
<b>DVRI: Duncan Village Competition Site</b>		Implementation stage	R500 000.00	R1 000 000.00	R 1 044 798,00



DVRI: C Section and Triangular Site		Implementation stage	R3 000 000.00	R3 589 595.00	R2 089 595.00
Ford Msimango		Implementation stage	R500 000.00	R522 399.00	R522 399.00
N2 Road Reserve		Implementation stage	R6 000 000.00	R6 447 975.00	R10 611 994.00
DVRI: D Hostel		Implementation stage	R3 148 320.00	R3 872 396.00	R3 827 396.00
Reeston Housing linked to DVRI relocations	Phase 3, Stage 2	Implementation Stage	R 20 100 000.00	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	No funds available currently – seeking BFI assistance through the IF			
Upgrading of the Mdantsane Wastewater Treatment Works	Upgrade of the Mdantsane Treatment works.	Construction	R18 793 398.00	R 28 175 591.00	R0
Umzonyana Dam and East Coast Water Supply Upgrade	Water supply coastal and midlands area	Implementation	R18 127 604,00	R 18 939 714.00	R8 000 000.00
North-West Corridor	Dual carriage way road from the Amalinda Main Road (SPCA) to Ziphunzana Bypass near Traffic Department	Preliminary Design Stage	Funds allocated from 2024/2025	R 8 957 810.00	R 9 359 117.00
Market Hall Upgrade	Fresh Produce Market upgrades	Implementation	R5 500 000.00	R5 746 398.00	R10 000 000.00

MDANTSANE URBAN HUB CATALYTIC PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27
Qumza Highway / Mdanstsane Public Transport Corridor	Upgrading of the Public Transport Corridor: Phase 7, Phase 1 &2	Construction Stage	R10 000 000.00	R8 895 993.00	R15 000 000.00

<b>Toyana Road Pedestrian link to Station and Billie Road Upgrade</b>	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 655 000.00	R25 000 000.00	R28 700 000.00
<b>Improved Regional Access</b>	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
<b>Extension of Mdantsane Arts Centre</b>	Extension of Mdantsane Arts Centre to accommodate more art forms.	Planning Stage	R5 000 000,00	R7 000 000,00	R16 000 000,00
<b>Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool</b>	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Not Complete	R0	R0	R5 000 000.00
<b>Mdantsane Stormwater Management Study</b>	Stormwater management study	Project complete	R0	R0	R0

#### WEST BANK ECONOMIC CORRIDOR & LOGISTICS HUB

Project Name	Project Type (Description)	Project Status	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27
<b>Water World (Water Park): BCMDA</b>	Upgrading of Recreational Facility	Project incomplete	R0	R0	R0
<b>West Bank Restitution – Housing 2000 Units</b>	Infrastructure and housing	Phase 1 of 1000 Units, including implementation of HSDG funding of top structures.	R40 424 463.00	R42 235 464.00	R30 925 597.00
<b>Hood Point Marine Sewer</b>	Extension of Marine Outfall Sewer	Procurement of Service Provider to develop Maintenance Master Plan	R0	R4 179 199.00	R0
<b>Rehabilitation of Settlers Way</b>	Expansion of 4 lanes to 6	Project complete			
<b>Harbour Arterial (PPPSG)</b>	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 200 000.00	R2 896 000.00	R2 896 000.00

<b>West Bank and Woodbrook Battery Storage Facilities</b>	Preparation of detailed feasibility studies through the appointment of transaction advisory services via GTAC	Detailed feasibility	R3 300 000.00	R5 000 000.00	R5 000 000.00
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#### BHISHO- QONCE (KING WILLIAM'S TOWN)- ZWELITSHA CORRIDOR

Project Name	Project Type (Description)	Project Status	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27
<b>Bhisho- Qonce (KWT) &amp; Zwelitsha Bulk Regional Sewer Scheme-Phase 2</b>	Infrastructure	Phase 2 construction	R19 121 611.00	R19 895 993.00	R0
<b>Qonce (KWT) and Bhisho: Bulk Mains</b>	Infrastructure	Construction	R1 500 000.00	R5 223 998.00	R6 268 798.00
<b>Qonce (KWT) and Bhisho Water Supply: Treatment Works</b>	Infrastructure	Design and tender documentation	R7 200 000.00	R0	R6 080 000.00
<b>Qonce (KWT) and Bhisho Water Supply: Dams and Weirs</b>	Infrastructure	Design and tender documentation stage	R2 000 000.00	R3 313 597.00	R 3 976 317.00
<b>Auto Hub Incubator</b>	Project to benefit SMMEs in the Taxi Service Industry	Conceptualization Stage	To be informed by current work	To be informed by current work	
<b>Construction of Waste Cells at Qonce (KWT) Landfill site</b>	Construction	Construction	R6 300 000.00	R6 582 238.00	R7 000 000.00
<b>Upgrade of the Buffalo River Outfall in Qonce</b>	Planning	Planning	R1 500 000.00	R5 223 998.00	R6 268 798.00

#### NTABOZUKO (BERLIN) NODE

Project Name	Project Type (Description)	Project Status	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27
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	R3 000 000.00	R5 000 000.00	R3 000 000.00
New Berlin Fire Station	Construction of new facility	Construction	R6 000 000.00	R 3 000 000.00	R1 500 000.00
Berlin-Lingelitsha Phase 1: Water	Water infrastructure	Construction	R5 000 000.00	R5 223 998.00	R5 223 998.00

Berlin Wastewater Treatment works	Infrastructure	Upgrade	R0	R0	R6 000 000.00
Berlin Sewers	Infrastructure	Planning	R0	R4 179 199.00	R0

DIMBAZA NODE					
Project Name	Project Type (Description)	Project Status	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27
Upgrading of the Dimbaza Waste Water Treatment Works	As per name	Construction	R0	R 5 223 998.00	R0
Dimbaza Industrial Park Revitalisation	Dimbaza has been identified as one of the industrial areas for revitalisation	TBC	R0	R0	R7 000 000.00
Dimbaza Sewer Outfall	Infrastructure	Planning	R0	R0	R10 000 000.00

#### D1.4 Budgetary Allocations dedicated to Programme and Project Preparation Activities over the Medium-Term Revenue and Expenditure Framework (MTREF):

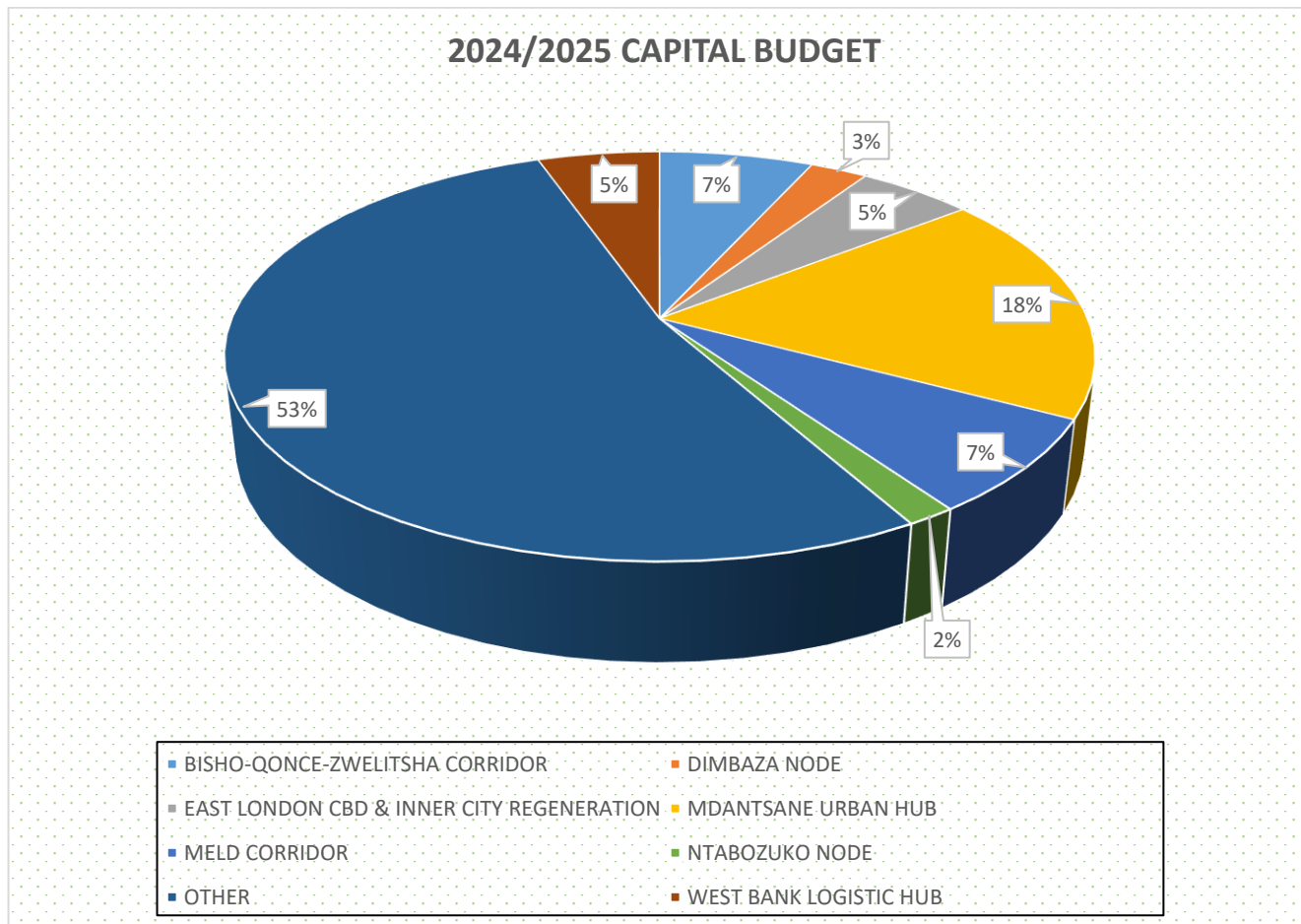
PROGRAMME AND PROJECT PREPARATION SUPPORT GRANT (PPPSG) PROJECTS						
No.	Project Name	Project Description	2024/25	2025/26	2026/27	Project Outcome
1.	West Bank and Woodbrook Battery Storage Facilities	Appointment of Transaction Advisors to prepare project feasibility studies for the development of Battery Storage facilities in the West Bank and Woodbrook through a Public Private Partnership (PPP) Arrangement.	R8 000 000.00	R7 000 000.00	R5 000 000.00	Development of Battery Storage facilities in the West Bank and Woodbrook through a Public Private Partnership
2.	Harbour Arterial: Project preparation studies	Feasibility studies for the development of the Harbour Arterial Road in the West Bank area.	R2 100 000.00	2 879 098	2 000 000	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.



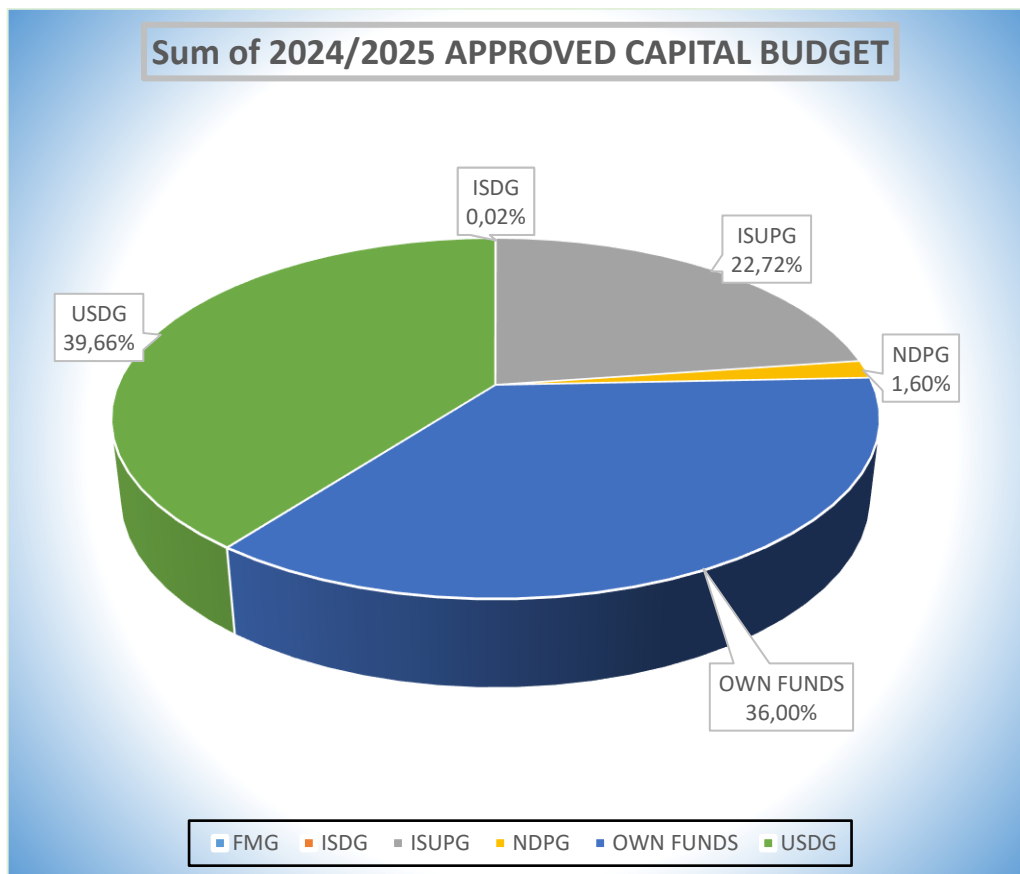
3.	Precinct Plan, Integrated Design Framework and Implementation Plan for Public Realm and NMT Upgrades in the Qonce CBD.	Preparation of a Precinct Plan, Integrated Design Framework and Implementation Plan for Public Realm and NMT Upgrades in the Qonce CBD.	R0	R2 000 000.00	R2 000 000.00	The project 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.
4..	Integrated Design Framework and Implementation Plan for Public Realm Upgrades in the East London CBD and Inner City.	Preparation of an Integrated Design Framework and Implementation Plan for Public Realm Upgrades in the East London CBD and Inner City.	R0	R0	R0	The project preparatory work is complete
5.	Mdantsane Urban Hub Stormwater Management Plan	Feasibility Studies and Detailed Design	R0	R0	R0	The project preparatory work is complete
6.	Water & Sanitation Infrastructure Project Preparation Studies	Feasibility Study for Sea Water Desalination and preparation of a detailed design for Effluent Re-use plant in Reeston & Gonubie.  Review of WSDP	R0	R2 000 000.00	R8 000 000.00	-To determine the required budget to construct a reclamation plant in Gonubie & Reeston.  -To provide advice on the effective procurement procedure to be taken in implementing these projects.  -Enhancement of Water and Sanitation forward planning.
7.	Mdantsane Taxi Rank and Shopping Centre	Feasibility Studies	R0	R1 500 000	R0	Study to advise on scope of work, economic viability and best procurement vehicle to achieve the best results.
8.	Border Post Water Treatment Works and Conveyancing Preparatory work	Preparatory studies	R 3 200 000.00	R0	R0	Preparatory studies to support project implementation
9.	Preparatory studies to support BFI applications for 2024/25	Preparatory studies	R1 700 000.00	R4 604 000.00	R8 000 000.00	Preparatory studies to support BFI applications

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

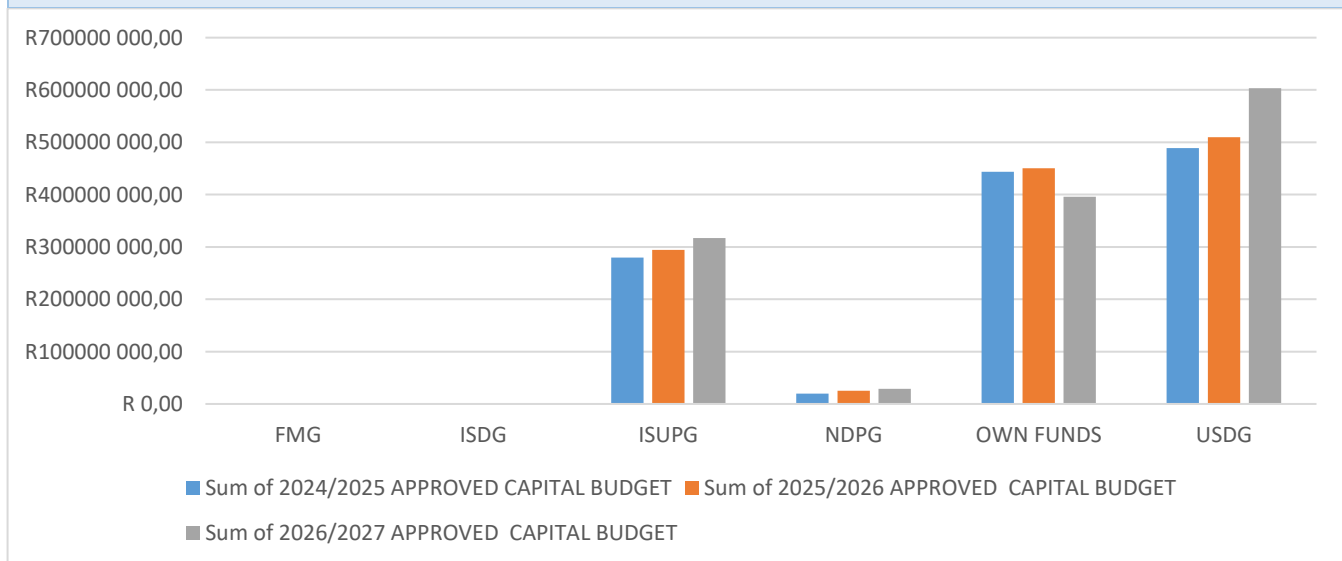
BCMM's Final Capital Budget 2024-25, as it relates to the Catalytic and Strategic Programmes is outlined below.



CATALYTIC PROGRAMME	2024/2025 CAPITAL BUDGET	2025/2026 CAPITAL BUDGET	2026/2027 CAPITAL BUDGET
BISHO-QONCE-ZWELITSHA CORRIDOR	R84 193 222,00	R98 659 800,74	R102 659 518,78
DIMBAZA NODE	R31 250 000,00	R40 849 579,89	R42 282 385,64
EAST LONDON CBD & INNER CITY REGENERATION	R62 970 000,00	R70 051 316,48	R62 628 793,57
MDANTSANE URBAN HUB	R224 547 969,00	R243 817 097,59	R227 023 022,22
MELD CORRIDOR	R92 316 439,00	R93 698 642,48	R150 003 765,36
NTABOZUKO NODE	R19 250 000,00	R28 197 173,70	R39 447 975,05
OTHER	R656 012 718,16	R639 677 306,22	R640 854 210,84
WEST BANK LOGISTIC HUB	R61 674 463,00	R64 627 058,33	R80 307 991,89
<b>GRAND TOTAL</b>	<b>R1 232 214 811,16</b>	<b>R1 279 577 975,43</b>	<b>R1 345 207 663,33</b>



PROGRAM FUND	2024/2025 CAPITAL BUDGET	Sum of 2025/2026 CAPITAL BUDGET	Sum of 2026/2027 CAPITAL BUDGET
<b>FMG</b>	R115 000,00	R115 000,00	R115 000,00
<b>ISDG</b>	R200 000,00	R200 000,00	R200 000,00
<b>ISUPG</b>	R279 939 201,00	R294 364 926,26	R316 942 999,96
<b>NDPG</b>	R19 655 000,00	R25 000 000,00	R28 700 000,00
<b>OWN FUNDS</b>	R443 651 560,16	R450 221 350,04	R395 977 223,00
<b>USDG</b>	R488 654 050,00	R509 676 699,13	R603 272 440,38
<b>Grand Total</b>	<b>R1 232 214 811,16</b>	<b>R1 279 577 975,43</b>	<b>R1 345 207 663,33</b>



FOCUS AREA	CATALYTIC PROGRAMME	PROGRAM FUND	2024/2025 CAPITAL BUDGET	2025/2026 CAPITAL BUDGET	2026/2027 CAPITAL BUDGET
1.PRIMARY INTEGRATION ZONE	EAST LONDON CBD & INNER CITY REGENERATION	ISUPG	R1 000 000,00	R1 089 595,01	R1 089 595,01
		OWN FUNDS	R15 670 000,00	R15 390 000,00	R23 000 000,00
		USDG	R46 300 000,00	R53 571 721,47	R38 539 198,56
		Total	R62 970 000,00	R70 051 316,48	R62 628 793,57
	MDANTSANE URBAN HUB	ISUPG	R112 003 478,00	R123 900 905,44	R72 754 224,38
		NDPG	R19 655 000,00	R25 000 000,00	R28 700 000,00
		OWN FUNDS	R3 000 000,00	R5 620 000,00	R8 000 000,00
		USDG	R89 889 491,00	R89 296 192,15	R117 568 797,84
	Total	R224 547 969,00	R243 817 097,59	R227 023 022,22	
	MELD CORRIDOR	ISUPG	R32 616 439,00	R33 451 797,87	R64 078 246,04
		OWN FUNDS	R13 950 000,00	R15 170 000,00	R22 000 000,00
		USDG	R45 750 000,00	R45 076 844,61	R63 925 519,31
		Total	R92 316 439,00	R93 698 642,48	R150 003 765,36
	OTHER	ISUPG	R7 000 000,00	R5 223 987,52	R17 223 987,52
		OWN FUNDS	R90 742 242,00	R106 900 183,23	R87 087 710,00
		USDG	R22 250 000,00	R27 089 993,53	R35 989 599,28
		Total	R119 992 242,00	R139 214 164,29	R140 301 296,80
	WEST BANK LOGISTIC HUB	OWN FUNDS	R2 000 000,00	R2 130 000,00	R3 000 000,00
		USDG	R59 674 463,00	R62 497 058,33	R77 307 991,89
		Total	R61 674 463,00	R64 627 058,33	R80 307 991,89
Total			R561 501 113,00	R611 408 279,17	R660 264 869,83
2.SECONDARY INTEGRATION ZONE	BISHO-QONCE-ZWELITSHA CORRIDOR	ISUPG	R12 000 000,00	R9 720 567,86	R29 720 567,86
		OWN FUNDS	R9 450 000,00	R11 660 000,00	R11 700 000,00
		USDG	R62 743 222,00	R77 279 232,88	R61 238 950,91
		Total	R84 193 222,00	R98 659 800,74	R102 659 518,78
	DIMBAZA NODE	ISUPG	R5 000 000,00	R5 223 987,52	R12 723 987,52
		OWN FUNDS	R2 000 000,00	R5 140 000,00	R3 000 000,00
		USDG	R24 250 000,00	R30 485 592,36	R26 558 398,12
		Total	R31 250 000,00	R40 849 579,89	R42 282 385,64
	NTABOZUKO NODE	ISUPG	R10 000 000,00	R10 447 975,05	R16 447 975,05
		OWN FUNDS	R7 000 000,00	R11 070 000,00	R21 000 000,00
		USDG	R2 250 000,00	R6 679 198,66	R2 000 000,00
		Total	R19 250 000,00	R28 197 173,70	R39 447 975,05
	OTHER	ISUPG	R7 000 000,00	R7 313 582,53	R10 656 791,27
		OWN FUNDS	R24 000 000,00	R27 570 000,00	R26 500 000,00
		USDG	R21 450 000,00	R13 700 000,10	R31 980 000,00
		Total	R52 450 000,00	R48 583 582,63	R69 136 791,27
Total			R187 143 222,00	R216 290 136,96	R253 526 670,73
3. CITY WIDE	OTHER	FMG	R115 000,00	R115 000,00	R115 000,00
		ISDG	R200 000,00	R200 000,00	R200 000,00
		ISUPG	R93 319 284,00	R97 992 527,45	R92 247 625,30
		OWN FUNDS	R275 839 318,16	R249 571 166,81	R190 689 513,00
		USDG	R114 096 874,00	R104 000 865,04	R148 163 984,48
		Total	R483 570 476,16	R451 879 559,30	R431 416 122,77
GRAND TOTAL			R1 232 214 811,16	R1 279 577 975,43	R1 345 207 663,33



## 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 31 April 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: 2023-24	Actual Expenditure as at 30 April 2024	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	47 880 000	40 000 000	83%	The project is 98% complete, the contractor is busy with the snag list.
Court Crescent Implementation (inclusive of Water World)	Public Space Upgrade on the East London Beachfront	BCMDA	Contractor on site doing snag	All Public, Citizens	29 625 289.00	29 625 289.00	100%	The project is complete.
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 Mdantsane Route storylines is planned for the second quarter of this financial year.	All Public, Citizens	1 000 000	TBC	TBC	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.

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	2 883 000	2 673 850	92%	A multi-disciplinary team of consultants have been appointed and work is underway. The Detailed Phasing of the Project has been concluded and the Presentation to wider Stakeholders is scheduled for End June 2024.
Refurbishment of the Aquarium	Refurbishment of Aquarium viewing deck	Sports, Recreation and Community Services	Implementation	All public, tourists, citizens	700 000	548 209	78.3%	Contractor on site
Upgrading of the Zoo	Upgrade of zoo enclosures	Sports, Recreation and Community Services	Implementation	All Public, Citizens	900 980	888 110	98.5%	Project complete
Marina Glen B	Integrated plans for infrastructural upgrades at Ebuhlanti and Little Mauritius	BCMDA	Implementation	All Public, Citizens	400 000	TBC	TBC	TBC
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	All Public, Citizens	As above	N/A	N/A	BCMDA prioritise gathering key site information i.e. SG diagrams, town planning reports.

commence in  
early Q4 ( April  
2023)

This assist in the  
fast tracking of  
project  
completion.



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: 2023-24	Actual Expenditure as at 30 April 2024	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 2024/25	322 000	99.75%	Project complete
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		0.00	0.00	0%	The implementing agent Asla is currently busy with Bulk Services assessment exercise.
Duncan Village Composite Site			Implementation Stage		0.00	0.00	0%	The implementing agent is busy with the survey.
C Section and Triangular Site			Implementation Stage		0.00	0.00	0%	The implementing agent (Asla), is currently busy with Bulk Services assessment exercise.
D Hostel			Implementation Stage		0.00	0.00	0%	The implementing agent Asla is currently busy with Bulk Services

								assessment exercise.
Block Yard TRA			On-hold					Site invaded by illegal occupants
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	25 000 000	12 622 016	50.4%	Project is well in progress
Reeston Housing	Construction of 2500 low cost housing units for the residents of Reeston	Human Settlements	Implementation	2500 Beneficiaries	19 000 000	11 546 891	61%	The contractor is on site, although there is a slow progress on site due to cashflow challenges by the contractor, consultant is busy with tender document for the remaining scope of works.
Upgrading of the Mdantsane Waste Water Treatment Works	Upgrade of the Mdantsane Treatment works from 120ML per day to 150ML per day.	Infrastructure Services		All Users	19 598 320	11 527 579	59%	Contractor is on site and project progressing well
Market Hall Upgrade	Internal Banking Hall Alterations and banana ripening rooms	Spatial Planning	Procurement		6 600 000	4 985 546	74%	36 extraction fans have been installed, contractor is busy with the installation of the 4 remaining fans. The digging of trenches, installation of water pipes and laying of concrete is complete. The contractor is busy with final touches.



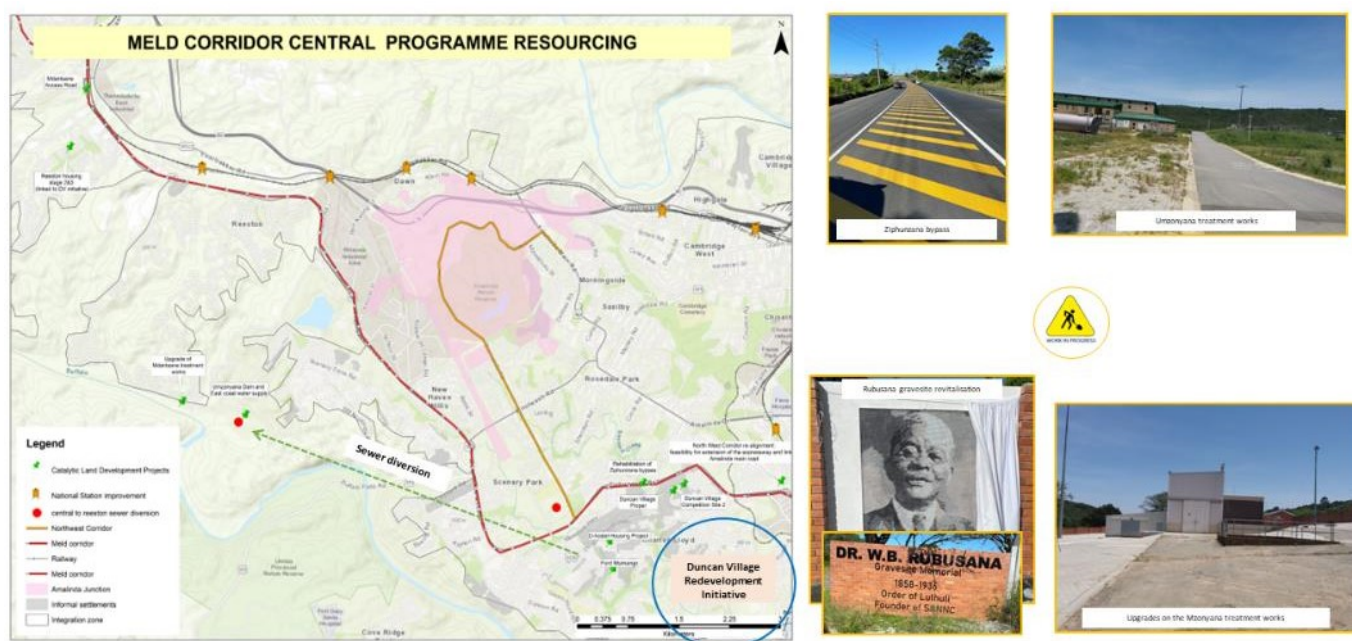


Figure E.2: Progress on the MELD Corridor Land Development Programme. (Source: BEPP 2023-24)

MDANTSANE URBAN HUB CATALYTIC PROGRAMME								
Project Name	Project Type (Description)	Department	Project Status	Non-financials	Budget Allocated: 2023-24	Actual Expenditure as at 30 April 2024	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	19 530 040	210 230 229	52%	Contractor is busy with Kerbs on the phase 1 section of the traffic circle.
Mdantsane Urban Renewal - Mount Ruth Node	Mount Ruth Grade Separated Interchange	Transport Planning and Operations	Planning Stage Complete. Awaiting budget.	All Public Transport users	N/A	N/A	N/A	Detailed Designs complete and project 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	14,581,000	3 762 742	38%	The order has been issued to the contractor and a site hand over will be arranged
Mdantsane Stormwater Management study	Roads and Stormwater	Roads and Stormwater	Planning / Project Preparation	Mdantsane residents	1,500,000	1,500, 000	100%	Study Completed. Awaiting Design 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	12 800 000	0	0%	The tender to appoint the service provider to implement phase one of the project has been recommended for award by BAC. Currently awaiting

								appointment letter.
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	3 179 021	0	0%	Department busy amending BOQ for the Mdantsane swimming pool for the removal of tiles in the main pool.

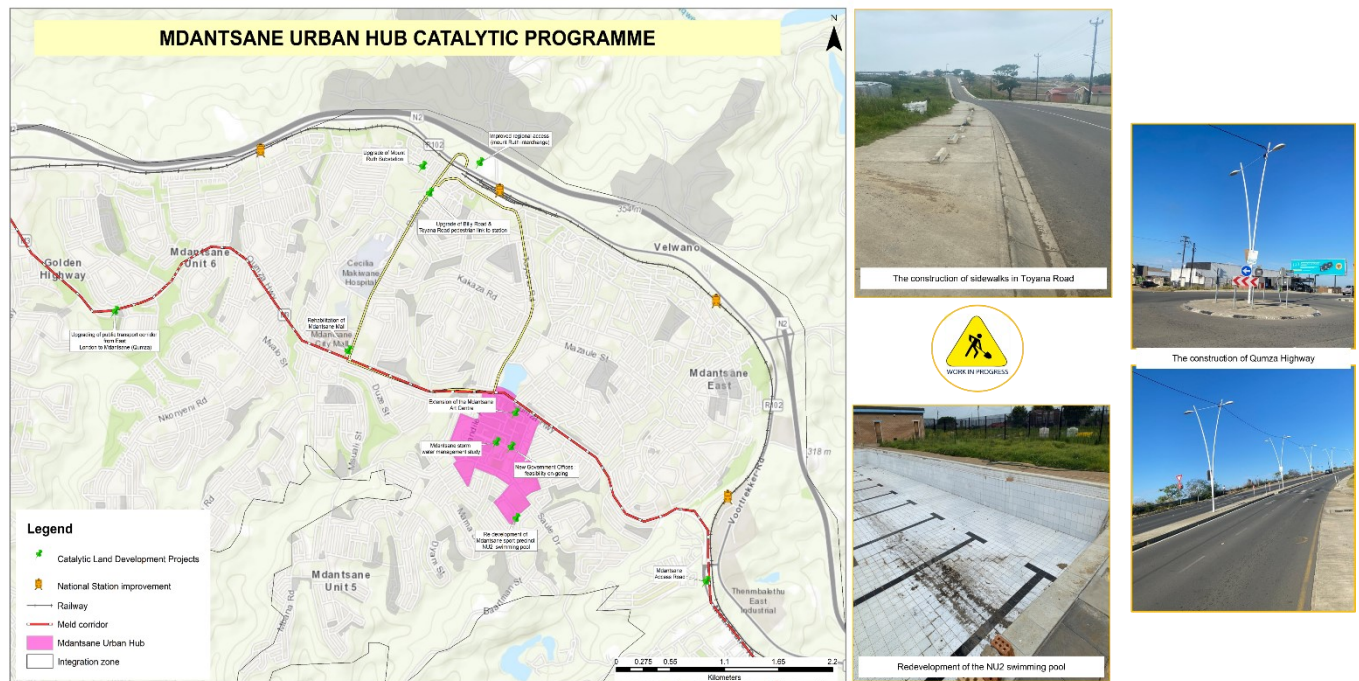


Figure E.3: Progress on the Mdantsane Urban Hub Land Development Programme. (Source: BEPP 2023-24)

WEST BANK CORRIDOR CATALYTIC PROGRAMME								
Project Name	Project Type (Description)	Department	Project Status	Non-Financials/ Estimated number of beneficiaries	Budget Allocated: 2023-24	Actual Expenditure as at 30 April 2024	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. Meeting scheduled to take place on the 22 <sup>nd</sup> May 2023 to discuss DEDEATs' input of the Harbour Arterial Project and to determine how proposed commercial development layout perimeters could be affected
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.	N/A	N/A	Request for proposals to be issued to BCMDA panel of fund

					BCMDA to budget for transactional advisory services			originators/ investors/ developers. Meeting scheduled to take place on the 22 <sup>nd</sup> May 2023 to discuss DEDEATs' input of the Harbour Arterial Project and to ascertain how the layout perimeters of the proposed Racetrack development could be affected
West Bank Restitution	Construction of 2000 residential units internal services (storm water, sanitation, roads and water)	Human Settlement	Project Implementation	2000 beneficiaries	10 000 000	7 612 734	76%	Budget has been reduced to be endorsed by council during adjustment budget. Contractor has delayed on contractual obligations since award in June 2023. Commencement on site is expected mid February 2024,
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6	Transport Planning and Operations	Project Implementation	Public, Citizens, Tourists	0	0	0 %	Project is 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	Project Preparation	Business	2 879 098	2 823 049	98%	<p>Project team is on the ground finalising the following:</p> <ul style="list-style-type: none"> <li>•Complete the preliminary designs (and costing) and to have all the regulatory requirements (RoD &amp; WUL) in place for the roads by June 2024.</li> <li>•It is also intended to have met all requirements for the establishing of Potter Pass Natures Reserve and the establishment of the necessary oversight committees, complete with ToR and management plan for the Reserve, and the fencing of Potters Pass Nature Reserve by June 2024.</li> <li>•It is also planned to have reached in-principal agreements on land matters as well as</li> </ul>



								to have updated the socio-economic impact assessment report by June 2024. The Project team is preparing to meet with the external stakeholders to update them of the progress and finalise the wayforward of the land matters.
15 MV Wood Brook and Westbank Substations and Battery Storage Centres	Alternative energy supply	Electricity	Project Preparation	Public Citizens and Investors	2 137 902	0	0	Letter requesting National Treasury GTAC to register the project and appoint the Transactional Advisory Consortium will be forwarded from the City Manager's Office. The Transactional Advisory Team will be conducted detailed feasibility

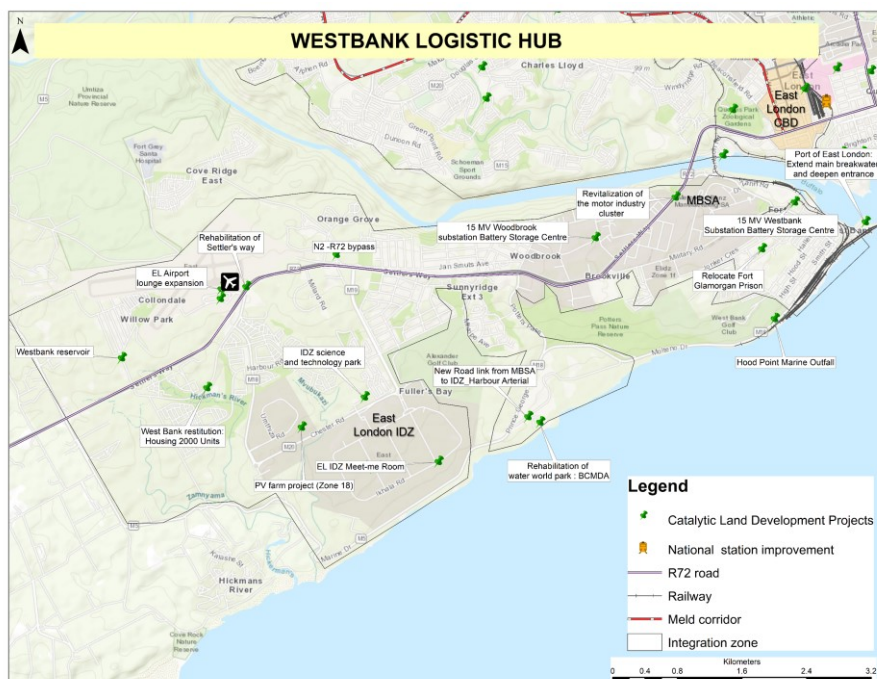


Figure E.4: Progress on the West Bank Catalytic Land Development Programme. (Source: BEPP 2023-24)

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: 2023-24	Actual Expenditure as at 30 April 2024	Status Percentage Expenditure	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	20 000 000	6 361 276	32%	Project involves refurbishment of the pipe bridge to Zwelitsha WWTW. Project progressing well.
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	To be confirmed	TBC	TBC
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	TBC

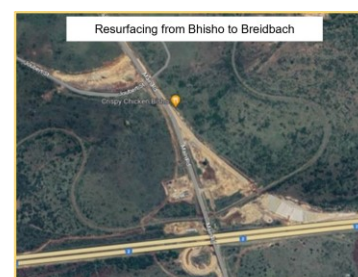
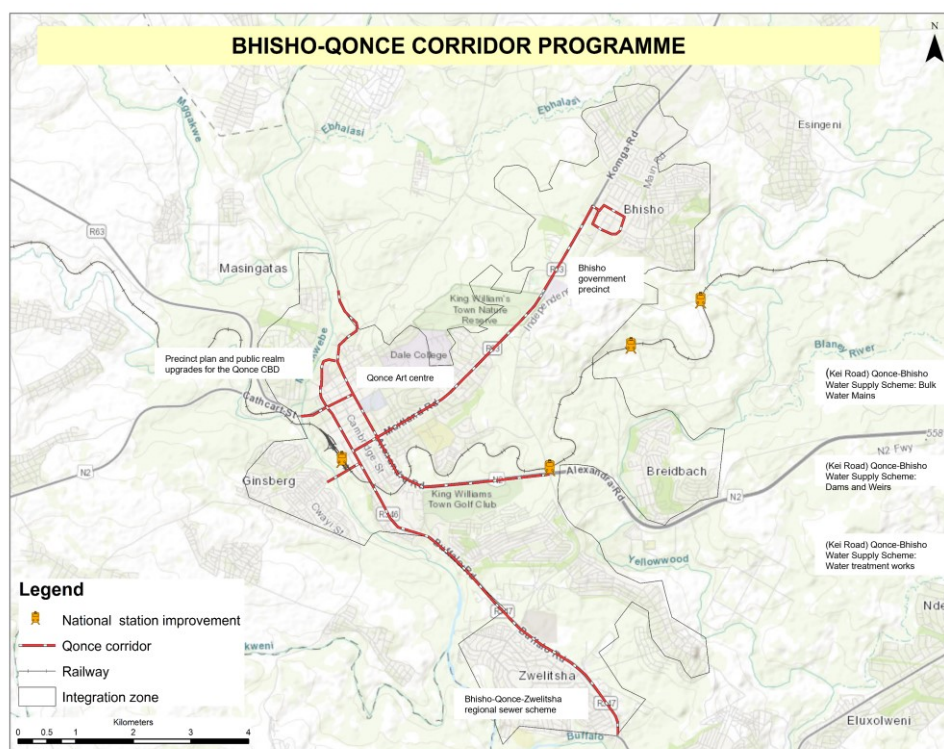


Figure E.5: Progress on the Qonce CBD and Inner City Land Development Programme. (Source: BEPP 2023-24)

## 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 aim 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. Given the current global economic crisis and its impact on South Africa, BCMM is committed to position Buffalo City as an attractive investment destination by improving the business environment and improving the cost of doing business in Buffalo City.

**The Buffalo City Investment Centre (BCIC)** will focus on creating a conducive environment to attract new investors and to enhance retention of current investors by offering investment aftercare services.

**The 3 phases include the following:**

#### **Phase 1: Investment & Development Committee (Investment Facilitation Committee)**

- The Investment & Development Steering Committee was established and will commence meetings in Quarter 1 of 2024/25

#### **Phase 2: Automation - Establishment of an online platform**

- Introduction of the Integration of systems along the property value chain
- AFLA is live on the BCMM environment for use and testing by BCMM officials
- AFLA to be launched as soon as all stakeholders are trained

#### **Phase 3: Establishment of the Buffalo City Investment Centre**

- The Investment & Development Steering Committee (IDSC) will continue to remain operational and as a part of the Buffalo City Investment Centre.

**Key deliverables of the Buffalo City Investment Centre (BCIC) will include the following:**

- A comprehensive booklet outlining the Cost of Doing Business in Buffalo City
- Online information service for investors
- Development of a detailed handbook containing investor information
- Identification of red tape issues that frustrates businesses within City

**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 meetings scheduled for 2024
- 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 scheduled for 2024

### **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**

- Delayed progress due to budgetary constraints
- Data collected and calculated manually
- Stakeholders meeting scheduled for 2024

### **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. 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. The final training of BCMM stakeholders working on the AFLA platform has been completed. The AFLA marketing campaign is currently underway and will be followed by the official launch of AFLA on 22nd June 2024.

### **Metro Title Reform Programme**

The Metro Title Reform Programme (MTRS) was launched by the CSP in May 2022 to support Metros in their efforts relating to processes to title deeds reform to complement and aid Operation Vulindlela and the on-going efforts of the National Department of Human Settlements in resolving backlogs and IGR challenges in title deeds processes.

The BCMM SNDB Team has established a Working Group comprised of various departments involved in the property titling reform to assist and guide the property management who will lead the implementation of the reforms with support



from the respective departments involved. Given the dire state of the economy, it is critical to note the multiplier effects of the current narrative and the devastating impact playing out in the economic ecosystem. BCMM is currently engaging the other metros to establish a peer learning session to share the lessons learnt on this title restoration journey.

The City Support Program launched the Metro Title Reform Programme (MTRS) in May 2022 via an online workshop with all metros, representatives from Operation Vulindlela (OV) and pilot reform projects in metros and provinces.

Based on the feedback and inputs received following the session in May, BCMM was identified as a prospective partner to work with via the MTRS in 2022/23 and 2023/24. The inception workshop with BCMM was held on 20th and 21st April 2023 seeking to understand the needs and programmes underway in the metro.

The purpose of the engagement is outlined below:

- Fact-finding engagement to clarify and orientate MTRS team to differentiated challenges, operations and approaches within provincial departments and the metro;
- Introducing the MTRS team to the officials directly responsible for driving title deeds issues within the spheres of government;
- Communicating the ambitions of the MTRS and linkages to key mandates re: SNDB and OV processes;
- Showcasing pilots and material informing the MTRS (e.g. CSP Land and Beneficiary Admin toolkit, Transaction Support Centre, iLembe etc.); and
- Introducing officials to the MTRS team and establish personal linkages to allow follow-ups

The purpose of the discussions was for BCMM to engage the CSP / World Bank Group team around the current challenges and constraints and to craft a way forward. CSP shared insights on the technical support and further growth in the programme as relates to title restoration in the other metros and the lessons learnt on this journey

In April 2023, all the relevant BCMM departments had an in-person workshop with National Treasury and CSP for two days, where the issue of titling was unpacked. The MTRS Programme Lead for Cities Support Programme took us through the importance of Property Titling, showcased the toolkit, heard from BCMM participants as to the processes, the challenges and possible remedies.

The workshop concluded with a tangible work plan and approach and the assignment of roles and responsibilities across the BCMM line departments. The BCMM participants have committed to reviewing and where possible, enhancing BCMM approaches relating to title deed administration.

The main themes that shaped the approach were:

- Institutional capacity
- Policy and Operations
- Data and Reporting

**The current status quo of the land tenure upgrading in the BCMM Property Management Department dealing with Property Registration and Transfers is as follows:**

- Pre'94 ESDBS Project within BCMM boundary. This is where the previous government issued Beneficiaries with Certificate of Occupation / Permission to Occupy where properties were held under Lease-hold
- Township Upgrading & Opening of Township Register
- Post '94 - Registration of RDP houses to Beneficiaries
- Estate Registration. Indigent Deceased Estate Transfers where BCMM assists those that are Indigent to transfer properties with Title Deeds to the Heirs
- Pre-emptive condition on Title: Processing of Consents / Waivers for Property Sales, Mortgaging / Estate Late Transfers
- Donation of Land parcels to or from BCMM. Donation of Properties to Destitute Beneficiaries.

#### **Tasks of the BCMM Metro Title Reform Working Committee**

*The tasks of the BCMM Metro Title Reform Working include:*

- Establish a programme of engagement through an inter-departmental working group
- Quantify and map out all properties within the Metro where legal transfer to the beneficiary has not taken place
- Lay out all the processes in relation to Title Deeds, what are the Departmental roles, responsibilities & dependencies
- Layout the challenges faced and what is to be done to remedy those challenges and enhance the processes
- Create a proper Database, Management Reports and Management Systems to drive Metro Titling
- Create a Business case for Title Deed Reform based on Financial / Revenue based model. (project possible revenue to be collected on registration of Titles)

#### **Achievements of the BCMM Metro Title Reform Working Committee**

- Drafted Terms of Reference which are approved by the Committee and were submitted to CM's office with the Report

- Detailed process flow giving step by step process from application for approval for the Housing Subsidy Database (HHD); to verifying the beneficiary; to signing a DOS, to appointment of Conveyancer to register property
- In cases where a beneficiary cannot be found in previous address or contact number an advert is prepared advert calling for the missing beneficiaries as per HHS, given 3 months to come forward to claim the right of ownership
- BCMM HSD presented on the pre'94 and post 94' housing stock
- The numbers have improved from 2018 to date we are at 68% on titles granted. There are still areas where we are still to start the application process
- The challenges that are preventing Titling for each area were identified, the Committee members from City Planners, Survey Dept., Human Settlements and PMD are working together to tackle challenges for each area that are preventing Titling. They have been categorized by type e.g. Township upgrading; GP issues or Lost Parent Titles or Legal. Will be done in phases giving each department responsible 3 months to resolve.
- The other matters preventing Titling are handled by PMD & H/S with the assistance of Legal Services. e.g. Illegal Occupants, Land Invasions; Property dispute matters and Rectifications of wrongful transfers.
- The BCMM and the Provincial Human Settlement departments engaged in June 2023 where the purpose of the meeting was to establish proper communication channels/working relations between BCMM Human Settlements and the DPoHS. It is also to clarify the Processes to be followed when submitting documentation to the Province Appointed Conveyancers.
- Matters discussed were some of the projects are at a standstill because of illegal occupants or land invasion that they be substituted with other areas that are ready so that the work continues elsewhere while other projects like Potsdam are idle. It was agreed in the meeting that Province and BCMM Human Settlements are to meet once a month for updates and planning.

BCMM established the BCMM Metro Titling Reform Working Committee, working together with the relevant departments Property Management, Human Settlements Task Team, City Planning, GIS, Revenue and EPMO to resolve the bottle necks that are causing slow delivery of the title deeds and transfers. The critical issues discussed are related to subdivision of land, approval of township establishment, state land, land surveying, illegal occupation of RDP houses.

The Buffalo City Metropolitan Municipality Titling Reform Support Programme has partnered the Khaya'lam/ Free Market Foundation through National Treasury Cities Support Programme to provide financial support to register the

township upgrading and holding deeds at Deeds Registry in order to unlock the registration of Title Deeds to individual beneficiaries.

Since its inception in 1975, the Free Market Foundation has been committed to upholding the private property rights of existing property owners, as well as to extending property rights to all people in South Africa, regardless of their race or background. As part of this commitment, in 2010 the FMF initiated the Khaya'lam Project – meaning 'Our Home' in isiZulu – to help guarantee the property rights of municipal tenants across the country. Since then, the Khaya'lam project has grown in scale and reach. A significant milestone of over 13,000 title deeds successfully being transferred to their rightful owners has since been achieved. The FMF/Khaya Lam team has collaborated with other metros to fast-track the delivery of their title and has approached Buffalo City to establish this partnership to ensure the expediting of the transfer of property title deeds. The Khaya 'lam Project is an initiative that facilitates the transfer of title deeds to the rightful owners of municipal homes. To date, the project has facilitated the transfer of over 13 000 title deeds.

April 2024 marked the first anniversary of in-person engagements between BCMM and the CSP/WBG via the MTRS addressing title deed reform within the metro. The 4<sup>th</sup> BCMM CSP/WBG Metro Title Deed engagement will be hosted in Buffalo City from 03<sup>rd</sup> – 07<sup>th</sup> June 2024.

This engagement will focus on the following key aspects of the BCMM metro title deed programme:

- Reflect on progress to date;
- Identify and clarify key obstacles;
- Review the learnings and lessons of the year;
- Consider pilot projects relating to Khaya Lam initiative and partnership; and
- Reframe and develop a clear and targeted way forward for 2024/25

#### **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.

This includes the identification of barriers to entry/growth recommendations on how to address these constraints, collaboration between public and private sectors.



## **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 have previously 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) has developed 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 over the past few years continued to make 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 Land 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.

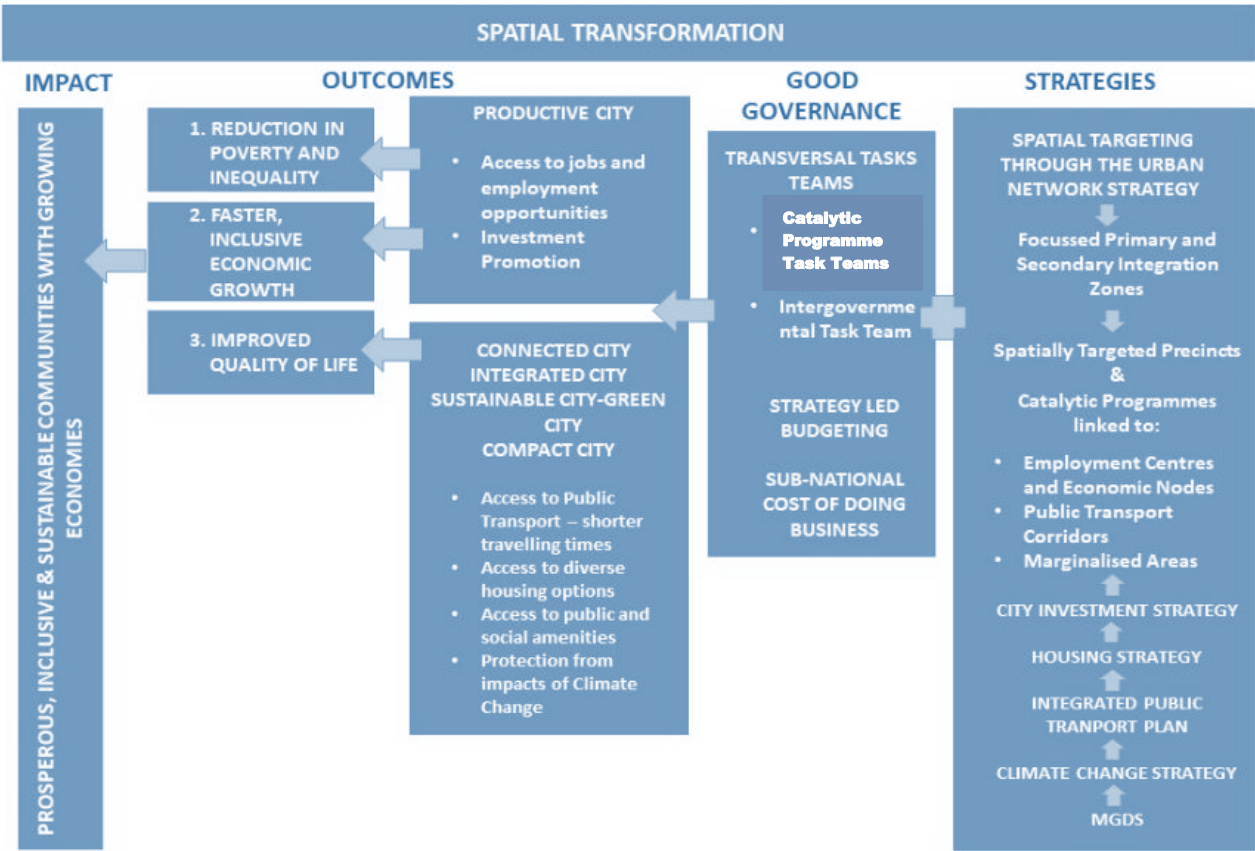


Figure G.1: Mapping of the spatial transformation Theory of Change (Source: BEPP 2023-2024)