



# Built Environment Performance Plan

## 2017/18



## **ACRONYMS**

<b>ACSA</b>	Airport Company South Africa
<b>AFS</b>	Annual Financial Statements
<b>AG</b>	Auditor General
<b>AMEU</b>	Association of Municipal Electricity Utilities
<b>BCMDA</b>	Buffalo City Municipal Development Agency
<b>BCMM</b>	Buffalo City Metropolitan Municipality
<b>BEPM</b>	Built Environment Progression Model
<b>BEPP</b>	Built Environment Performance Plan
<b>BEVC</b>	Built Environment Value Chain
<b>BKCOB</b>	Boarder Kei Chamber of Business
<b>BOD</b>	Board of Directors
<b>CBD</b>	Central Business District
<b>CBF City</b>	Budget Forum
<b>CIDMS</b>	City Infrastructure Delivery Management System
<b>CCTV</b>	Close Circuit Television
<b>CIF</b>	Capital Investment Framework
<b>CS</b>	Community Survey
<b>CSIP</b>	Capacity Support Implementation Plan
<b>CSP</b>	Cities Support Programme
<b>CURA</b>	Central Urban Renewal Area
<b>EC</b>	Eastern Cape
<b>ELIDZ</b>	East London Industrial Development Zone

<b>DBSA</b>	Development Bank of Southern Africa
<b>DORA</b>	Division of Revenue
<b>DV</b>	Duncan Village
<b>DVRI</b>	Duncan Village Re-Development Initiative
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>EC</b>	Eastern Cape
<b>ECSEC</b>	Eastern Cape Socio-Economic Consultative Council
<b>EL</b>	East London
<b>ELIDZ STP</b>	East London Industrial Development Zone Science and Technology Park
<b>EPMO</b>	Enterprise Project Management Office
<b>ERP</b>	Enterprise Resource Planning
<b>FMG</b>	Financial Management Grant
<b>GCL</b>	Geosynthetic Clay Liner
<b>GDP</b>	Gross Domestic Product
<b>GIZ</b>	Deutsche Gesellschaft fur International Zusammenarbeit
<b>HDI</b>	Human Development Index
<b>HIV/AIDS</b>	Human Immune Virus/Acquired Immune Deficiency Syndrome
<b>HRD</b>	Human Resource Development
<b>HSDG</b>	Human Settlements Development Grant
<b>IBC</b>	Invest Buffalo City
<b>ICDG</b>	Integrated City Development Grant
<b>ICR</b>	Inner-City Regeneration
<b>ICT</b>	Information and Communications Technology

<b>IDP</b>	Integrated Development Plan
<b>IDZ</b>	Industrial Development Zone
<b>IGR</b>	Inter-Governmental Relations
<b>INEP</b>	Integrated National Electrification Grant
<b>IRPTN</b>	Integrated Rapid Public Transport Network
<b>IP</b>	Integrate Planning
<b>ISA</b>	Incremental Settlement Areas
<b>ISDG</b>	Infrastructure Skills Development Grant
<b>IUDF</b>	Integrated Urban Development Framework
<b>IWMP</b>	Integrated Waste Management Plan
<b>IZ</b>	Integration Zone
<b>KWT</b>	King William's Town
<b>LED</b>	Local Economic Development
<b>LSDF</b>	Local Spatial Development Framework
<b>LTE</b>	Long-Term Evolution Network Coverage
<b>LVC</b>	Land Value Capture
<b>MELD</b>	Mdantsane-East London Development
<b>MFMA</b>	Municipal Financial Management Act
<b>MGDS</b>	Metro Growth and Development Strategy
<b>MRF</b>	Material Recovery Facility
<b>MSA</b>	Municipal Systems Act
<b>MSDF</b>	Metropolitan Spatial Development Framework
<b>MTREF</b>	Medium Term Revenue and Expenditure Framework

<b>MTSF</b>	Medium-Term Strategic Framework
<b>MUHF</b>	Mdantsane Urban Hub Framework
<b>NDP</b>	National Development Plan
<b>NDPG</b>	Neighbourhood Development Partnership Grant
<b>NMT</b>	Non-Motorised Transport
<b>NT</b>	National Treasury
<b>NTGN</b>	National Treasury Guidance Note
<b>NUSP</b>	National Upgrade Support Programme
<b>NWC</b>	North West Corridor
<b>NWP</b>	North West Corridor
<b>OF</b>	Own Funds
<b>PBV</b>	Purpose Built Vehicle
<b>PIU</b>	Project Implementation Unit
<b>PMM</b>	Precinct Management Model
<b>PPF</b>	Project Preparation Facility
<b>PRASA</b>	Passenger Rail Agency of South Africa
<b>PTIG</b>	Public Transport Infrastructure Grant
<b>PTISG</b>	Public Transport Infrastructure and System Grant
<b>SANRAL</b>	South African National Roads Agency
<b>SDBIP</b>	Service Delivery and Budget Implementation Plans
<b>SDF</b>	Spatial Development Framework
<b>SOC's</b>	State Owned Companies
<b>SPLUMA</b>	Spatial Planning and Land Use Management Act 2013

<b>SPV</b>	Special Purpose Vehicle
<b>SRA</b>	Special Rating Area
<b>STP</b>	Science and Technology Park
<b>TOD</b>	Transit-Oriented Development
<b>UDZ</b>	Urban Development Zone
<b>UID</b>	Urban Improvement District
<b>UNS</b>	Urban Network Strategy
<b>USDG</b>	Urban Settlements Development Grant
<b>WTP</b>	Water Treatment Plan
<b>WWTW</b>	Waste Water Treatment Works

## **TERMINOLOGY**

### **Catalytic Urban Development Projects**

The definition of catalytic urban development projects remains as that provided in the BEPP Guidelines for 2015/16 MTREF as land development initiatives that:-a) Are integrated, 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.
- c) Require 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 Projects are priority projects in the intergovernmental project pipeline in the format outlined in Annexure 2 of this Guideline

### **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 settlements 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**

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, achieved by an increased number of units and/or population thresholds.

## **Integration Zone (IZ)**

The Urban Network consists of a number of Integration Zones. Each zone is a spatially targeted, city or city region-wide TOD network aimed at spatial transformation. Each zone consists of a transit spine and a number of intermediate nodes and linkages. The transit spine consists of two anchors connected 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 are a limited number of Integration Zone intermediate nodes that are strategically located at key intersections connecting to marginalised residential areas (informal settlements) and employment nodes (commercial and industrial nodes) via feeder routes (taxis). The Urban Hub connects to secondary townships nodes within the marginalized peripheral township.

## **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. The format/template is outlined in Annexure 2. Please cross-reference with Catalytic Projects below.

### **Land Value Capture (LVC)**

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 that are in decline and/or where people are deprived. These are areas that are typically not the focus of the private sector developers and will thus require some kind of intervention from government to start with if it is to be turned around.

### **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.

### **Transit-Oriented Development (TOD)**

TOD directs public and private investment to areas of maximum public access in a city, doing it in a way that creates liveable environments. In the context of the BEPP, included in TOD

would be spatially targeted areas. TOD is designed to maximize access to rapid/frequent public transport and encourage ridership.

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

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## **SECTION A: INTRODUCTION**

### **PROFILE OF THE BUFFALO CITY METROPOLITAN MUNICIPALITY**

Buffalo City Metropolitan Municipality (BCMM) presents, since 2011, as a Category A Metropolitan Municipality along the eastern seaboard of the Eastern Cape Province, with a population of 834 997 (Community Survey 2016), resident across the urban, rural and peri-urban settlements that constitute the municipal jurisdiction. In this respect BCMM comprises the urban coastal area of East London, the Midland region of Mdantsane, and the inland urban region of King Williams Town and Dimbaza as well as the numerous rural areas surrounding the urban areas. BCMM also houses the Eastern Cape provincial capital in Bhisho.

In terms of the Built Environmental Performance Plan 2017-2018, BCMM has chosen to focus attention on those areas that would drive and facilitate **spatial transformation** as well as alleviate the challenges of sluggish economic growth, in the areas of business, trade and transport.

In terms of population, the Buffalo City Metro accounts for 11.6% of the 6.9 million population of the Eastern Cape.

Government remains the major employer in the area of BCMM, at provincial and local levels. As a result, the BCMM BEPP focuses on Bhisho as the administrative centre of governance and surrounding areas for mixed-use housing and related economic infrastructure.

Industrial and service sector companies continue to provide employment to a large percentage of the municipality's residents. BCMM has thus realised the importance of enhancing the industrial potential of the municipality, accounting for the focus on the CBD to Mdantsane Integration Zone

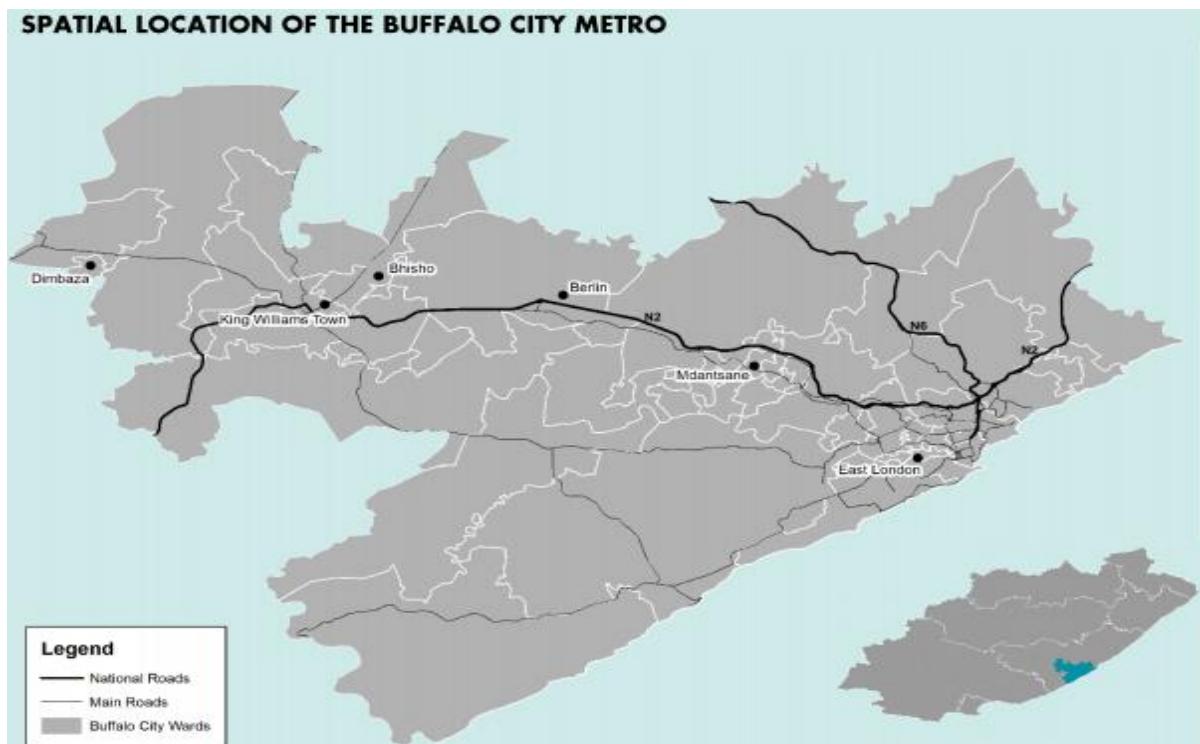
As a coastal municipality, with the only river port in South Africa, BCMM is well-placed to participate in the Ocean Economy, through the Port development currently underway. The airports in East London and Bulembu serve as further enablers for current and future investment and economic development in BCMM.

The pristine coastal and surrounding environment of BCMM also provides an opportunity for growth in tourism and the green economy. The Municipality also exhibits well-developed road and rail infrastructure into and across the municipal area.

BCMM is also advantaged in the number of prominent and well-known primary, secondary and tertiary educational institutions located in the municipality, and the Science and Technology Park located at the East London Industrial Development Zone (IDZ), which bodes well for the growth of the Knowledge Economy in the area

The medical facilities available in the city, are furthermore amongst the best in the country.

All of the above thus position BCMM as a must for investors and tourists to come invest, stay and play in the city.



**Figure A1: Spatial location of BCMM** (Source: Statistics South Africa Community Survey 2016)

As the major urban centre of the eastern part of the Eastern Cape, BCMM continues to improve levels of service provision to its residential and business customers for all the necessary basic services as mandated by the South African Constitution.

In this respect, the latest Statistics South Africa Community Survey (Statistics South Africa 2016) shows that approximately 97.7% of the population in BCMM had access to piped water in 2016, reflecting a slight improvement from the 97.3% in 2011, and 75.4% of the population of BCMM had access to flush toilets, up from 71% in 2011. The number of people using pit latrines, buckets and those with no access to toilets has decreased from 18.8%, 1.4% and 7.2% respectively in 2011 to 15.9%, 1.2% and 3.0% respectively.

The 2016 Community Survey (Statistics South Africa) also reflected the growing challenge with respect to the growth of informal dwellings and settlements in the municipal area, with the number of people staying in traditional and formal dwellings decreasing in 2016 to 4.2% and 70.2% from 5.2% and 71.9% in 2011 respectively, while the population of those that reside in informal dwellings has increased from 22.2% in 2011 to 24.9% in 2016.

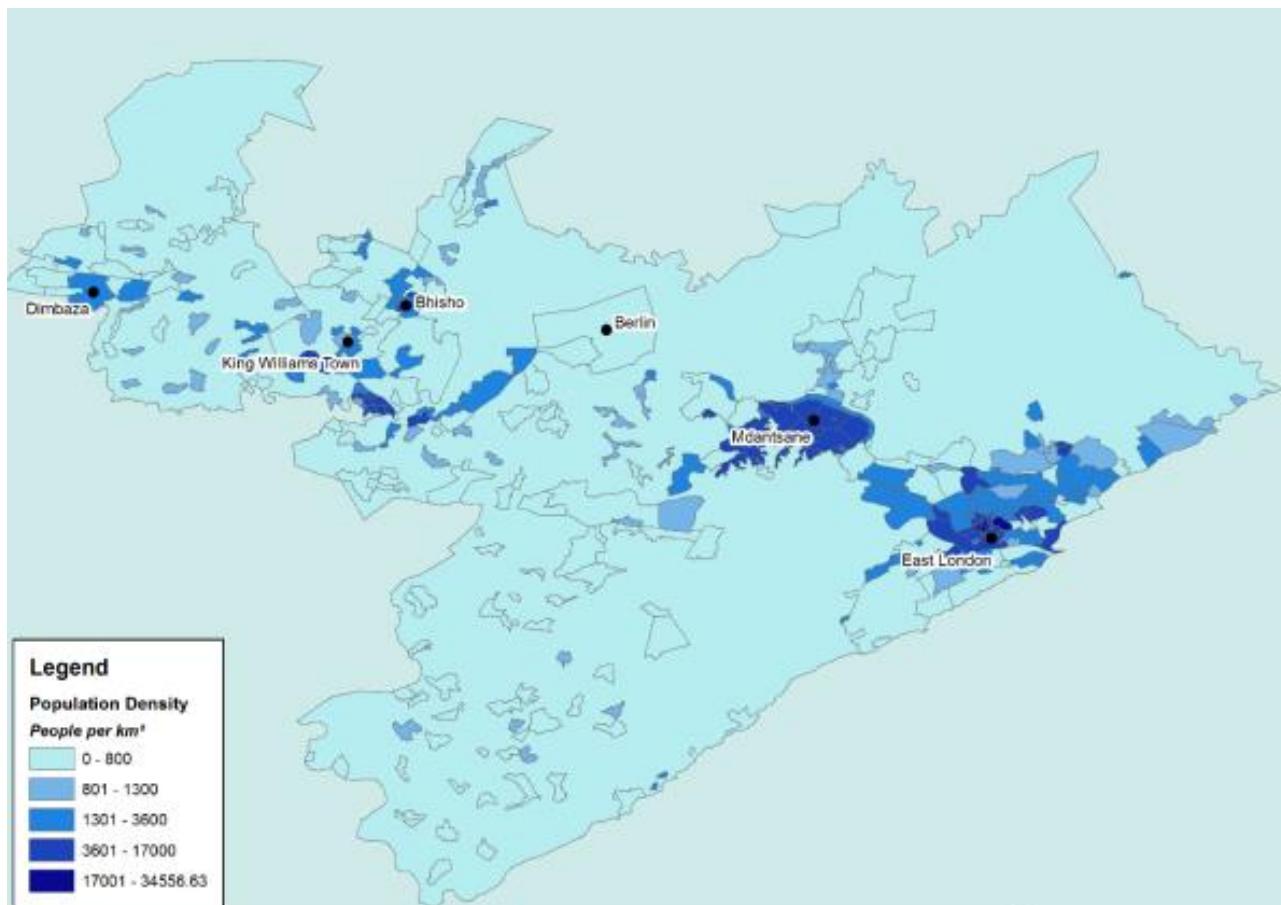


Figure A2: Population density of Buffalo City Metropolitan Municipality (Source: Statistics South Africa Community Survey 2016)

#### Dwelling Type:

Of the 253 477 households in the Metro, 70.2% are formal dwellings, 24.9% are informal dwellings and the remainder consist of traditional dwellings. The following is a summary of the Socio-Economic profile of BCMM's according to the **ECSECC 2014 report: GDP**. BCMM contributed about 20.9% in GDP to the Eastern Cape Province and about 1.6% to the whole of South Africa. In 2013 the growth rate of the economy was at 1.3% for BCMM as compared to 1.9% for the whole of South Africa. This growth was contributed mainly from Manufacturing which constituted about 24.2%, followed by the Finance, Insurance, Real Estate and Business Services sector that contributed 23.67% to the GDP. General Government is at 15.37%,

transport, storage and communication at 11.7%, Wholesale and Retail, catering and Accommodation is at 12.17%

### **Human Development Index (HDI)**

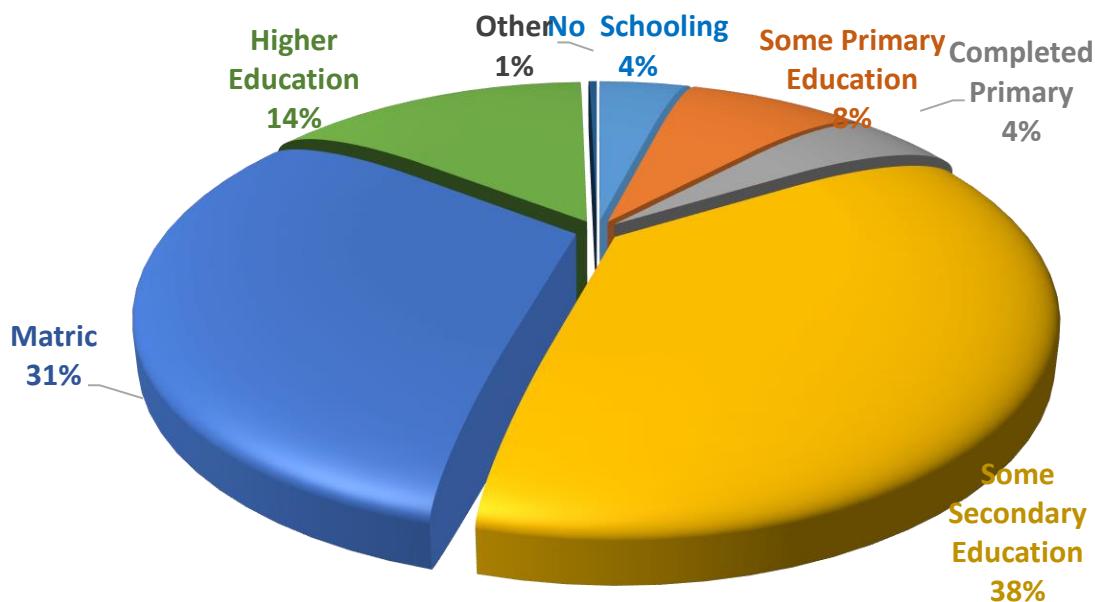
The HDI is a composite statistic used for ranking by level of Human development. The HDI for the Metro has been dropping as has been for the whole of South Africa and the Eastern Cape Province mainly due to the HIV/Aids pandemic and stood at 0.55 in 2013. For the whole of South Africa HDI dropped from 0.625 in 1995 to 0.553 in 2013. Whilst for the EC province the value dropped from 0.582 in 1995 to 0.503 in 2013.

### **Gini Coefficient**

The Gini Coefficient for BCMM stood at 0.65 as compared to 0.66 for the EC province in 2013. This value still indicate inequality within the Metro in spite of the improvement as compared to previous years. The Gini coefficient for the whole of South Africa was 0.65 in 2013.

### **Education level**

The population within BCMM considered to be functionally illiterate stood at 19.5%, but as at Community Survey 2016, only about 12.6% of the population is functional illiterate, i.e. with no schooling at all. The diagram below represents those 20 year and older in terms of schooling and only about 4% has no schooling as at CS 2016.



## **Employment status**

Unemployment was at 21.4% for the metro in 2013, with about 28.3% for the EC province.

The functional group constitute about 61.3% of the population for the Metro as at Community Survey 2016, and unemployment is at an average of 27.84% in 2016 according to the quarterly survey reports.

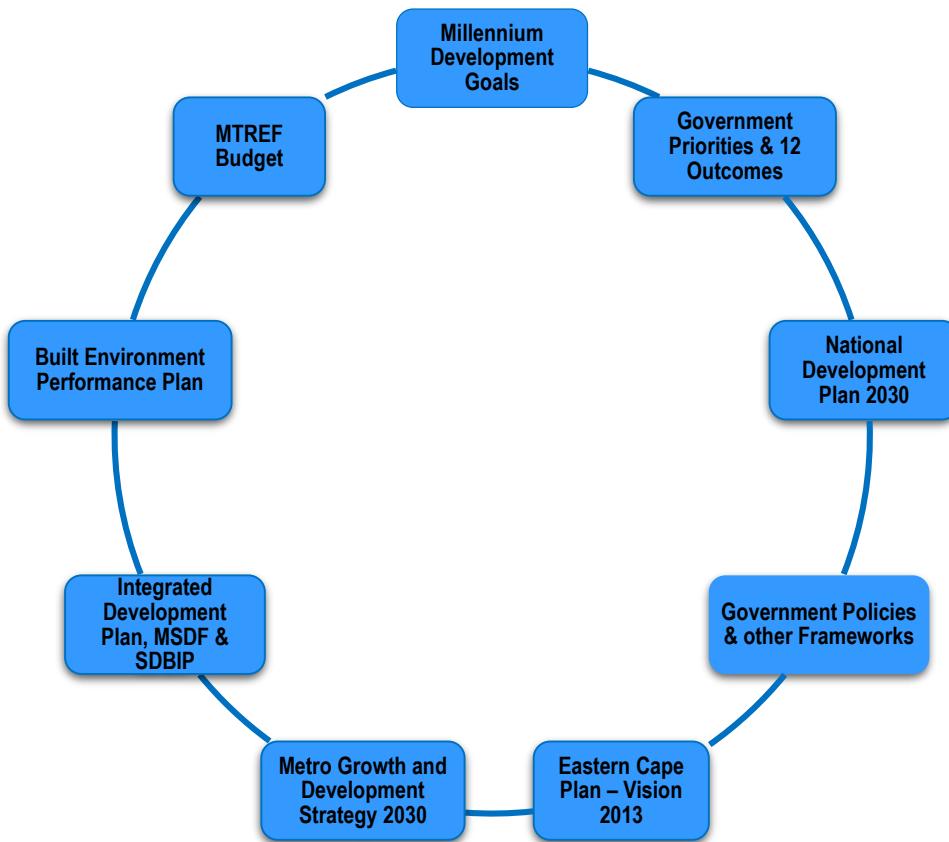
## **Poverty**

Generally the number of people living in poverty is on the decline and for BCMM the figure stood at 47%, as compared to 40% for the whole of South Africa and 55% for the EC province.

## **A1. BEPP IN RELATION TO OTHER STATUTORY PLANS**

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

The BEPP is complimentary to the metro's other strategic documents, including the Integrated Development Plan, the Budget, the Spatial Development Framework, the Draft Metro Growth and Development Strategy and the Human Settlement Plans. The BEPP represents an investment strategy towards fulfilling its objectives of an inclusive city, sustainable and productive city which are spatially transformed and more compact in its development approach.



**Figure A3: Relationship with strategic documents**

The following documents and data sources were used in the formulation of the Draft 2015/2016 Built Environment Performance Plan: -

#### **A1.1 BCMM Documents:**

- BCM Spatial Development Framework Review: 2013
- Buffalo City Municipality's Housing Sector Plan 2010
- Buffalo City Integrated Development Plan 2015/2016
- Buffalo City Metropolitan Municipality's Integrated Sustainable Human Settlement Plan 2014
- Metro BEPP Transit Orientated Development (TOD) Alignment Review (K. Harrison : 2015)
- Buffalo City Metropolitan Municipality : MTEF 2016 Budget Proposal (PTNG) (BCMM Transport Team: 2015)

- Spatial Policy approved since 2003
- Urban 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)
  - BCMM SDF Review
  - Bhisho KWT LSDF (2013)
  - Mdantsane LSDF Review (2013)
  - Vincent Berea LSDF Review (2013)
  - Mdantsane Industrial Feasibility Study (2015)
  - Sleeper Site Framework Plan (2016)
  - Mdantsane Hub Plan (2016)
  - West Bank LSDF (2004)
  - Mount Coke Dimbaza LSDF (2008)
  - Kwelera LSDF (2013)
  - Newlands LSDF (2015)

## **A1.2 National and Provincial Documents:**

- National Development Plan 2010
- Spatial Planning & Land Use Management Act (Act 16 of 2013)
- National Treasury Guidance Note for the Built Environment Performance Plan, October 2016
- Provincial Growth and Development Strategy: 2006
- Eastern Cape Provincial Spatial Development Plan: 2010
- DORA 2017 including the grant frameworks of the relevant infrastructure grants
- ICDG Framework in 2016
- The Guidelines for the Implementation of the Integrated City Development Grant, May 2013 and as updated
- Concept Note for the Built Environment Value Chain and Progression Model, 23 September 2016
- 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
- National Human Settlements Spatial Plan, August 2014 and as updated

### A1.3 Aligning the BEPP with IDP, MGDS, BCMM SDF and Budget

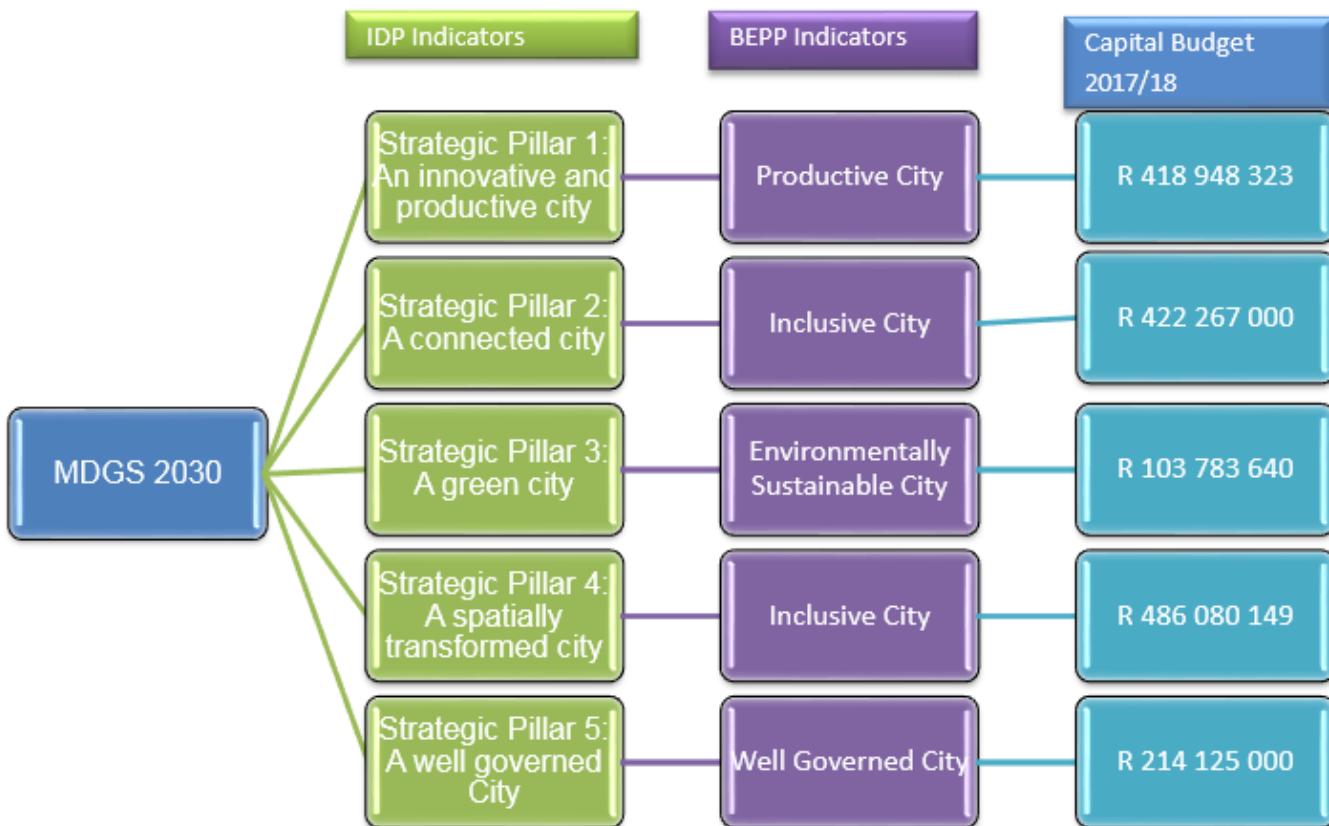


Diagram representing the relationship between the BEPP, IDP, MGDS and Budget

Refer to Annexure 8 and Annexure 9

### A1.4 Confirmation of BEPP Adoption by Council

The BEPP 2017/18 will be presented to council for adoption on the 26 May 2017

## **SECTION B : SPATIAL PLANNING &PROJECT PRIORITISATION**

### **B1. SPATIAL TARGETING BACKGROUND**

#### **B1.1 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:

- i) To reduce travel costs and distances,
- ii) To prevent further development of housing in marginal places,
- iii) To increase urban densities and reduce sprawl,
- iv) To improve public transport and the coordination between transport modes, and
- v) 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 design** seem relevant to most situations:

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

greenfield development,

- vii) An emphasis on affordable housing in well-located areas, i.e. in and around transport nodes and corridors.
- viii) 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.

## **B1.2 Integrated Urban Development Framework**

The Draft Integrated Urban Development Framework (IUDF) 2014 sets out a policy framework to guide the development of inclusive, resilient and liveable urban settlements. The IUDF identifies eight priority objective levers namely:

- i) **Integrated Spatial Planning** is essential for coherent development.
- ii) **Integrated transport and mobility** is vital component for economic infrastructure investment.
- iii) **Integrated and sustainable human settlements** are key to redressing the prevailing apartheid geography, restructuring cities, shifting ownership profiles and choices, and creating more humane, safe living and working conditions.
- iv) **Integrated urban infrastructure**, which is resource efficient and provides for both universal access and more inclusive economic growth.
- v) **Efficient land governance and management** that grow through investments in land and property resulting in inclusive, multi-functional urban spaces.
- vi) **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.
- vii) **Empowered active communities**. Cities and towns that are home to socially and culturally diverse citizens, who are actively involved in the city.
- viii) **Effective urban governance** – managing the intergovernmental dynamics within the city.

## B1.3 BCMM Spatial Development Framework

### BCMM Development Perspective

Within the Buffalo City area the following three main land use patterns emerge:

- i) *The dominant East London - King William's Town - Dimbaza urban axis. This spatially defines a principal development corridor that services the greater Amatole region.*
- ii) *The peri-urban fringe and rural settlement area. This component includes the Newland's settlements, settlements that previously fell within the former Ciskei 'Bantustan', and the Ncera communal settlements located west of East London.*
- iii) *The commercial farming areas confined mainly to the north-eastern and south-western (coastal) sectors. These areas are characterised by both extensive and intensive agricultural land utilisation.*

The settlement pattern demonstrates spatial fragmentation occurring within East London and King William's Town, mostly in the form of racially segregated residential areas or dormitories. These areas comprise Mdantsane, Potsdam, Ginsberg, Zwelitsha, Phakamisa, Briedbach and Ilitha. In addition, the higher order function and natural growth of the historic towns of East London and King William's Town have been impacted by attempts to create satellite or "buffer strip" residential, commercial, industrial and administrative growth nodes - i.e. Bhisho, Berlin and Dimbaza. The City recognises such spatial development pattern as a legacy of apartheid and previous Bantustan policies that require urgent attention.

In terms of the BCMM IDP, an overall concept (described below) was accepted and endorsed as strategic direction provided by the Municipal Council and is reflected in the Spatial Development Framework. In this regard, the Buffalo City IDP notes that: *"In essence, the [approach of Building on Urban and Rural Strengths] acknowledges that the urban areas of greater East London/Mdantsane and King William's Town/Bhisho and environs are likely to be focal points for significant economic growth and development within Buffalo City over an extended period of time. However, it is accepted that there is a dependency amongst a significant proportion of the residents of Buffalo City on access to peri-urban and/or rural land for basic livelihood (i.e. survival or subsistence) as well as cultural purposes, and that this is likely to continue to be so, at least in the medium term (10 years). Therefore, it is concluded that:*

- i) *It must be accepted that it is most rational and economically effective to focus higher order development investment (in infrastructure, housing and a diversity of economic enterprises) in the urban core areas.*
- ii) *However, a proportion of the resources of the Buffalo City Municipality must also be targeted in areas of opportunity and areas of need in fringe rural and peri-urban areas, in order to upgrade existing settlements and create or facilitate new development opportunities in these areas.”*

## **Background to SDF**

The first SDF was approved in 2003. The central development concept is described as follows:

*“For the purposes of the Buffalo City SDF, the central development concept is one of ‘beads on a string’, with the string comprising a linear system of integrated movement modes and the beads being the intensive mixed-use nodes, around multi-modal transportation terminals. An alternative (or more technical) description of the concept would be to focus on the concepts of nodes (beads) and corridors (string).”*

The Spatial Concept of 2003 implied a need to develop:

- Intense and higher density settlements with mixed uses along the main transport routes;
- Inner city medium density residential environments surrounding the East London and King William’s Town CBD’s and medium density residential development not more than 1 kilometre from bus/taxi routes and near stations.
- Densities of at least 40 dwelling units per hectare (gross) in order to attain the minimum threshold where public transport becomes economically sustainable.

The 2013 SDF confirmed the 2003 Vision and the commitment to broad principles of Spatial Transformation espoused in the NDP as well as the general the urban design principles such as development that is transit orientated and supported by a Densification and Mixed Use Strategy. The BCMM SDF (2013) contains the following spatial vision:

### ***“Re-Shaping Buffalo City: the Metro in 2023”***

*In 2023 Buffalo City is a City-in-a-Region providing a focus for socio-economic development, services and higher order human settlement in the central part of the Eastern Cape Province.*

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.

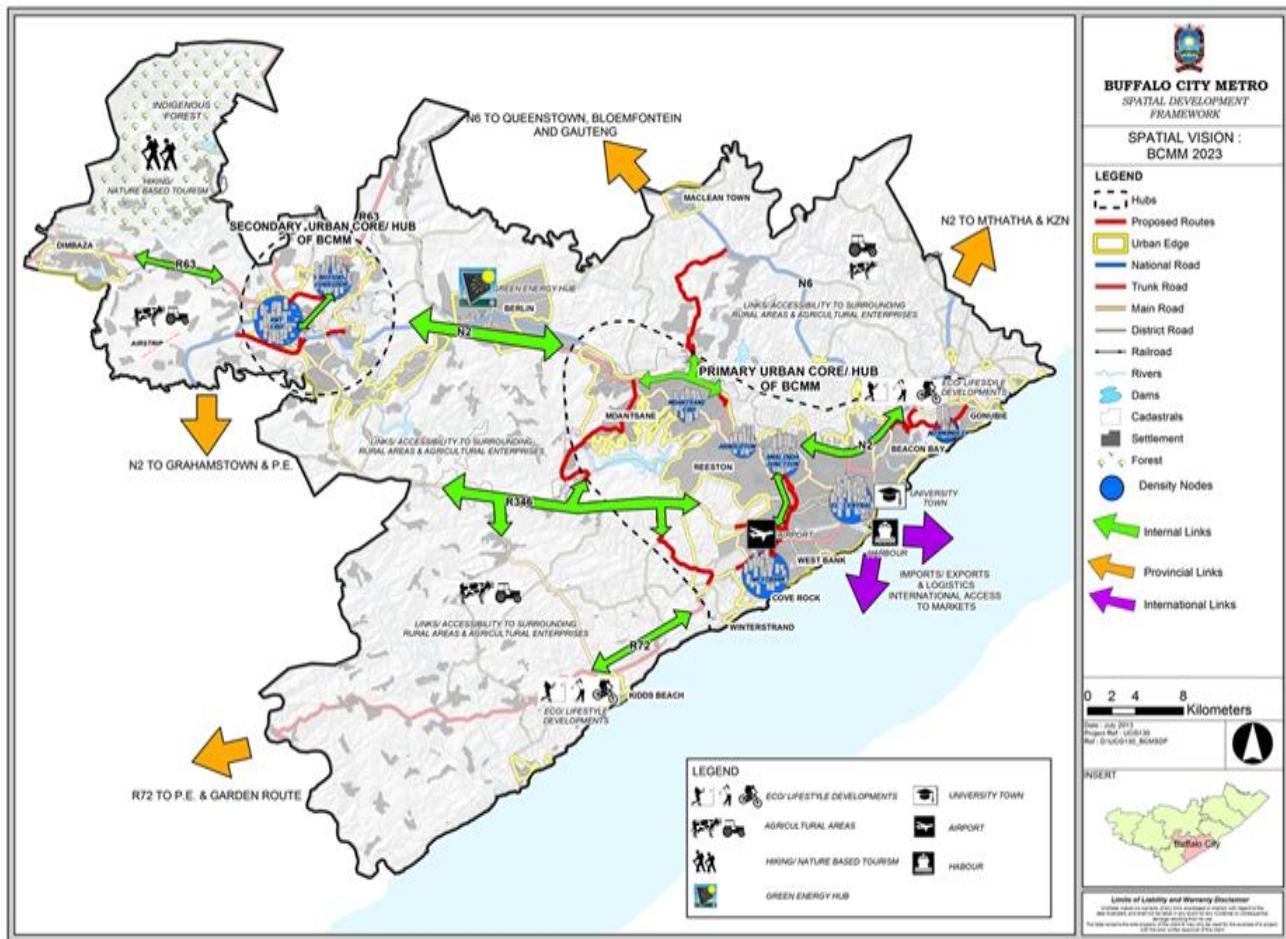
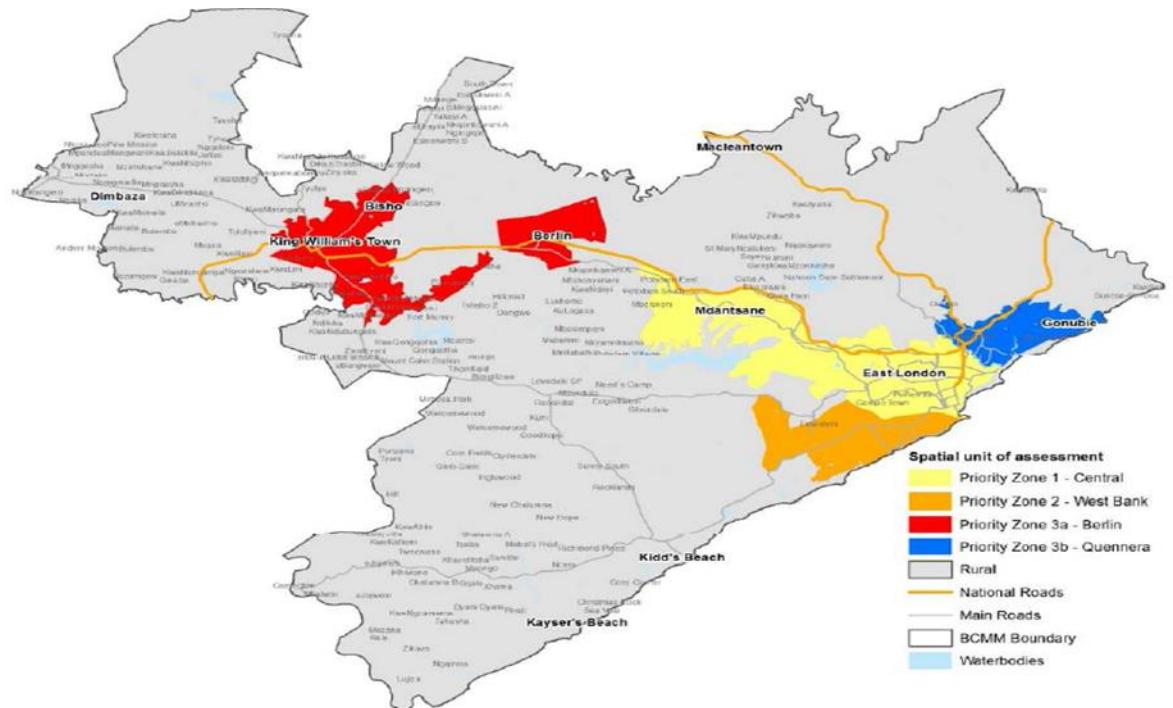


Figure B.1: BCMM Spatial Vision of 2013

In order to achieve the above SPATIAL VISION, the following is highlighted as being set out in the BCMM SDF Review for 2013: -



**Figure B.2: BCMM Spatial Priority Areas**

In an effort to try to bridge the gap between planning and implementation, the SDF proposes **THREE Spatial Priority Areas** within the BCMM Urban Edge where, if focused attention is placed on implementing key catalytic projects, enormous developmental benefits can be attained over an extended period of time for the benefit of all communities and residents of Buffalo City as well as the broader region over which the socio-economic influence of BCMM extends.

These 3 Spatial Priority Areas are described below: -

### **SPATIAL PRIORITY AREA 1: URBAN CORE**

In order to provide Strategic direction to spatial development to BCMM, and in order to support investment and growth, it is proposed that the **URBAN CORE** i.e. **East London and Mdantsane** and the areas in between should be **Priority 1**.

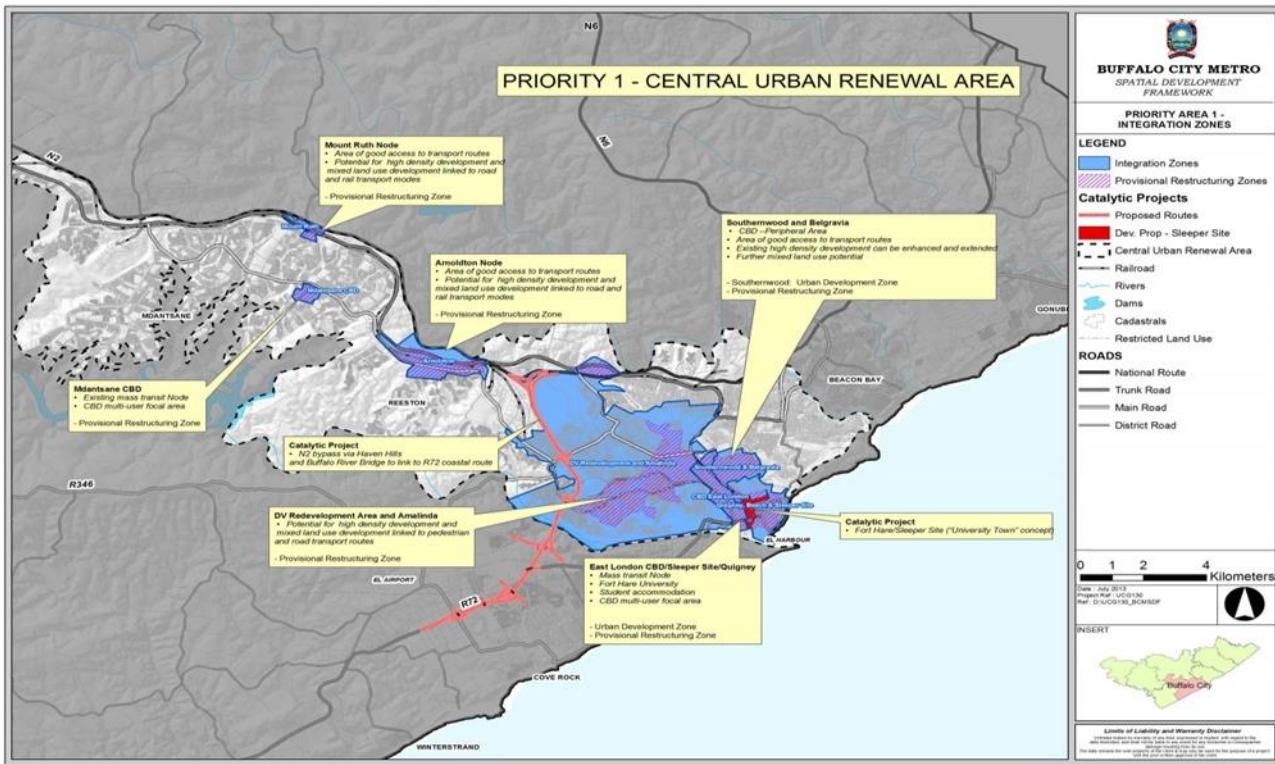


Figure B.2a: Priority Area 1

The table below outlines strategic proposals for spatial priority area1 as stipulated in the BCMM SDF:

STRATEGIC PROPOSALS FOR BCMM	
Spatial Priority Area 1: Central Urban Core (East London-Mdantsane)	
Spatial Focus	Rationale for Priority

<p>Investment in the URBAN CORE (EL-Mdantsane) is the focus based largely around the MELD Corridor within which the following Catalytic Projects are identified:</p> <ul style="list-style-type: none"> <li>• <b>Inner City Regeneration</b> and in particular the Redevelopment of the Sleeper Site</li> <li>• <b>Duncan Village Redevelopment</b></li> <li>• <b>Mdantsane Hub</b></li> <li>• <b>Amalinda Junction</b></li> <li>• <b>North West Corridor</b></li> </ul>	<ul style="list-style-type: none"> <li>• This area is home to the majority of the BCMM population.</li> <li>• The “Heart” of the City-in-a-Region that is BCMM.</li> <li>• Potential to house 40,000 to 50,000 households at increased densities, over time.</li> <li>• Critical infrastructure/service backlogs hindering progress.</li> <li>• Creating infrastructure capacity in roads and services networks will give “biggest bang for the buck” in shortest time-frame.</li> <li>• Opportunity to reverse Urban Sprawl by combining densification and mixed use development with improved access to public transport</li> </ul>
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This area contains the bulk of BCMM’s population and is subjected to critical infrastructure/service backlogs, which severely hinders the progress of development. The urban area within this Priority Area has the potential to accommodate between 40 000 to 50 000 households at increased densities in the future. Creating infrastructure capacity in roads and services networks will give the “*biggest bang for the buck*” in shortest time-frame.

## **SPATIAL PRIORITY AREA 2: Westbank**

The **West Bank area** has since the 1980’s been seen as having the best potential for large-scale urbanization in the Greater East London area. Investment in the East London Industrial Development Zone (ELIDZ) is constrained from being fully realised by the lack of key infrastructure in Wastewater Treatment on the West Bank. As land prices have inflated and the developable land in close proximity to the City Centre is depleted.

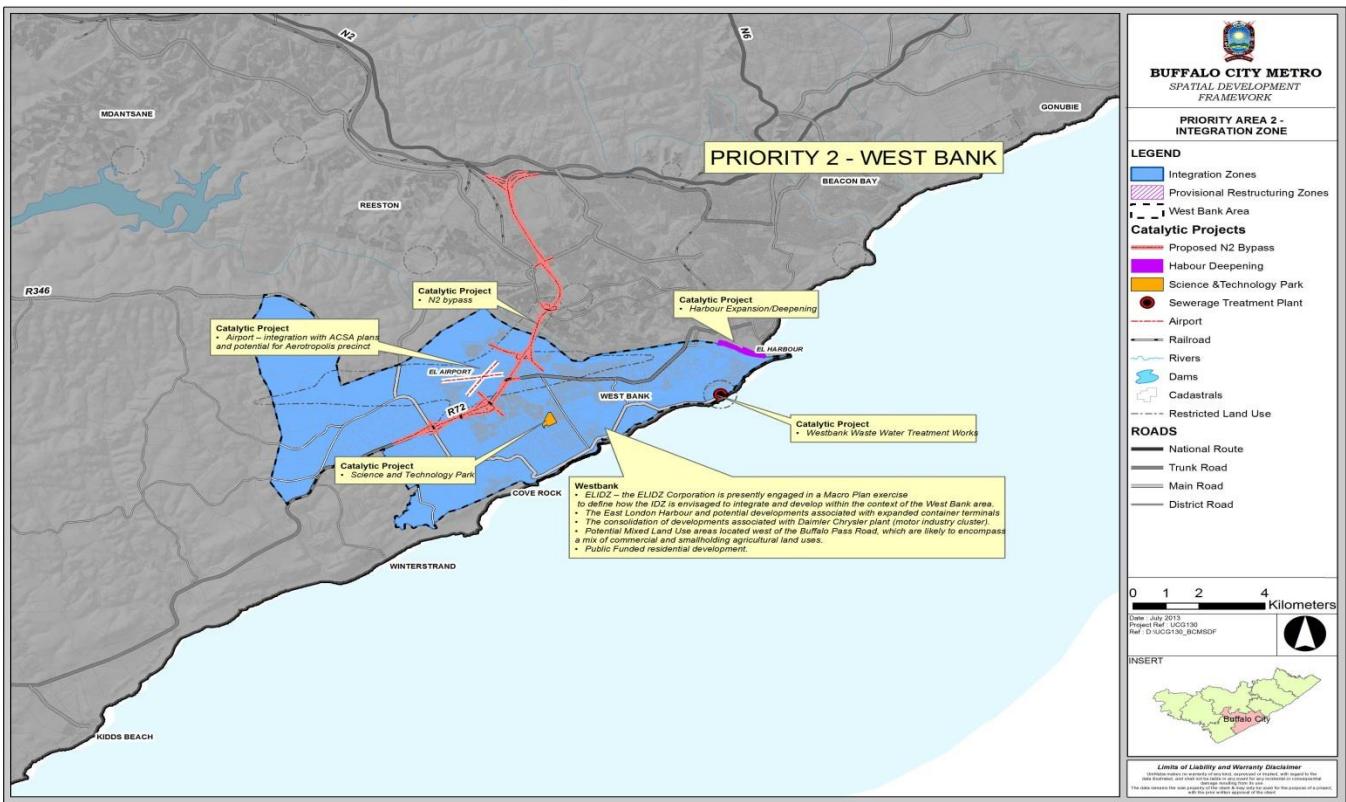


Figure B.2b: Priority Area 2

The table below outlines strategic proposals for spatial priority area 2 as stipulated in the BCMM SDF:

Spatial Priority Area 2: West Bank	
Spatial Focus	Rationale for Priority
<p>Catalytic Projects are identified as:</p> <ul style="list-style-type: none"> <li>Revitalisation of the West Bank Industrial area as a component of the <b>Revitalisation of BCMM Industry &amp; Industrial Areas Catalytic Project</b> which includes:</li> <li>Upgrading of Wastewater Treatment Works and Bulk Water Supply</li> </ul>	<ul style="list-style-type: none"> <li>Since 1980s, West Bank area seen as having best potential for large-scale urbanisation in Greater EL area.</li> <li>Investment in IDZ is constrained from being fully realised by lack of key infrastructure in Wastewater treatment on West Bank.</li> <li>Potential to house 20,000 to 30,000 households at increased densities, over time.</li> </ul>

<ul style="list-style-type: none"> <li>• Buffalo River Bridge and N2/R72 realignment</li> <li>• Harbour expansion and deepening; IDZ; Expansion of East London Airport.</li> <li>• Science &amp; Technology Park as a component of the <b>Knowledge Economy Catalytic Project</b></li> </ul>	<ul style="list-style-type: none"> <li>• Buffalo River Bridge is crucial to creating an integrated and better functioning city.</li> </ul>
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The West Bank has ample well-located land for integrated, higher density and mixed land use development close to the ELIDZ. It is primarily for these reasons that the West Bank has been identified as Priority 2. Critical for the success of the West Bank area is the need to complete catalytic projects that resolve the issue of Waste Water Treatment for the area as well as Roads and Bridges to link the West Bank to the Central Urban Area and Regional linkages (i.e. the N2 with a new bridge over the Buffalo River).

### **SPATIAL PRIORITY AREA 3: Bhisho/King Williams Town & Quenera**

**Priority 3** consists of two Key Focus areas both with existing developmental challenges as well as opportunities for growth and investment:

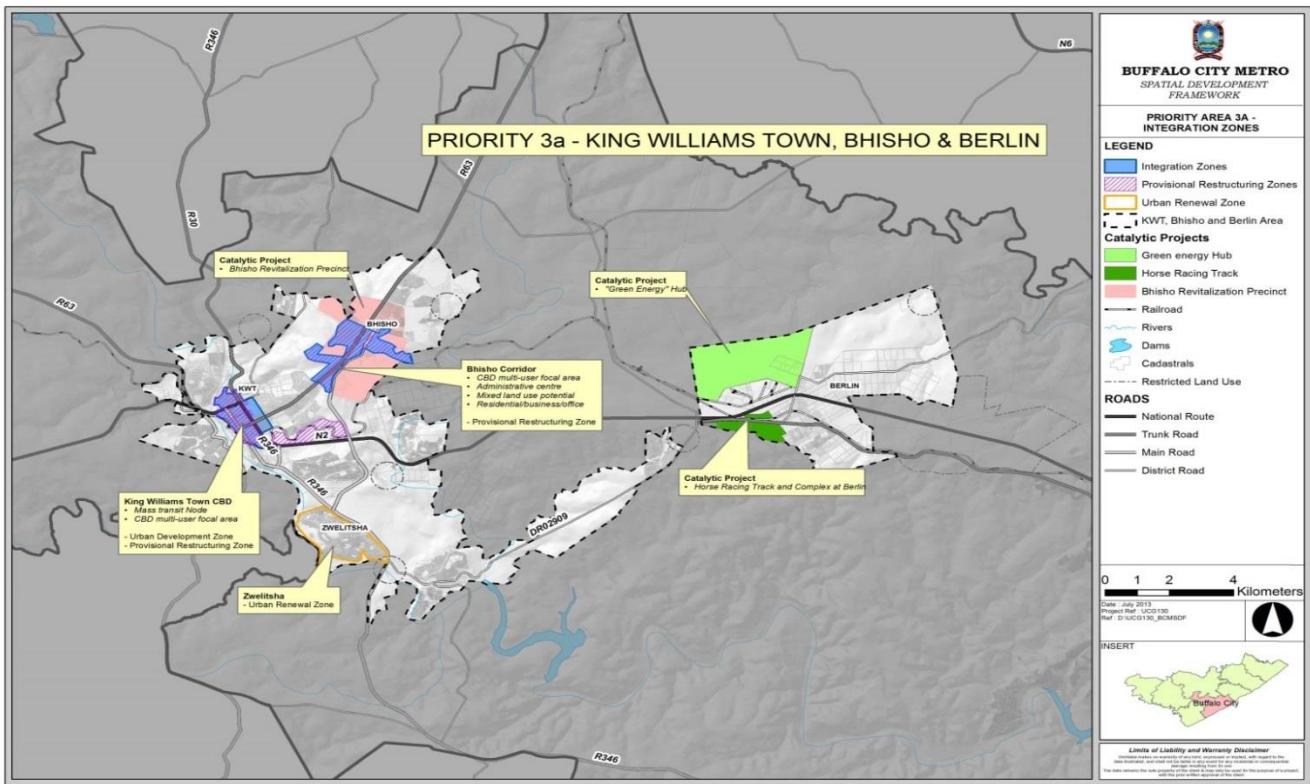


Figure B.2c: Priority Area 3a

**Bhisho/King Williams Town** which acts as an administrative hub as well as an extended Rural Service Centre, is an important segment of BCMM. The Provincial Government is leading initiatives to consolidate Bhisho as an Administrative Capital of the Eastern Cape Province. BCMM is therefore playing a supportive role by ensuring that there is sufficient bulk infrastructure.

Strategic proposals for spatial priority area 3(a) are stipulated below.

### Spatial Priority Area 3a: King William's Town & Bhisho

Spatial Focus	Rationale for Priority
<b>Catalytic Projects are identified as:</b> <ul style="list-style-type: none"> <li>The <b>Bhisho/KWT Corridor</b> and Bhisho Revitalisation Precinct</li> </ul>	<ul style="list-style-type: none"> <li>Investment will serve to support the continuing function of KWT as an extended Rural Service Centre.</li> </ul>

<ul style="list-style-type: none"> <li>“Green Energy” Hub located at Berlin Industrial Area as a component of the <b>Revitalisation of BCMM Industry &amp; Industrial Areas</b></li> </ul>	<ul style="list-style-type: none"> <li>Support Provincial Government-led initiatives to consolidate Bhisho as the Administrative Capital of Province.</li> <li>Potential to house 5,000 households at increased densities over time, many of which will be located in the Bhisho Corridor.</li> </ul>
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The second component of spatial priority area 3 is discussed below:-

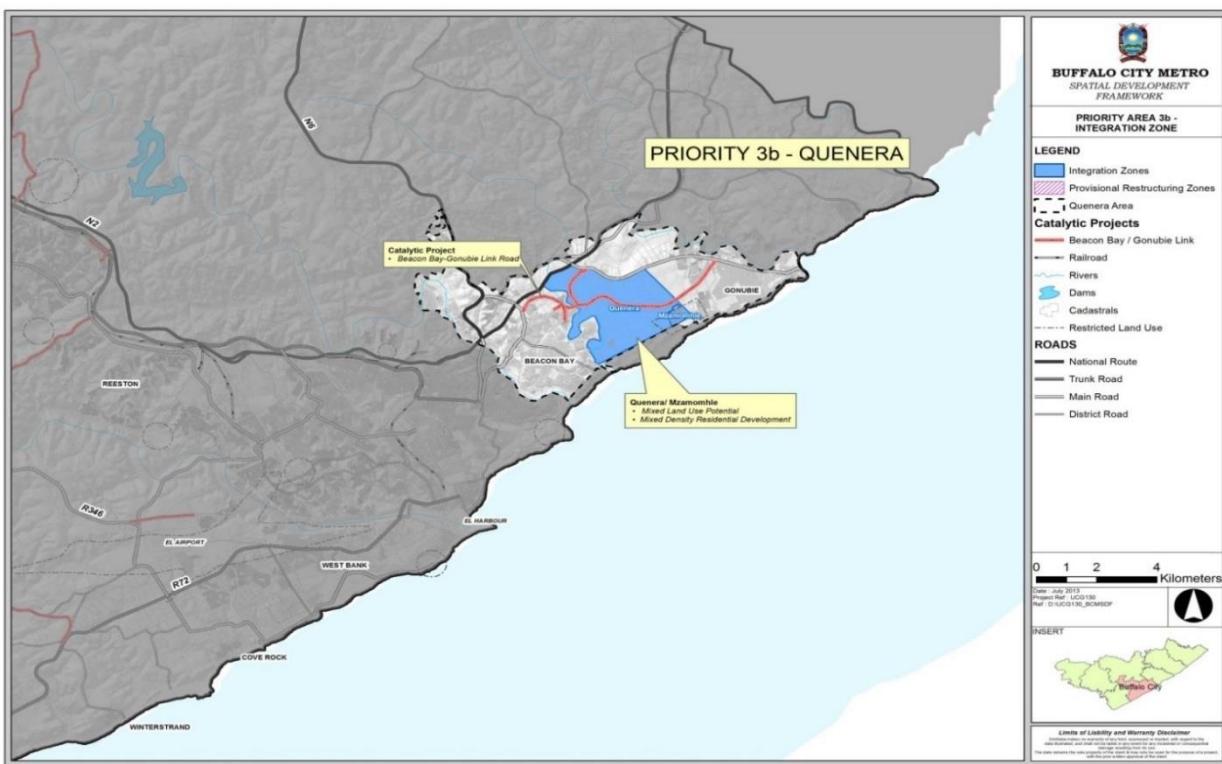


Figure B.2d: Area 3b

The second component is the **Quenera** area which consists of vacant private land between Beacon Bay and Gonubie. Within this priority area there are two informal settlements being **Mzam’omhle and Nompumelelo** that require upgrading.

#### Table illustrating strategic proposals for Spatial Priority Area 3b: Quenera

## Spatial Priority Area 3b: Quenera

Spatial Focus	Rationale for Priority
<p><b>Key Project is identified as:</b>  <b>The Beacon Bay-Gonubie Link Road</b></p>	<ul style="list-style-type: none"> <li>Opportunity to create an integrated sustainable higher density mixed use development that will integrate the existing communities.</li> <li>Potential to house 20,000 to 30,000 households at increased densities, over time.</li> </ul>

## Spatial Structuring elements in the BCMM SDF

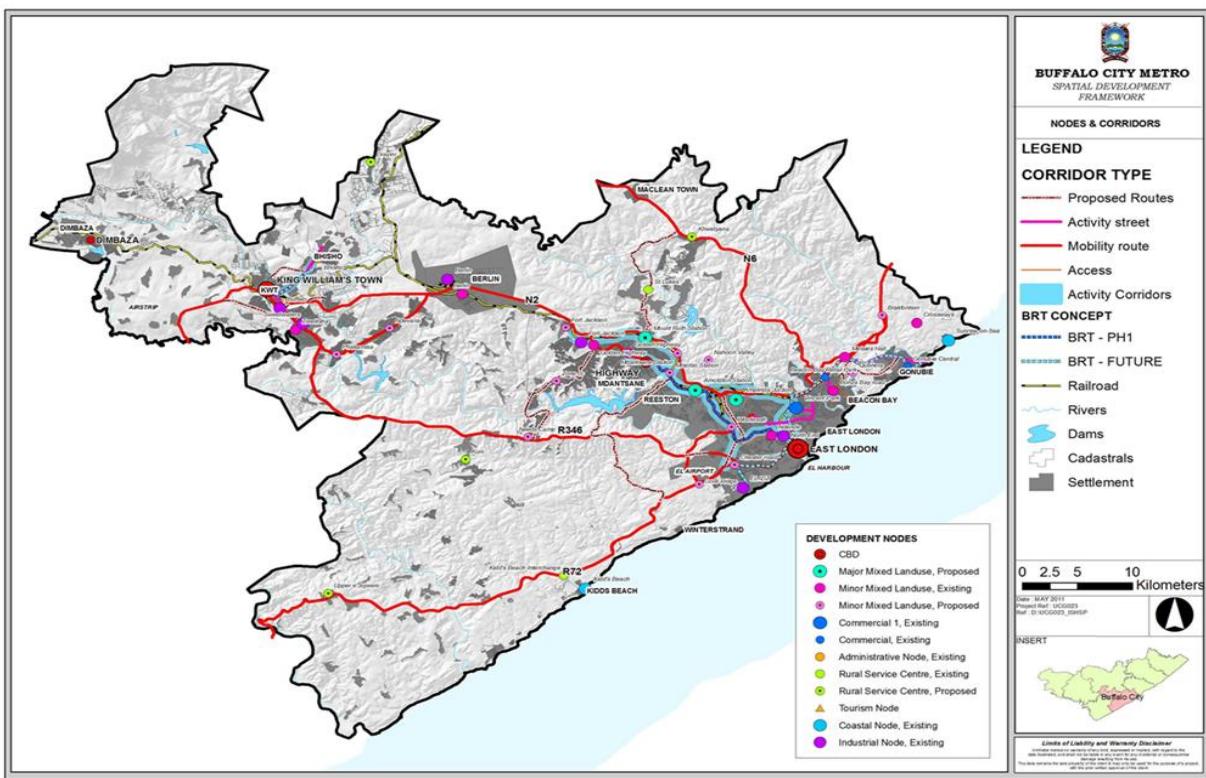


Figure B.3: Structuring Elements: Corridors (public transport) and Nodes

The map above deals with spatial transformation in reference to public transport corridors and development nodes.

Spatial Transformation is addressed in the SDF through a strategy of densification and intensification which includes the facilitation of high density residential uses as well as mixed uses within the inner city and at identified nodes and along identified public transport corridors.

### **a. Development Nodes**

Nodes are generally described as areas of mixed use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at nodal interchanges to provide maximum access and usually act as catalysts for new growth and development.

The following categories of nodes have been identified and/or are proposed:

<b>NODES</b>	
<b>NODE TYPE</b>	<b>AREA/DESCRIPTION OF LOCALITY</b>
<b>PRIMARY NODES:</b>	
<b>Central Business Districts (CBDs)</b>	East London King William's Town Mdantsane Dimbaza
	Mount Ruth Station Arnoldton Station Amalinda Junction
<b>LOCAL NODES</b>	
<b>Minor Mixed Land Use Nodes (Existing)</b>	Meisies Halt Bonza Bay Road (Sparg's Centre)

<b>NODES</b>	
<b>NODE TYPE</b>	<b>AREA/DESCRIPTION OF LOCALITY</b>
	Ndende (Duncan Village) Golden Highway (Mdantsane) Berlin town centre Zwelitsha town centre
<b>Minor Mixed Land Use Nodes (Potential)</b>	Quenera Brakfontein Chester Road Cove Ridge Nahoon Valley Mdantsane Station Mtsotso Station Needs Camp Zone CC (Mdantsane) Fort Jackson Station Ndevana Phakamisa Junction
<b>Administrative Node</b>	Bhisho
<b>Commercial Nodes</b>	Vincent Park Beacon Bay Retail Park/The Hub
<b>Industrial Node</b>	East London IDZ North end Fort Jackson Berlin King Williams Town

<b>NODES</b>	
<b>NODE TYPE</b>	<b>AREA/DESCRIPTION OF LOCALITY</b>
	Zwelitsha
<b>Coastal Nodes</b>	Kidd's Beach Sunrise-on-Sea
<b>Rural Service Centre (Existing)</b>	Crossways St Luke's (Newlands) Kidd's Beach Interchange
<b>Rural Service Centre (Potential)</b>	Khwetyana Intersection (Newlands) Kuni Village Upper eJojweni Village (Tyolomnqa) Drayini Village (Yellowwoods)

### **b. Development Corridors**

The notion of development corridors both as structuring elements to guide spatial planning as well as special development areas with specific types of development potential has been well established internationally.

Typically, development corridors are defined as being roads or other transport routes along which existing and/or potential land developments at a higher than average intensity (can) occur.

The corridors in BCMM are of mixed nature. Some are logistics-oriented and linking to the port, IDZ and airport. Most corridors are residential in character, consisting of a key road or road and rail linking sometimes very dense townships with a mix of mostly government-linked housing and informal settlement to the CBD. Investment in the severely neglected corridors centres principally on housing and basic services provision as economic development has historically been a low priority. Recent ED&A investment, attempts to nurture a township economy which remains survivalist in nature, while the transport infrastructure aims to reduce the isolation in space caused by apartheid sprawl and improve the urban experience

The two main corridors identified in the SDF are the MELD Corridor and the Bhisho-KWT Corridor. The above two corridors contain the main transport routes within the Integration Zones.

In addition to the above Corridors further cross linking public transport routes have been identified that serve to open up access between previously disconnected communities.

The SDF has defined the following Development corridors: -

CORRIDOR TYPE	AREA/DESCRIPTION OF LOCALITY
Activity Corridors	<ul style="list-style-type: none"> <li>• Mdantsane – East London Development Corridor (MELD) (which includes the Railway Corridor and the North West Corridor)</li> <li>• KWT-Bhisho Corridor</li> </ul>
Activity Streets	<ul style="list-style-type: none"> <li>• Devereux Avenue (Vincent)</li> <li>• Lukin Road/Pearce Street (Berea)</li> <li>• Old Transkei Road (Stirling/Nahoon)</li> <li>• Gonubie Main Road</li> <li>• King William's Town to Bhisho link (Maitland Road)</li> <li>• Bonza Bay Road (Beacon Bay)</li> <li>• Amalinda Main Road</li> <li>• Oxford Street/ Western Avenue</li> <li>• Alexander Road (KWT)</li> </ul>
Mobility Routes	<ul style="list-style-type: none"> <li>• N2 (East London / King William's Town and East London / Umtata)</li> <li>• N6 (East London / interior)</li> <li>• R72 Coastal Road (East London / Port Alfred)</li> <li>• Mount Coke Road ([346] East London to King William's Town)</li> <li>• DR02909 linking Ilitha to Zwelitsha via Phakamisa and</li> </ul>

	Ndevana
Proposed Mobility Routes	<ul style="list-style-type: none"> <li>• Quenera Road linking Beacon Bay Retail Park to Gonubie</li> <li>• N2 Bypass (realigned) from Amalinda Interchange through Haven Hills and across Buffalo River to link into R72</li> <li>• Route from Mdantsane Zone CC via Potsdam Village across Buffalo River to Needs Camp and 346</li> <li>• Realignment of N2 through KWT to bypass CBD</li> <li>• Mouth Ruth-Newlands-N6</li> <li>• Ginsberg to Zwelitsha</li> <li>• R30 (Stutterheim) to Bhisho</li> <li>• Breidbach to the Bhisho access road</li> <li>• Link between R346 and proposed new Buffalo River crossing</li> </ul>

### c. Urban Edge

As part of the effort to consolidate the urban areas and achieve a more compact city, the Spatial Development Framework proposes that an Urban Edge be defined beyond which it is envisaged that lower density rural development will be favoured.

As part of the review of the SDF (2013), the coverage of the Urban Edge was slightly reduced to align with the Services Edge defined in the Water Services Development Plan. The Services Edge comprises a boundary (similar to the concept of an urban edge), up to which municipal infrastructure can be provided according to current resources.

## B2. URBAN NETWORK IDENTIFICATION AND PRIORITISATION OF INTEGRATION ZONES

### B2.1 BCMM Urban Network Strategy: Proposed Integration Zones

The Buffalo City Urban Network Strategy identifies two Integration Zones in Buffalo City Metropolitan area, namely, primary integration zone and secondary integration zone.

# BCMM Urban Network Strategy

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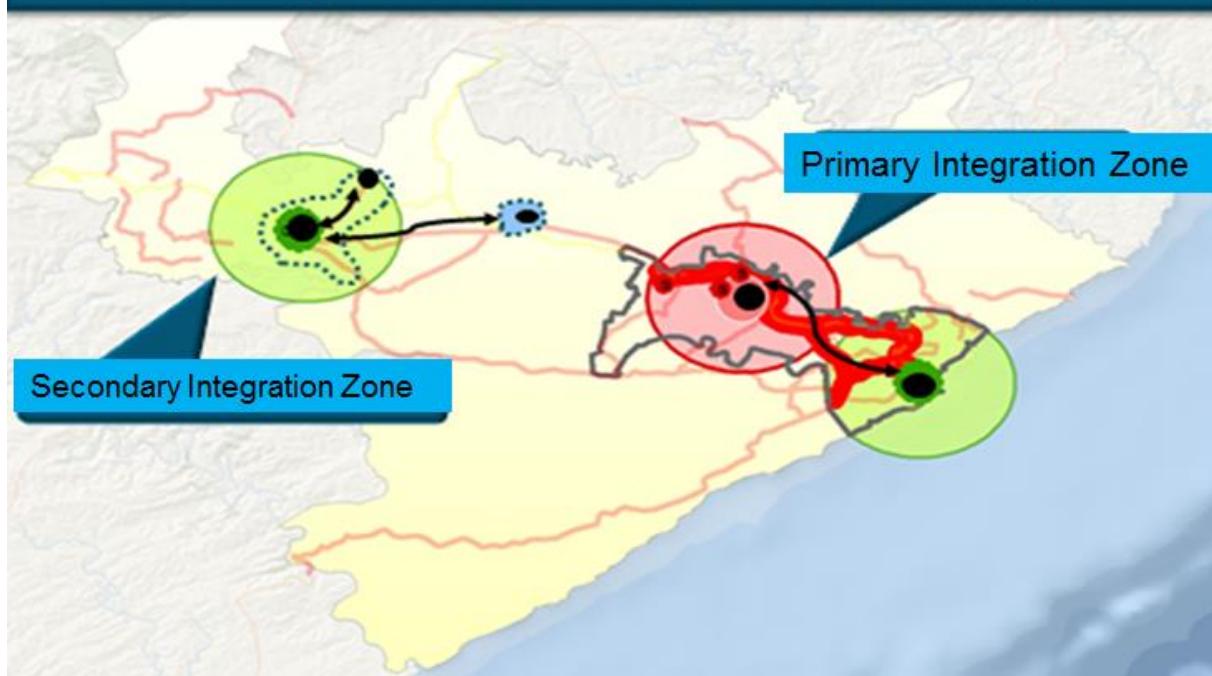


Figure B.4: BCMM Urban Network Strategy

The BCMM Urban Network Strategy and consequent Primary and Secondary Integration Zones are thus completely aligned with the Spatial Strategy in the BCMM SDF.

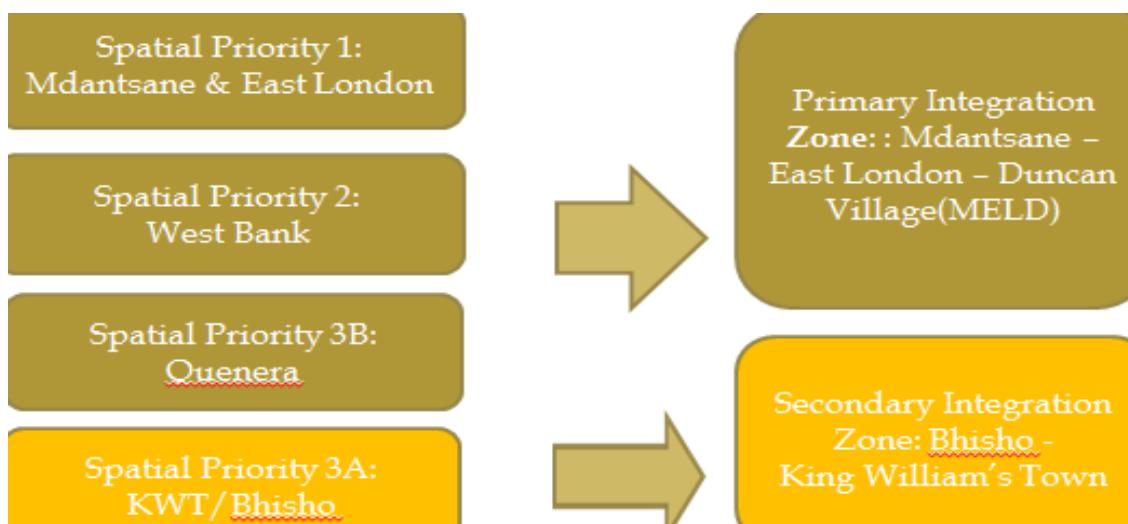


Figure B.5: Alignment of Spatial Priority Areas and Integration Zones

Above is a graphic representation of the relationship between SDF priority areas and integration zones.

Below is a map showing the spatial extent of the integration zones in relation to the priority areas identified in the BCMM SDF.

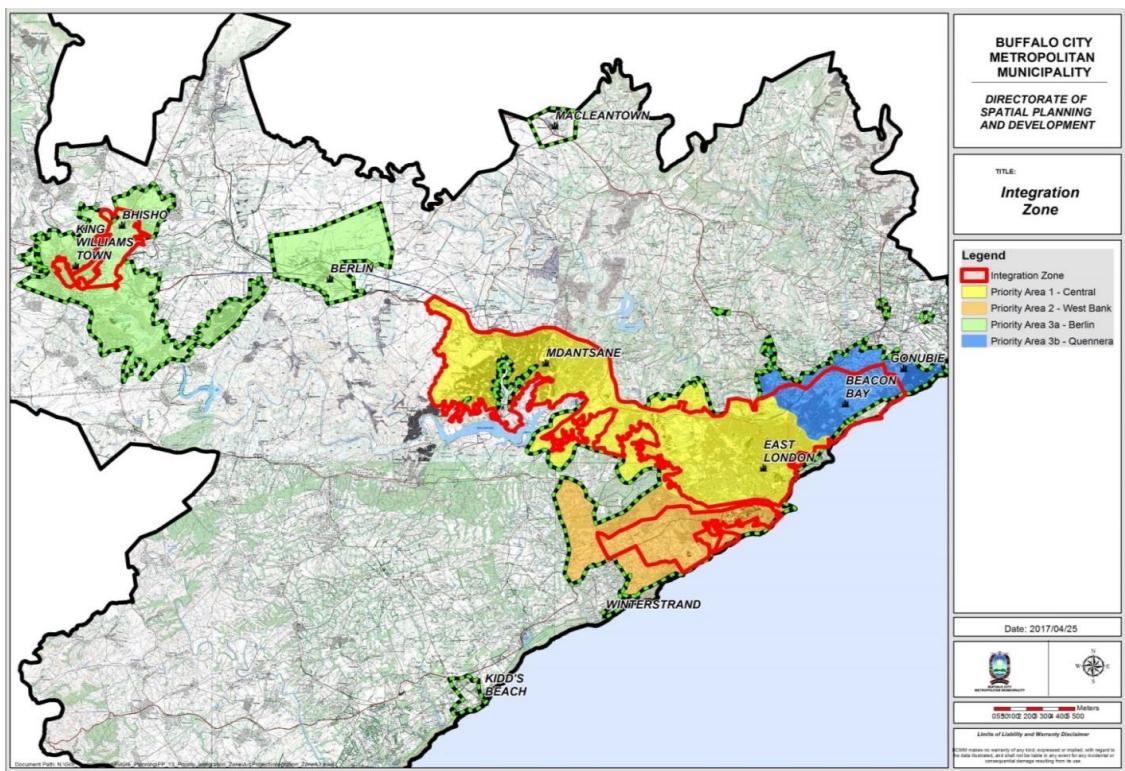
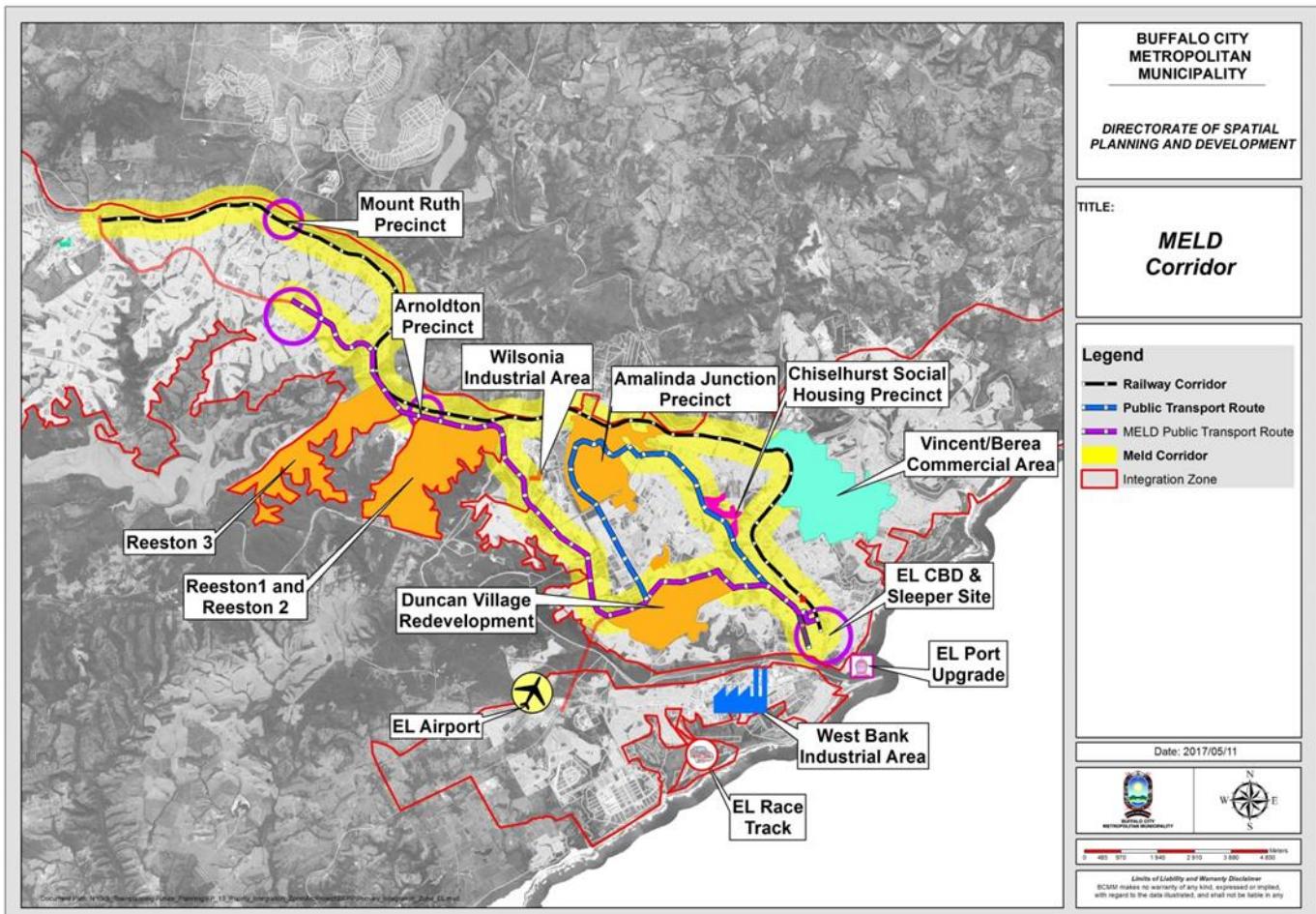


Figure B.6: BCMM Integration Zones and spatial priority areas



**Fig B.7: Primary Integration Zone (focusing also on the MELD Corridor)**

### **B2.1.1 Primary Integration Zone**

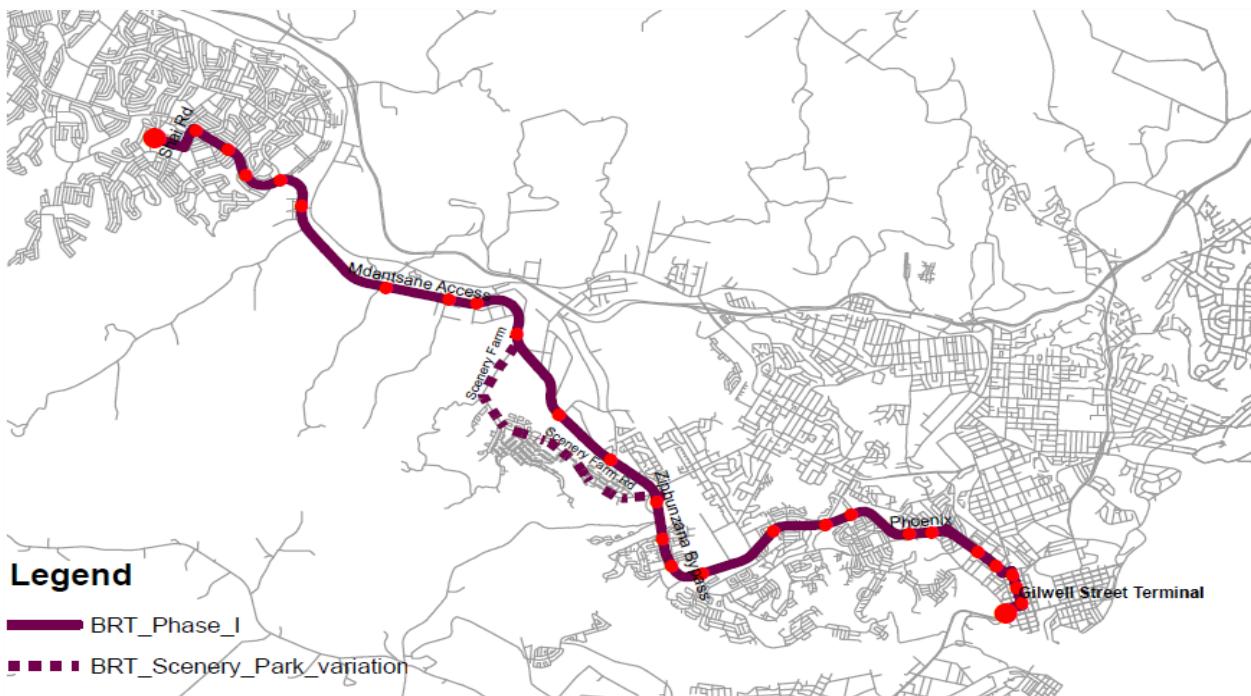
First Order Areas in the Primary Integration Zone include:

- The East London CBD / Inner City Area
- The MELD Corridor
- Mdantsane Urban Hub

Other key areas such as the Amalinda Junction and North West Corridor are categorised as Second Order Areas.

### **The MELD Corridor Concept**

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 township of Mdantsane and East London's Central Business District.



**Figure B.8: MELD bus and taxi Route**

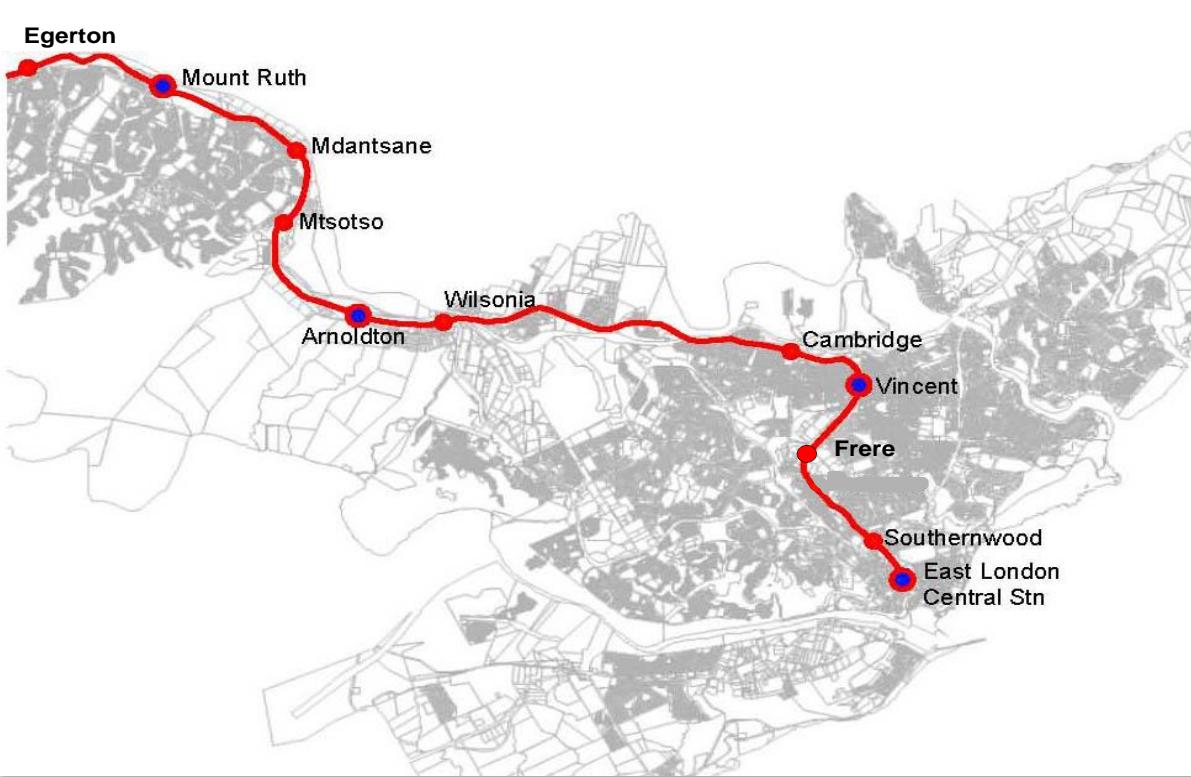


Figure B.9: MELD Rail Route

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 largest housing project being 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 realignment and the Buffalo River Bridge. The Buffalo River Bridge will reduce travel time for workers coming to the West Bank Industrial Area (Motor Industry Cluster and IDZ) from Mdantsane and Duncan Village.

Spatial Planning Policy, identified the intention of the MELD Corridor as being:

*"To initiate restructuring in the East London Metropolitan area, which would result in Mdantsane and other previously disadvantaged areas being integrated with the East London core".*

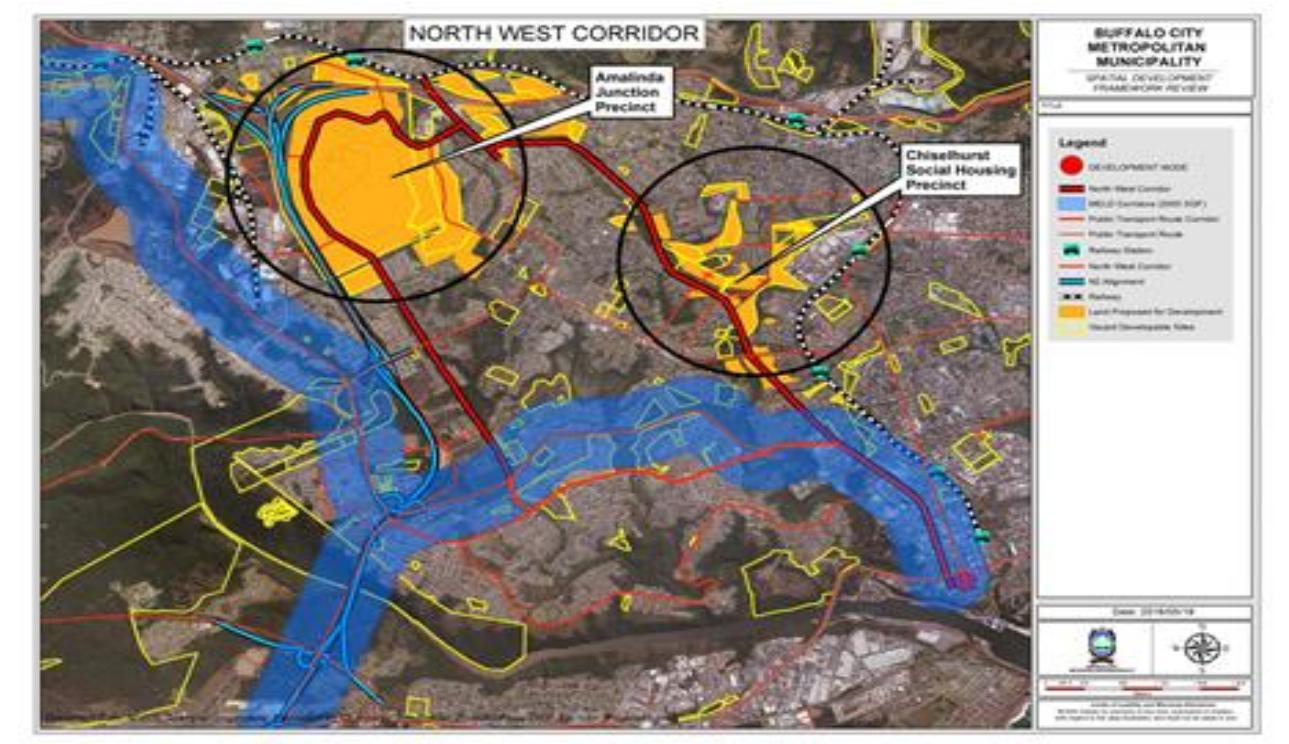
It was understood that there was a clear need to use new growth to integrate the city, in order to make it more efficient. However, as the growth rate necessary to achieve this is slow, it will take a long time to achieve. Therefore all new growth must be located strategically, so that each new development systematically contributes to an increasingly more efficient urban system over time. This should take place within a concept of a corridor that will evolve over a long time and in which short term development will take place in **concentrated points**.

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 Hub/CBD
- Precincts associated with the North West Corridor
- Mount Ruth Nodal Precinct.
- Arnoldton. Nodal Precinct.
- Vincent Commercial Node

### **North West Corridor**

The North West Corridor (NWC) 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:



**Figure B.10: North West Corridor showing the two major 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 of housing types.

#### **B2.1.2 Secondary Integration Zone:**

This Integration Zone is made up primarily of KWT and Bhisho, and incorporates the Bhisho/KWT Corridor as a key component. As indicated on Figure B.12 below the Secondary Integration Zone incorporates Bhisho and the central portion of King William's Town. The Secondary Integration Zone thus includes most of the urban component of Spatial Priority Area 3a.

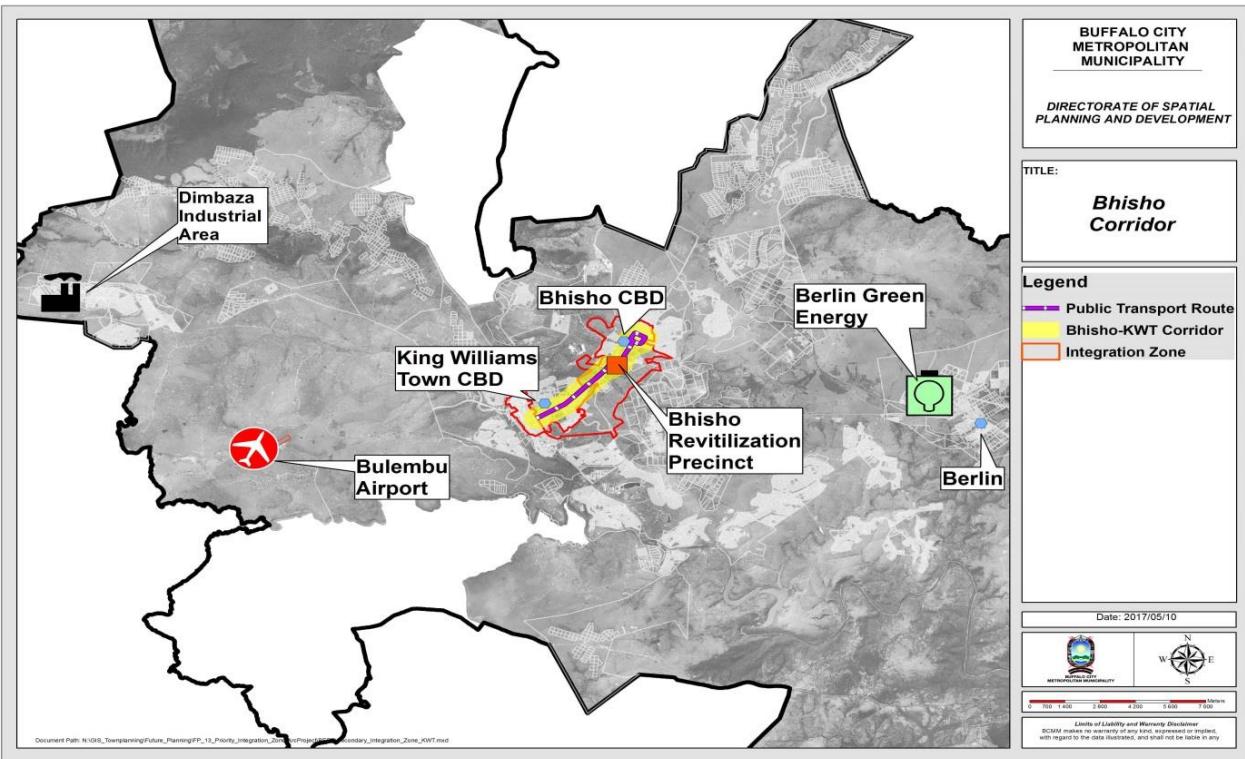


Figure B.11: Bhisho/KWT Corridor and nodes

The Secondary Integration Zone is focussed around the Bhisho/KWT Corridor. Both these Activity Corridors have been identified in the BCM SDF of 2003 and the BCMM SDF of 2013 because they contain significant transport routes that serve major employment areas.

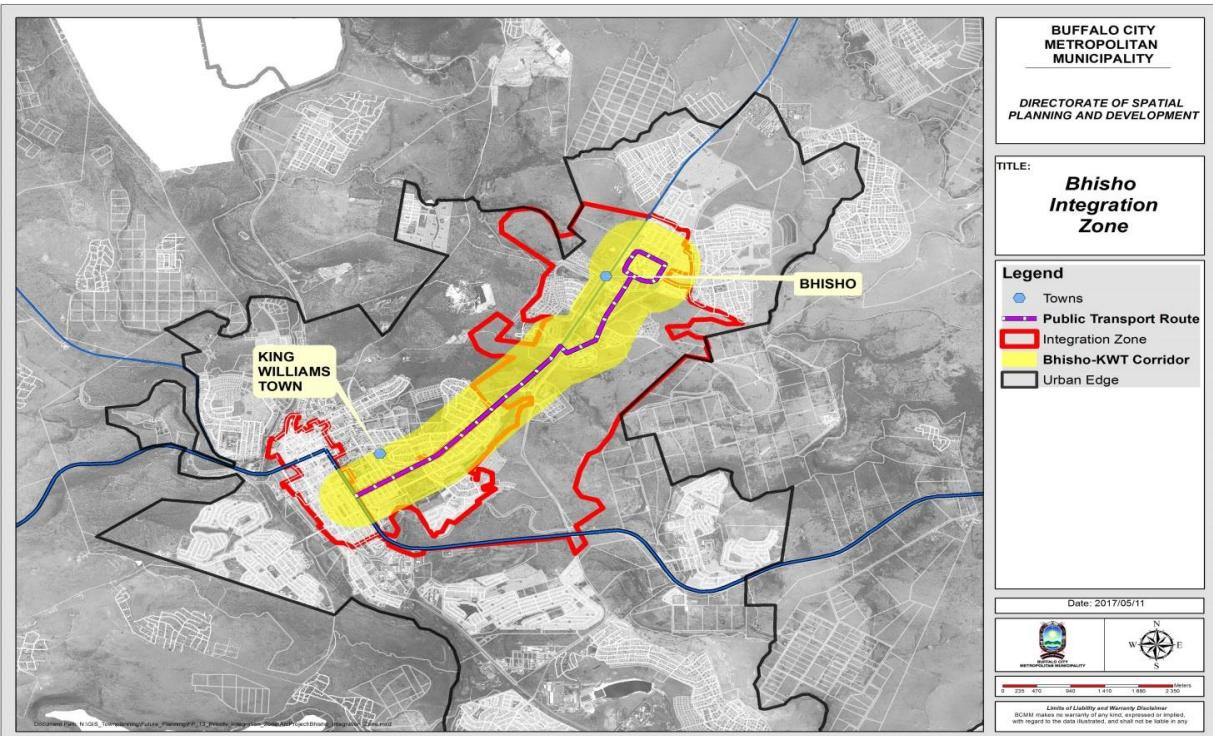


Figure B.12: public transportation link in the Bhisho King Corridor

Within its metropolitan context King William's Town is a secondary regional service node. King William's Town is a strong and vital Rural Service Centre providing goods and services to the rural hinterland areas. Bhisho retains its prominence as the Provincial Capital of the Eastern Cape and this status remains the main driver of investment in the area at this point. Of note however is that, the Bhisho/KWT area has not experienced influx to the same degree as the primary urban centre of East London-Mdantsane. The evidence is provided by the relative low number of informal dwellings in free-standing settlements (around 1,200 shacks in KWT-Bhisho versus around 43,000 in EL-Mdantsane)

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 further road linkages between the central urban areas of King William's Town and Bhisho and the rural hinterland
- The linking of King William's 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 urban environments in the study area:
- KWT CBD
- Bhisho/KWT Corridor incorporating the Bhisho Revitalisation Precinct
- Zwelitsha

## **B2.2 Marginalised Areas Identification and Prioritisation**

### ***B2.2.1 Informal settlements***

Informal settlements within BCMM are all different and generalizations cannot be made about them. However, one constant factor in their formation is that they typically provide an initial point of access into the urban environment for incoming migrants, or for those moving from other parts of the city. Research in Buffalo City Metro shows that there were high levels of circular migration between a distinct band of rural areas and the Metro itself as well as

movement between more established residential areas and those informal settlements which are located close to work opportunities.

The key findings of the 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.15a, 15b and 15c indicate the location of all the urban informal settlements.

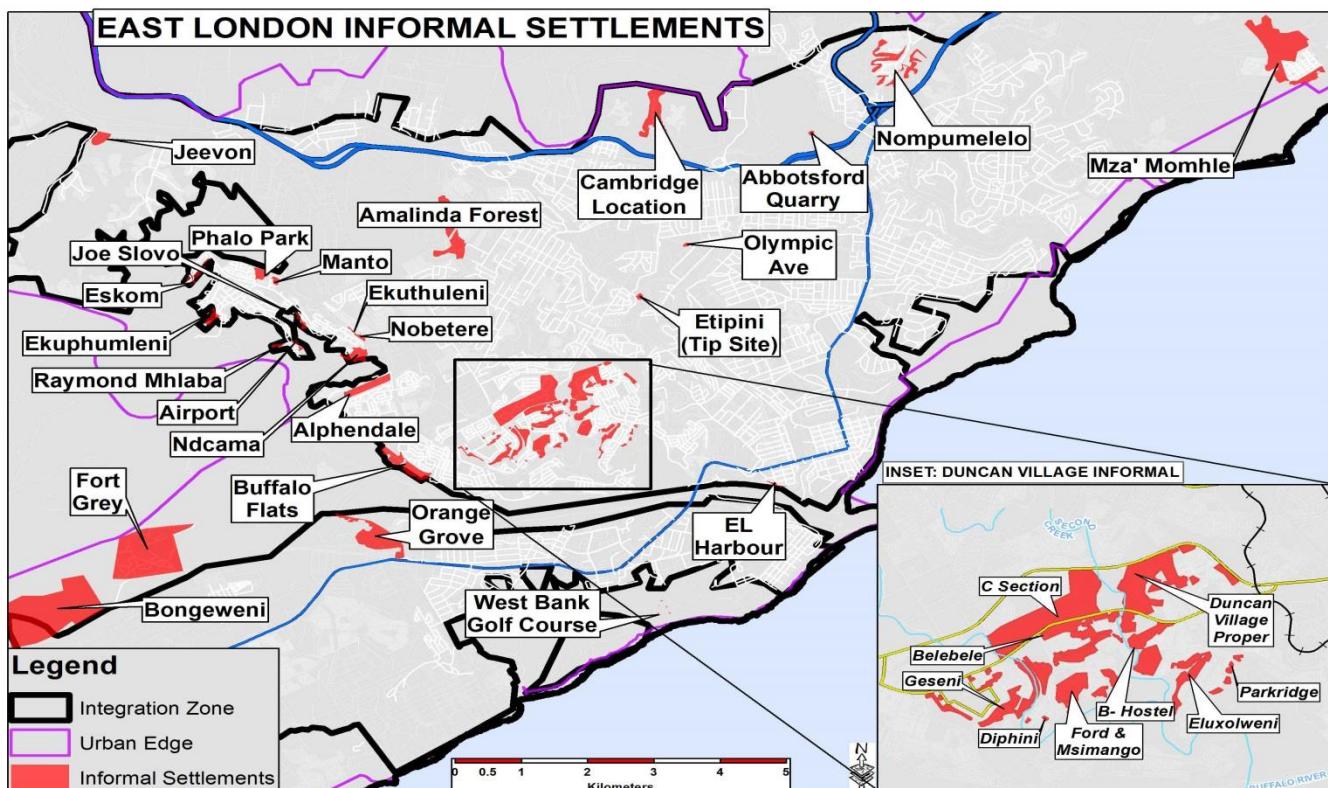
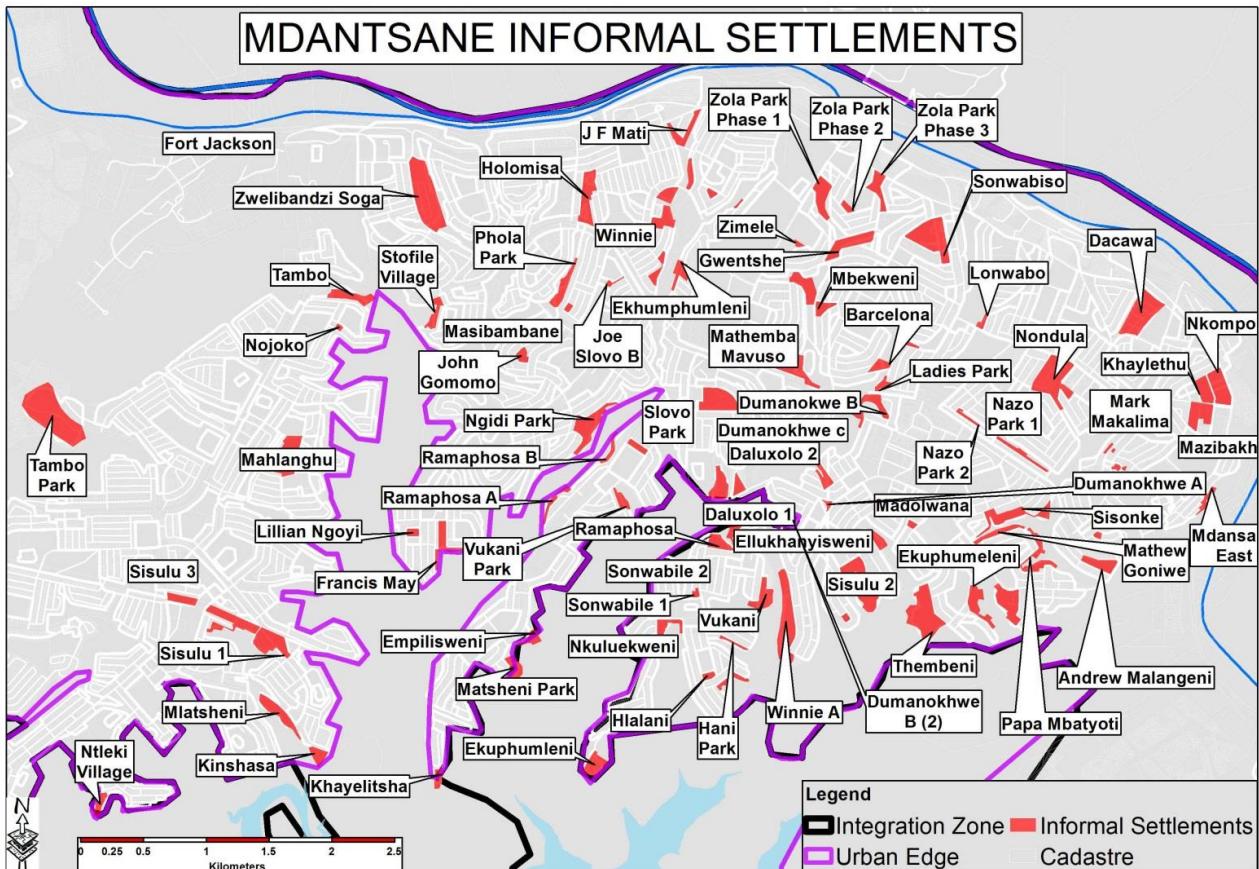


Figure B.15a: East London Urban Informal Settlements (Primary Integration Zone)



**Figure B.15b: Mdantsane Urban Informal Settlements (Primary Integration Zone)**

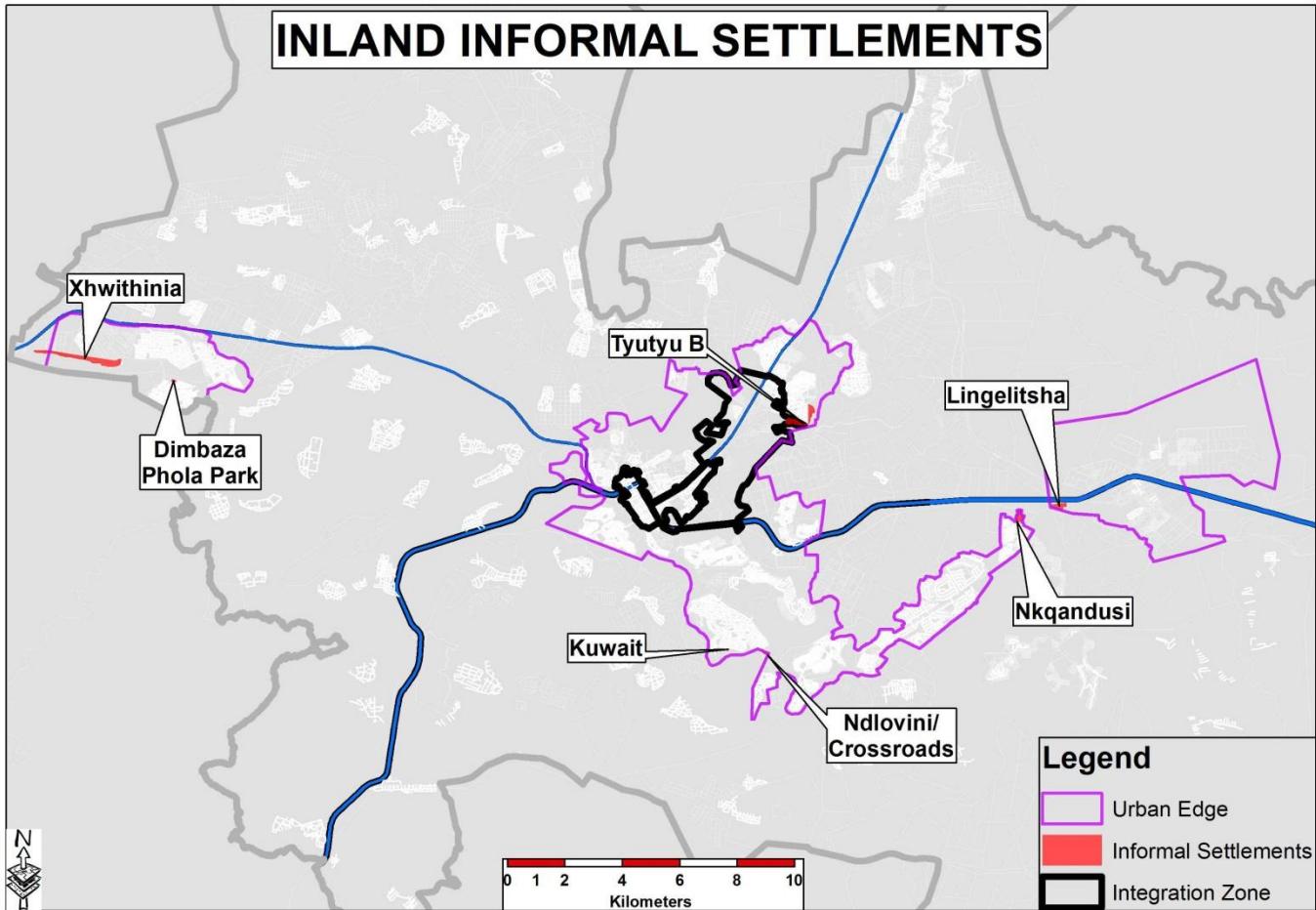


Figure B.15c: Inland Urban Informal Settlements (Secondary Integration Zone)

### Settlement Planning Programme

The Informal Settlement Study classified the urban settlements into 3 Categories:

- Settlements for full relocation
- Settlements for partial relocation
- Settlements for in situ upgrading

### Progress with formalisation of informal settlements.

Based on the Informal Settlement Study layouts for the following **68** informal settlements have been approved (**5094 erven**) and (approx. **7693 erven**) are in the planning stage for the 5 year period:

<b>FY</b>	<b>Project</b>
FY 2012/13	Sunny South, Second Creek, Ndacama; <b>Duncan Village:</b> C-section; D-Hostel; DV Proper; Ford Msimango; Braelyn Ext10
FY 2013/14	Ncera Village 1 Phase 1,2 & 3; Kuni/Thebisa;
FY2014/15	Ncera Village 5; Cambridge West; N2 Road Reserve; <b>NUSP:</b> 32 Informal Settlements identified and formalisation has begun.
FY 2015/16	Empilisweni; Khayelitsha; Matsheni Park; East Bank Restitution; Z Soga Overspill; Masibulele; Potsdam Unit V North & South; Mzamomhle Phase 3; Slovo Park; Ekuphumeleni; Thembeni
2016/2017:	Ilitha Sportsfield; Berlin Lingelitsha Phase1 & 2; Z Soga Phase1& 2; Ginsberg; Kwatshatshu; Xhwithinga; <b>Mdantsane Infill areas:</b> Hani Park; Hllalani; Phola Park

The first five layouts are part of the Duncan Village Redevelopment programme. More detail relating to the upgrading of Duncan Village is provided under the Townships Section that follows.

All of these settlements except Sunny South and the 2 phases of Lingelitsha/Berlin are situated within the Primary and Secondary Integration Zones and all the settlements are all within 1km of a public transport route.

### **National Upgrading Support Programme (NUSP)**

In addition to the above and in recognition that resources for full upgrading of informal settlements is expensive and time consuming BCMM has partnered with the Dept. of Human Settlements on the NUSP programme. NUSP involves the formalisation of various informal settlements categorised in the Informal Settlement Study as suitable for in-situ upgrading. The BCMM NUSP project has identified 32 of those settlements already identified for in-situ upgrading, for further planning which is currently in process. Both USDG and HSDG funding provision has been made in the MTREF budget for these informal settlement areas. All the NUSP Settlements are situated within the Primary Integration Zone and are served by public transport.

Figures b 16a, 16b, 16c and 16d identify the locality of settlements for which planning has been done for both primary and secondary integration zones.

The map below signifies area of planning for the whole of BCMM for informal settlements.

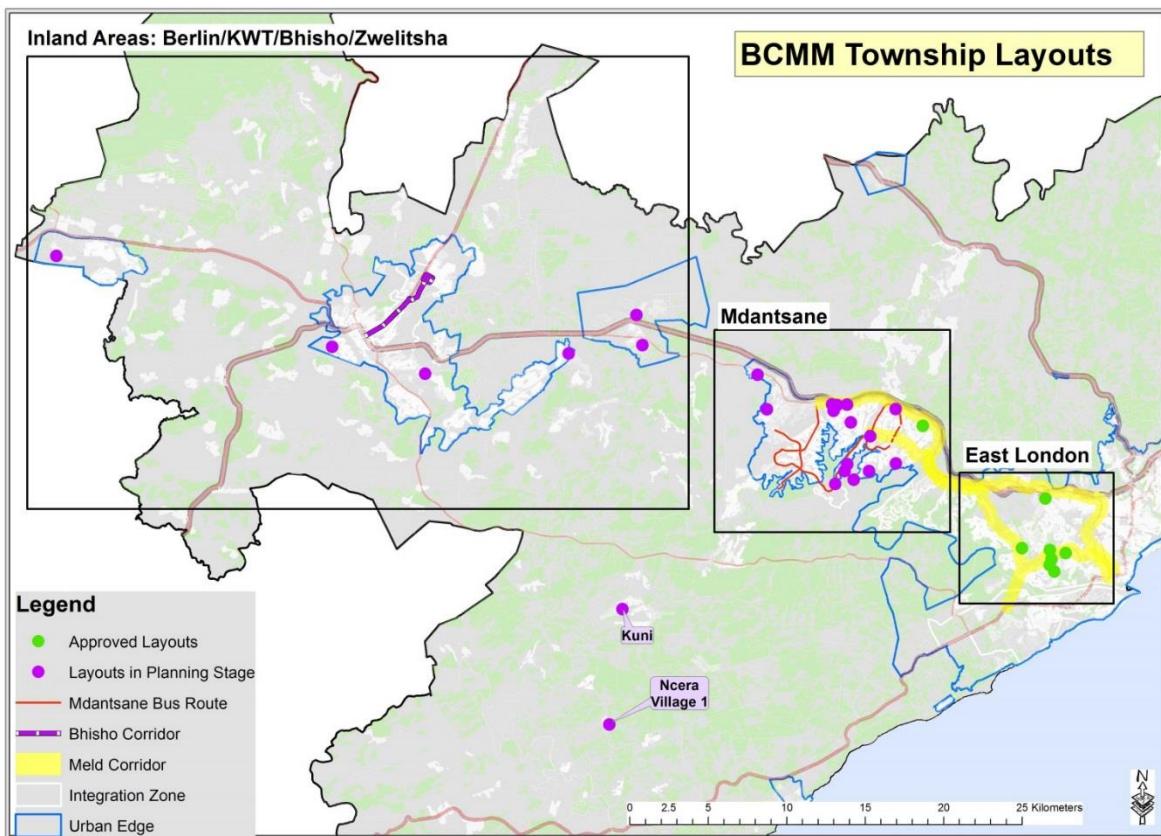


Figure B.16a: OVERALL Map indicating planning layouts

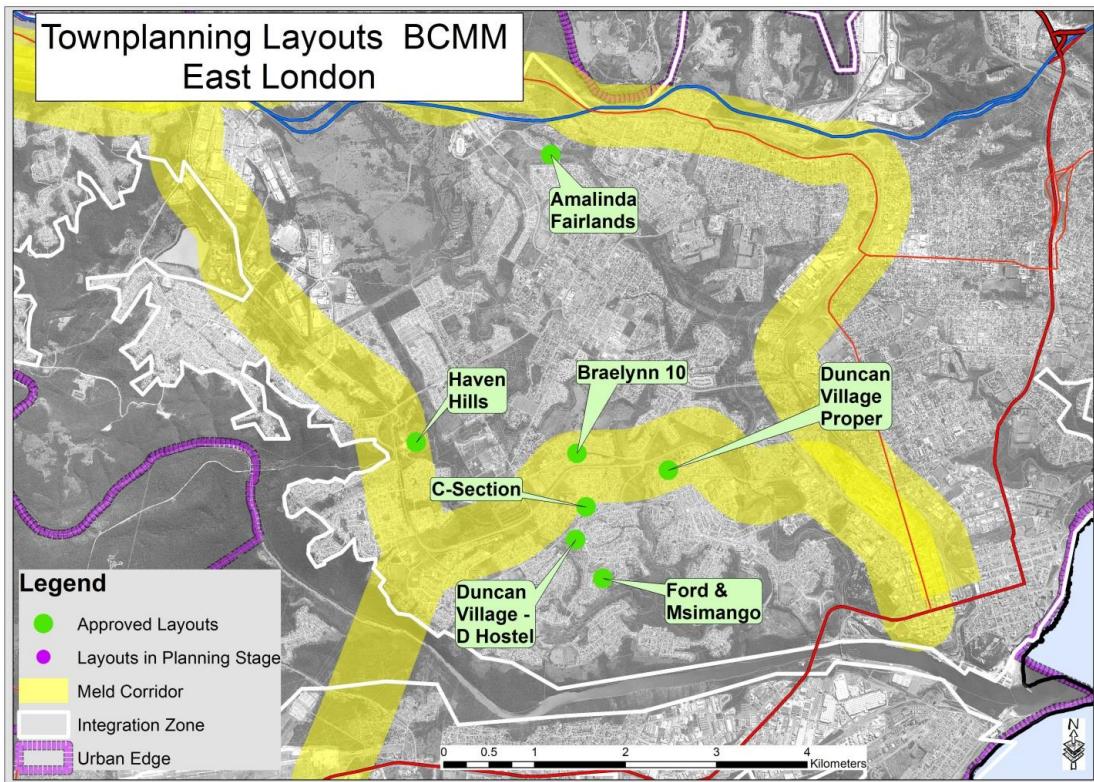


Figure B.16b: East London: Town Planning layouts with public transport superimposed (Primary Integration Zone/MELD Corridor)

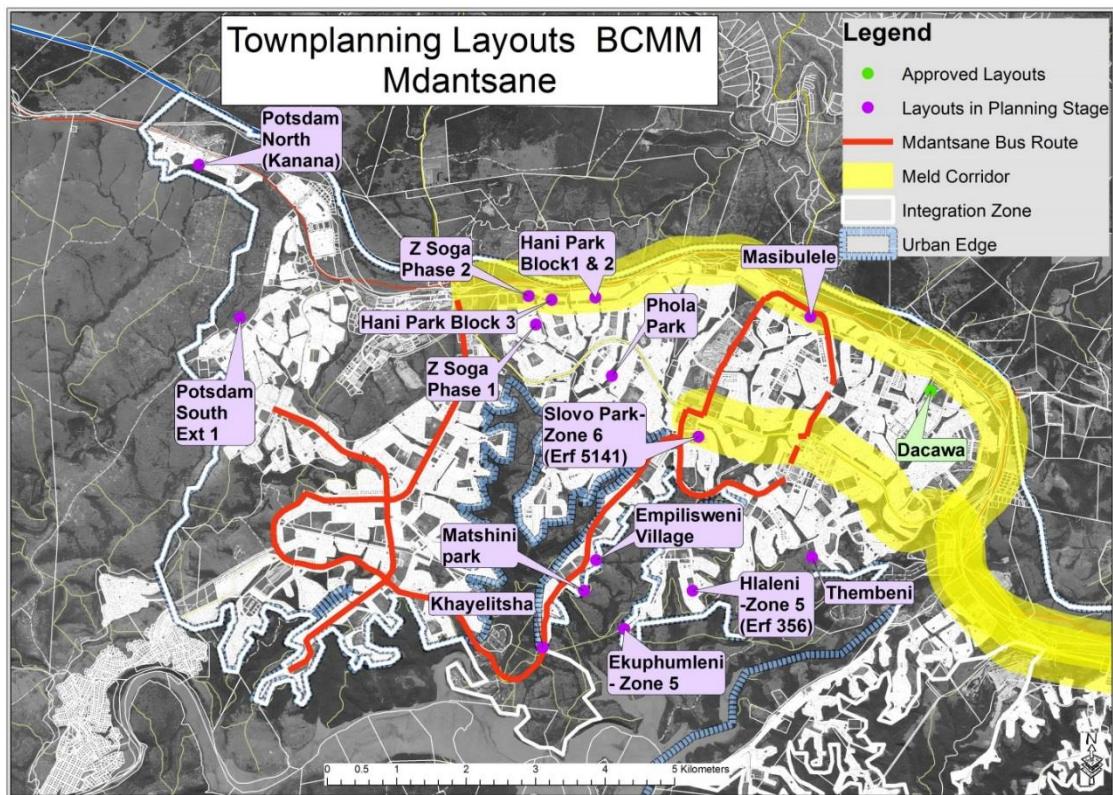


Figure B.16c Mdantsane: Town planning layouts with public transport superimposed (Primary Integration Zone/MELD Corridor)

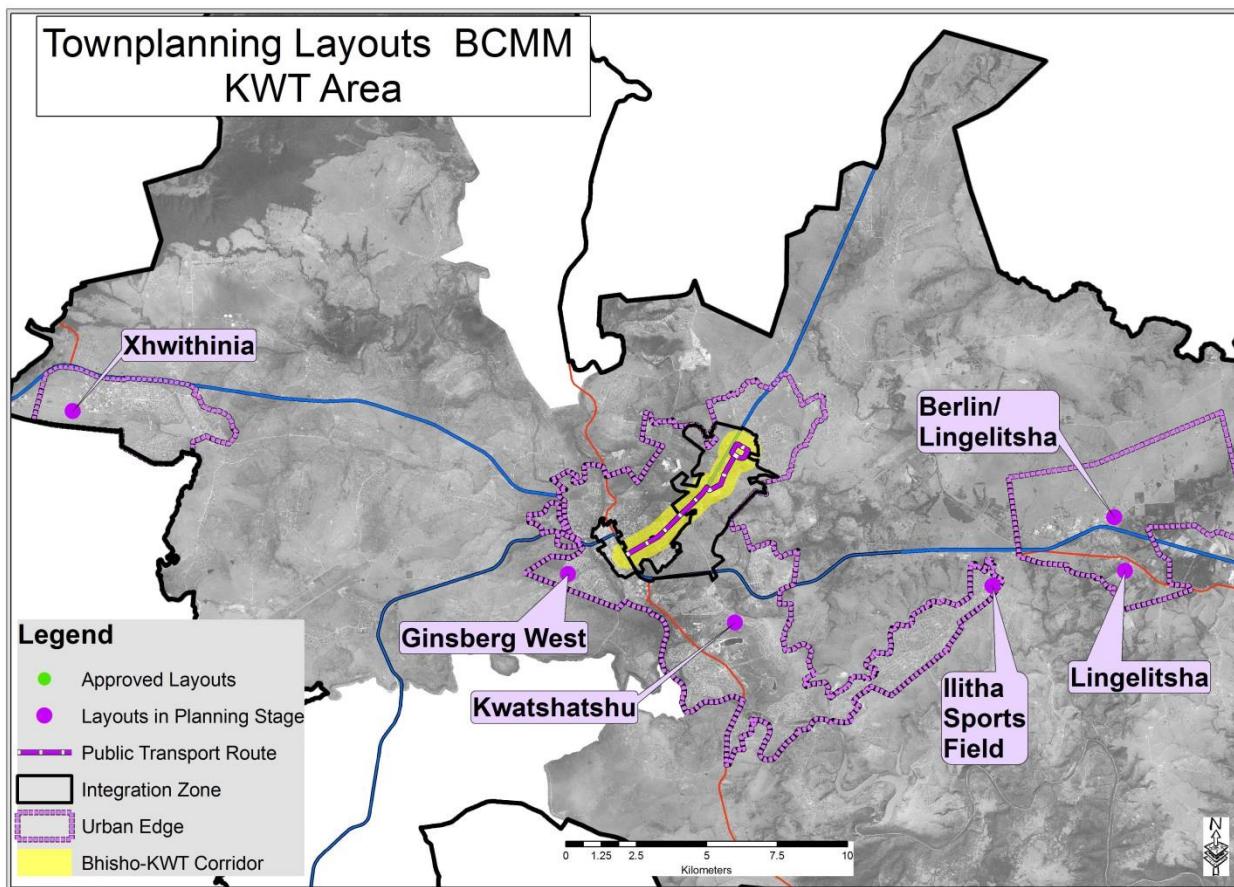


Figure B.16d Inland: Town planning layouts with public transport superimposed (Secondary Integration Zone)

### B2.2.2 Townships

The BCMM Growth and Development Strategy has prioritized the following seven townships as part of the MGDS Township Revitalisation initiative:

Township	Relevant Spatial Policy Plan
Mdantsane	Mdantsane LSDF (2013)
Duncan Village	Duncan Village LSDF (2009)
Zwelitsha	Bhisho KWT LSDF (2013)
Ginsberg	Bhisho KWT LSDF (2013)
Dimbaza	Bhisho KWT LSDF (2013)
Ilitha	Bhisho KWT LSDF (2013)
Phakamisa	Bhisho KWT LSDF (2013)

Townships, which fall within the Primary Intervention Zone include:

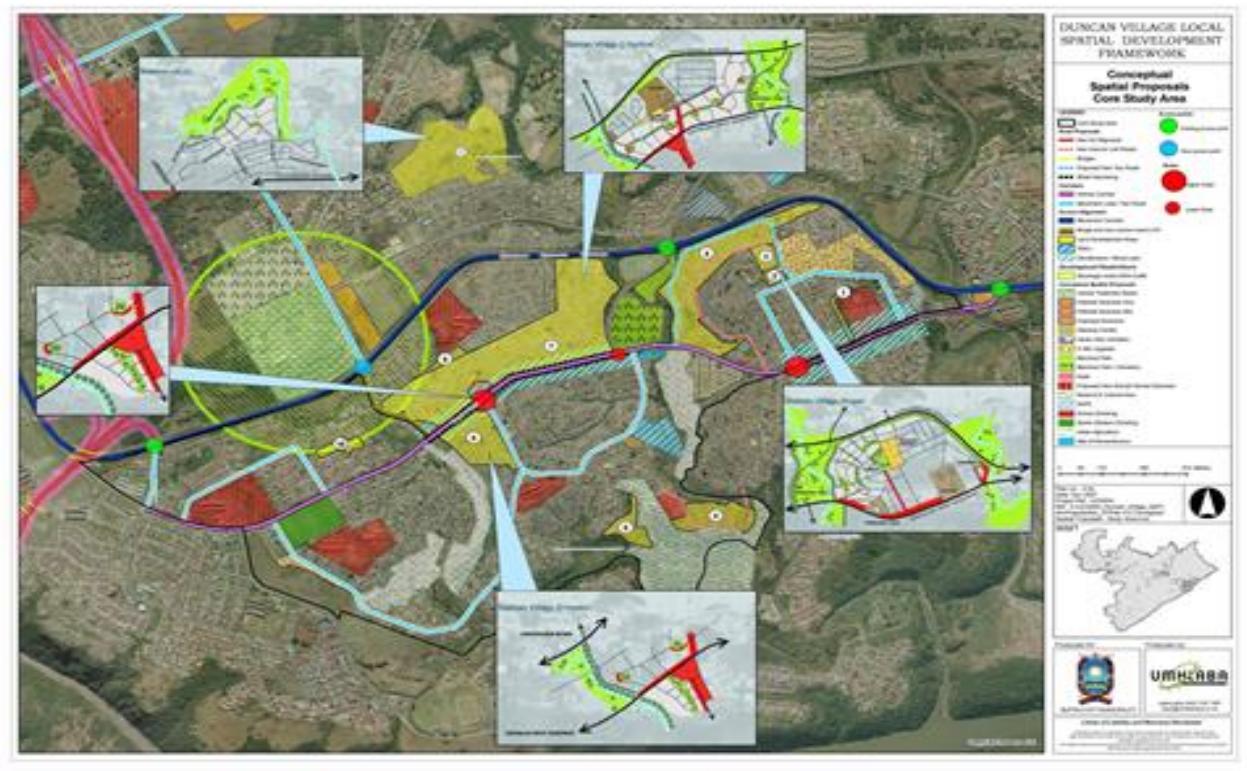
- Duncan Village
- Mdantsane

### **Duncan Village Redevelopment Initiative**

The redevelopment of Duncan Village is therefore considered a high priority for the Buffalo City Metropolitan Municipality (BCMM). **The Duncan Village LSDF (2009)** was formulated to provide a spatial and developmental solution to the issues such as the overcrowding experienced in Duncan Village.

The Duncan Village LSDF acknowledged the central location of Duncan Village and attempted to retain as many families in Duncan Village as possible but recognised that Reeston and other areas within BCMM would be required to address the overcrowding. In order to retain as many families as possible various housing typologies and densities were workshopped. Ultimately the only typology accepted by the communities was the RDP house with 80m<sup>2</sup> erven. This option provided a density of 80du/hectare and was considered satisfactory in terms of public transport viability thresholds.

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



**Figure B.18: Duncan Village LSDF – Spatial Proposals**

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

<b>Programme</b>	<b>Project</b>
Infrastructure Development Programme	Second Creek Catchment Water loss Management Programme
	Reeston Waste Water Works extension
	Queens Park Substation
	Waste Water Diversion Tunnel
Institutional Support Programme	Precinct Management for DV
Housing Development Programme	Duncan Village Proper; C Section; D Hostel; Braelyn 10 Ext Proper & Reeston including layout planning; Survey; Housing. The Ndende pilot housing project demonstrated erven that are 80m <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
Public Transport Programme	Public Transport Plan in support of all aspects of the DVRI redevelopment process which includes Reeston's requirements and the issue of transporting children to school
	Upgrade of Douglas Smit Highway to support public transport and new link to Ziphunazana at Sunnyside Road
Economic Development Programme	Acquisition and Release of land at Ndende and Jabavu for Mixed use development in support of the Township Economy
	Small enterprises training and management support, Construction and IT skills training, urban agriculture
Social Facilities and Services Programme	Engaging with the Dept of Education to formulate a programme for School development to support the all areas involved in the DVRI re development
	Engaging with Provincial Department of Health regarding provisioning of Clinics in support of all areas involved in the DVRI re development.
Natural Environment and Cultural Heritage Preservation Programme	Training residents to preserve the ecosystem and to be waterwise.
	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 (effectively Zones 4 and 6) 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 development with the support of the Neighbourhood Partnership Development Grant.

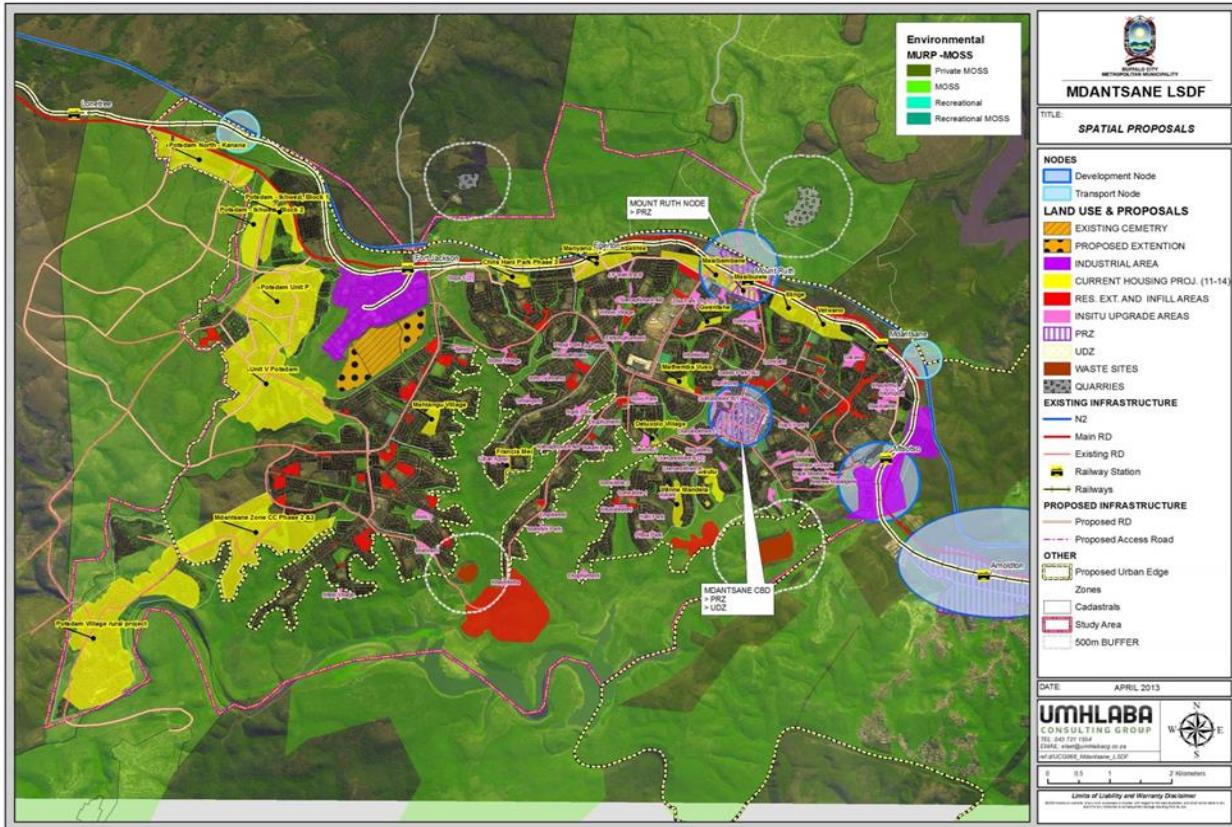


Figure B.19: Mdantsane Township: Spatial Proposals

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

Programme	Project
Land Acquisition and Development Programme	Feasibility Study for High Density/Social Housing Pilot Project Feasibility Study at Mdantsane CBD and Mount Ruth
	Finalise the Upgrading of Land Tenure from Deed of Grant to Freehold Title for NU2(CBD)
	Informal Settlement Upgrade (See details in Settlement)
	Land Acquisition Bufferstrip, Mount Ruth, Mdantsane Industrial Precinct and CBD

	Transfer of State land to State as a result of Donation of Farm 1404 to BCMM
Infrastructure Development Programme	Upgrade of Water Supply Network: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
	Upgrade of Waste Water Treatment Network and Capacity: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
	Upgrade of Mount Ruth Substation and construction of Zone 17 substation: Mdantsane, Mt Ruth, CBD, Mdantsane Industrial
Institutional Support Programme	Precinct Management for CBD/Highway and Mount Ruth
Housing Development Programme	Bufferstrip housing And informal Settlement upgrading and NUSP
Public Transport Programme	Feasibility study re the proposed link between the N2 and Mdantsane at the Nahoon Dam off ramp
	Upgrade of Public Transport Facilities at Mdantsane CBD with feeder route to Mount Ruth Station
	Feasibility studies for Needs Camp Potsdam bridge
	Feasibility Study Station at Potsdam for WSU
	Road Network Development to support public transport
	Upgrade of Mt Ruth Station
Urban Agriculture Programme	Urban Agriculture Extension services

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

Townships, which fall within the Secondary Integration Zone -Bhisho/KWT townships

#### **a. Zwelitsha**

Zwelitsha is the largest of the Bhisho/KWT townships.

**Urban Renewal Zone:** Zwelitsha is proposed as an Urban Renewal Zone.

**Informal Settlement Upgrade:** Relocation of Kuwait and Ndlovini informal settlements

**Infrastructure:** Proposed expansion of the Zwelitsha Waste Water Treatment Works

**Transport Facilities:** Development of a transport node at the entrance to Zwelitsha

Maintenance of Recreation Facilities and Parks

## b. Dimbaza

**Informal Settlement Upgrade:** Xhwithinja informal Settlement and Relocation of Phola Park settlement

## c. Ilitha

**Informal Settlement Upgrade:** Ilitha Sports field

## d. Breidbach

**Infrastructure:** Proposed Expansion of Breidbach cemetery

### B2.2.3 Inner City Areas

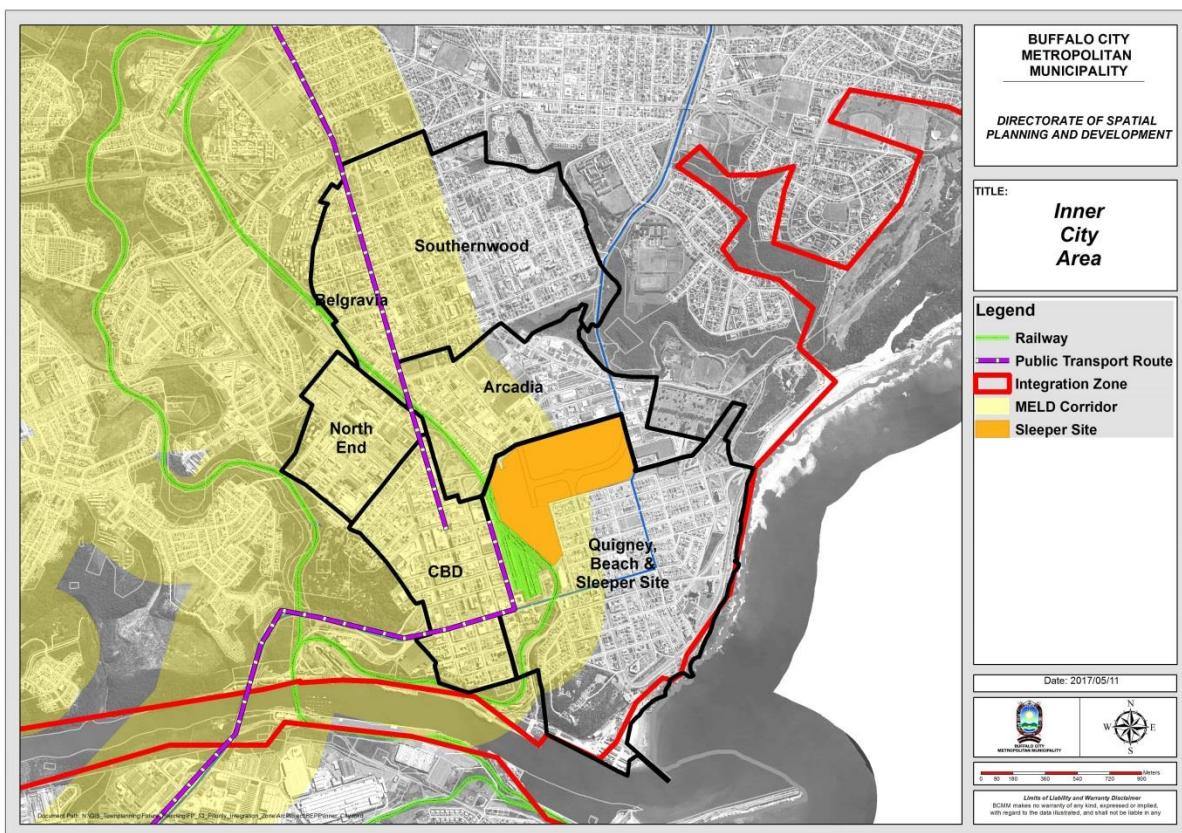


Figure B20: Plan depicting the Inner City

Council has identified Inner City Regeneration as a Catalytic Project. The Inner City comprises of the East London CBD; Quigney; Beach Front; Southernwood; Belgravia and the Arcadia and North End Industrial areas.

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

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

### a. East London CBD and Sleeper Site

The Sleeper Site Framework Plan was approved by Council in December 2016 and contains a comprehensive Implementation Plan. See Section B.2 LOCAL AREA PLANNING.

### b. Southernwood and Belgravia

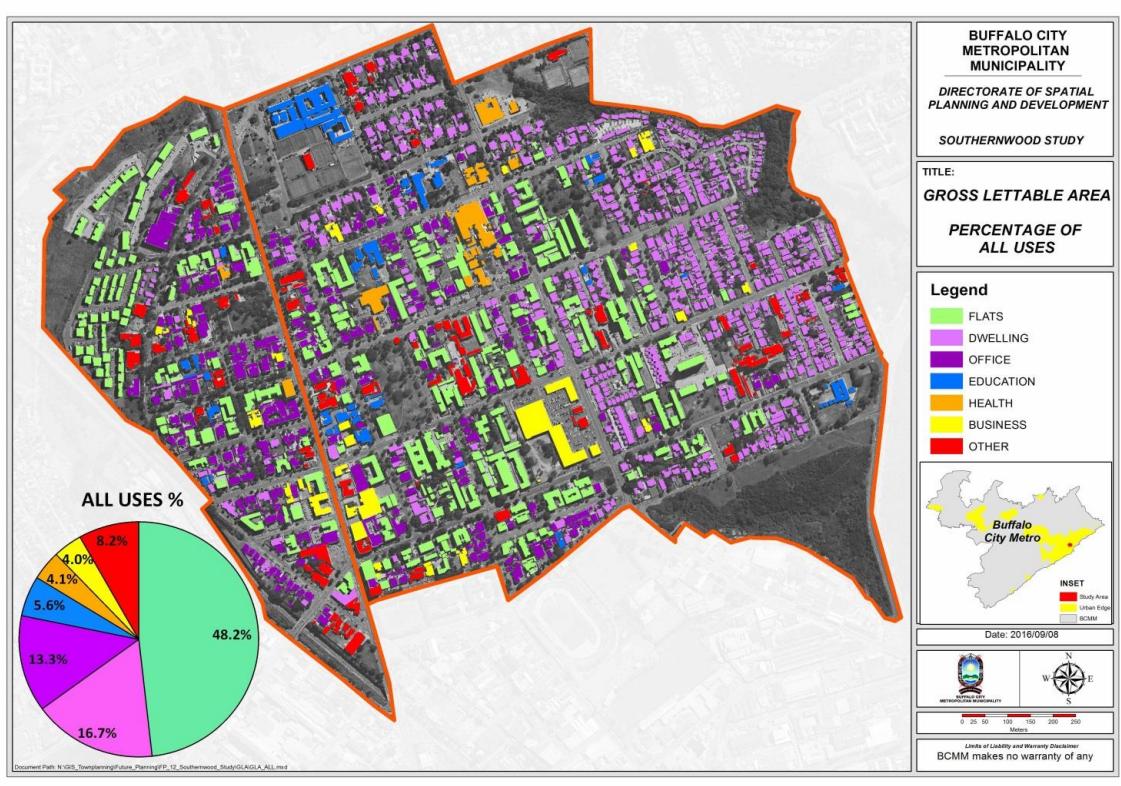


Figure B.21: Southernwood, Belgravia Inner city land use plan

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.

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

The vision inspiring these proposals follows substantial qualitative and quantitative data and physical assessment of Southernwood/Belgravia:

**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.

## **Backyard dwellings:**

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.

**“Economic/ business slumming”:** 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.

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

An **Opportunity Infrastructure Framework/ Strategy** is proposed as a new governance tool to address issues in the precinct.

It could, amongst a range of issues, inform and guide the urban land market and its required reform as far as especially municipal land is concerned. In this instance a **Land Assembly Plan** becomes critical too.

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.

However, a new formula is proposed for the **composition of the tenant mix**. Traditionally the precinct has had a significant senior population. This is evident from the number of senior citizen facilities present. The Opportunity Infrastructure Framework/Strategy could propose **ratio's in terms of student-, family- and senior citizen occupancy**. This would honour the inherent character of the precinct, create healthy intergenerational community and manage the supply and demand processes.

The terms for a **new model of participatory planning** for the precinct could also be in the framework.

### **Pedestrian mobility and Pedestrian corridors**

Walkability has informed these proposals based on the degree of foot traffic observed in the precinct. Extra wide road reserves could be used to create widened sidewalks on student routes. This would be in keeping with the observation that student circulation does not happen singularly, but in groups during breaks, lunch time over changing venues between lectures.

Students were observed walking in the middle of roads to avoid congestion on the sidewalks and uncollected solid waste and garden refuse on the sidewalks. The conspicuous absence of any street furniture and limited trees capes in a dense precinct which has social housing, education and various higher order medical services as its anchor institutions, will be guided by an **urban design framework**.

An **Anchor Institution Strategy** with the potential accompanying financial incentives and contributions opens the door for a **comprehensive and continuous Communication Strategy** instead of reactive Ad hoc discussions.

The **Anchor Institution Strategy** could entertain efforts to synergise the anchor institution's Research and Development Agenda with the city's talent and innovation needs

The city gets to speak to the education partners and establish/ highlight what the city's innovation needs are and the universities, in turn, can market their niche research and innovation products. Together a **BCMM Knowledge Strategy** will be crafted as part of the city's long term **Knowledge Economy** economic vision.

**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.

The establishment of **indicators** for measures of success and a **Monitoring Strategy** to evaluate the success of the interventions

## B2.2.4 Growth nodes

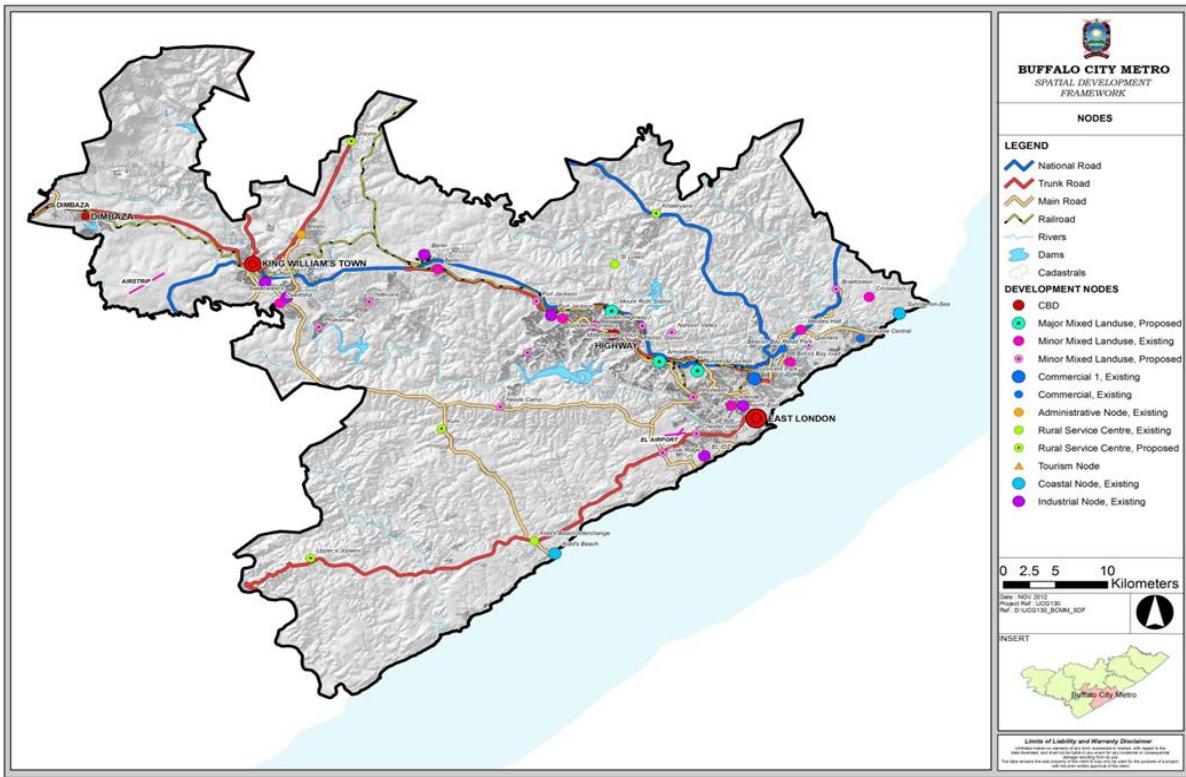


Figure B.22: Current and proposed Commercial and Industrial Nodes

The above map indicates the current and proposed growth nodes in the BCMM.

### Commercial nodes

The spatial distribution of economic activities in Buffalo City has tended to be nodal in nature. East London is experiencing a trend similar to many other cities, where there is a movement of many corporate offices out of the city centres to decentralized office nodes. Letting of office space in the central business district is still fairly active and is supported by public sector demand for space. Retail trade in the central business district area of East London and King William's Town is very strong, due to the high volume of foot traffic.

Beacon Bay has seen a great deal of interest from potential tenants, as well as the Vincent Office Park, where there is currently no vacant office space. There is vacant office space in the central business district, where tenants have found more attractive decentralized office space to relocate to. Other areas that have shown growth in the office sector are Bhisho and the Southernwood/Arcadia areas.

The following two Local Spatial Development Frameworks have been approved to guide and manage the office and retail growth:

- Vincent Berea LSDF
- Bonza Bay Road LSDF

The Vincent Berea LSDF is situated on the Rail component of the MELD Corridor and contains policy to encourage mixed uses and densification. Generally the informal sector activities occur predominantly in two forms:

- As enterprises operating from within the home (e.g. Spaza shops, shebeens).
- As informal sector activities occurring outside major transport termini (e.g. Highway Taxi terminus in Mdantsane), outside high-visibility buildings (major supermarkets or public buildings), areas of high density in terms of captive population (the CBD), and recognised daily or occasional markets (e.g. craft and fresh produce markets).

## **Industrial nodes**

There are 20 industrial areas in BCMM. Most of the Industrial activity in Buffalo City is concentrated on the West Bank; North End; Arcadia; Wilsonia; Berlin and Zwelitsha. Most of the industrial developments in East London are developed in proximity to the main railway system that provides links to outlying areas such as King Williams Town.

The revitalisation of Industry and Industrial areas has been identified as a Catalytic Project. This catalytic project will compliment and support the Knowledge Economy Catalytic Project with the view to growing the local economy and enhancing 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.

## **West Bank industrial cluster**

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

MBSA is currently located in Gately and is BCMM 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). There is a projected R14.4 billion investment in the IDZ for the next 3 – 5 years.

### **Inner City Industrial cluster**

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

### **Wilsonia Industrial Cluster**

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

## **Mdantsane Industrial cluster**

Fort Jackson remains attractive for industrialists seeking large spaces located in close proximity to a semi-skilled workforce.

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.

## **Other Industrial areas in the Primary integration Zone**

Beacon Bay and Gonubie have small light industrial areas.

## **Secondary Integration Zone Industrial Areas**

In King Williams Town, industrial properties are located in close proximity to the station and generally serve the needs of the local market. There are Council initiatives to upgrade the area to attract more investments and create more employment opportunities.

The Dimbaza industrial node, which has suffered high levels of urban decay, has, over the past few decades largely become functionally obsolete. However, the node offers significant infrastructure and the question remains whether the node could not be retrofitted to provide housing opportunities with a component of industrial use.

## **Berlin Industrial Area**

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

- Manufacturing and **agro-processing** as part of a green energy hub concept.
- **Solar Farm proposal by IDZ.**
- **Solar (Manufacture panels and geysers)**
- Wind(Turbines)
- The waste to energy programme (Biogas) is aimed at converting waste into bio-fuel as part of a green energy manufacturing project. Contribution towards energy in support of the BCMM.

### B3. LOCAL AREA PLANNING

The following precinct plans have been identified and more detailed planning undertaken in the respective areas.

#### B3.1 Central Business District (CBD)

Metropolitan or Primary Nodes are nodes that are of such significance in terms of scale, location, diversity and agglomeration of function (facilities, services and economic activities), that they impact on the metropolitan region as a whole (or have potential to do so in the context of the SDF). The Urban Network Strategy identifies the East London CBD as the primary CBD for the Buffalo City Metropolitan Area.



Figure B.23: Sleeper Site Conceptual Framework

#### Sleeper Site Framework Plan

The following developmental **objectives** were identified:

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

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

The Implementation Plan includes the following projects:

<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> <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> <li>➤ Back to Basics - Commence upgrade &amp; clean-up of CBD (Oxford Street and Environs)</li> <li>➤ Establishment of a City Improvement District (CID)</li> </ul>
<b>Precinct Design Civic Centre Complex and ancillary uses</b>	<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> <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> <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> <li>➤ Infrastructure development</li> </ul>

### B3.2 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.

## Precinct Plan for the Mdantsane Urban Hub

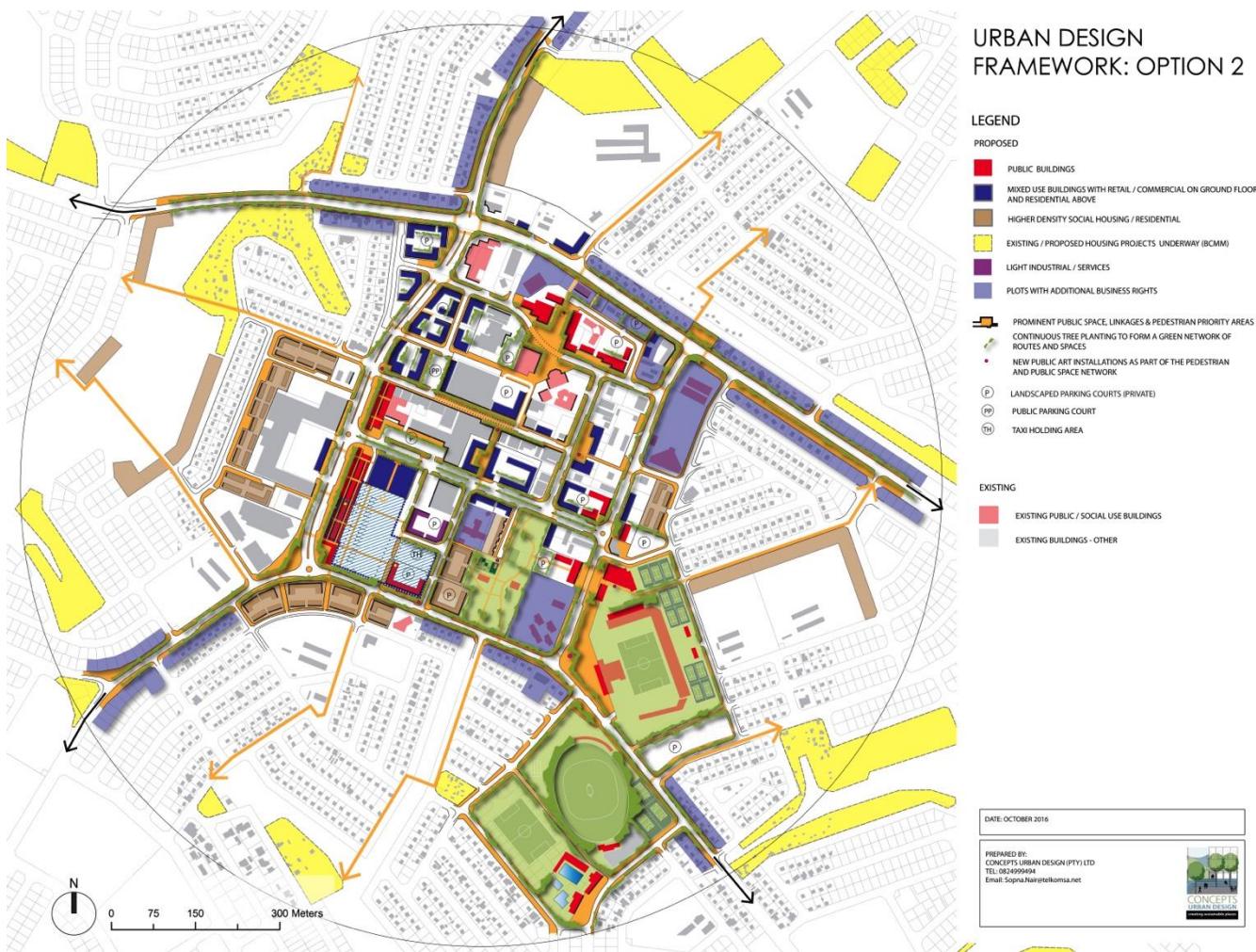


Figure B.24: Mdantsane Hub Urban Design/Precinct Concept Plan (Preferred Option)

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 underling 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.

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 shows 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 **Precinct Plan for the Mdantsane Urban Hub** Implementation Plan is detailed and includes the following Programmes with associated Projects:

<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>Beautification 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

### B3.3. 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.

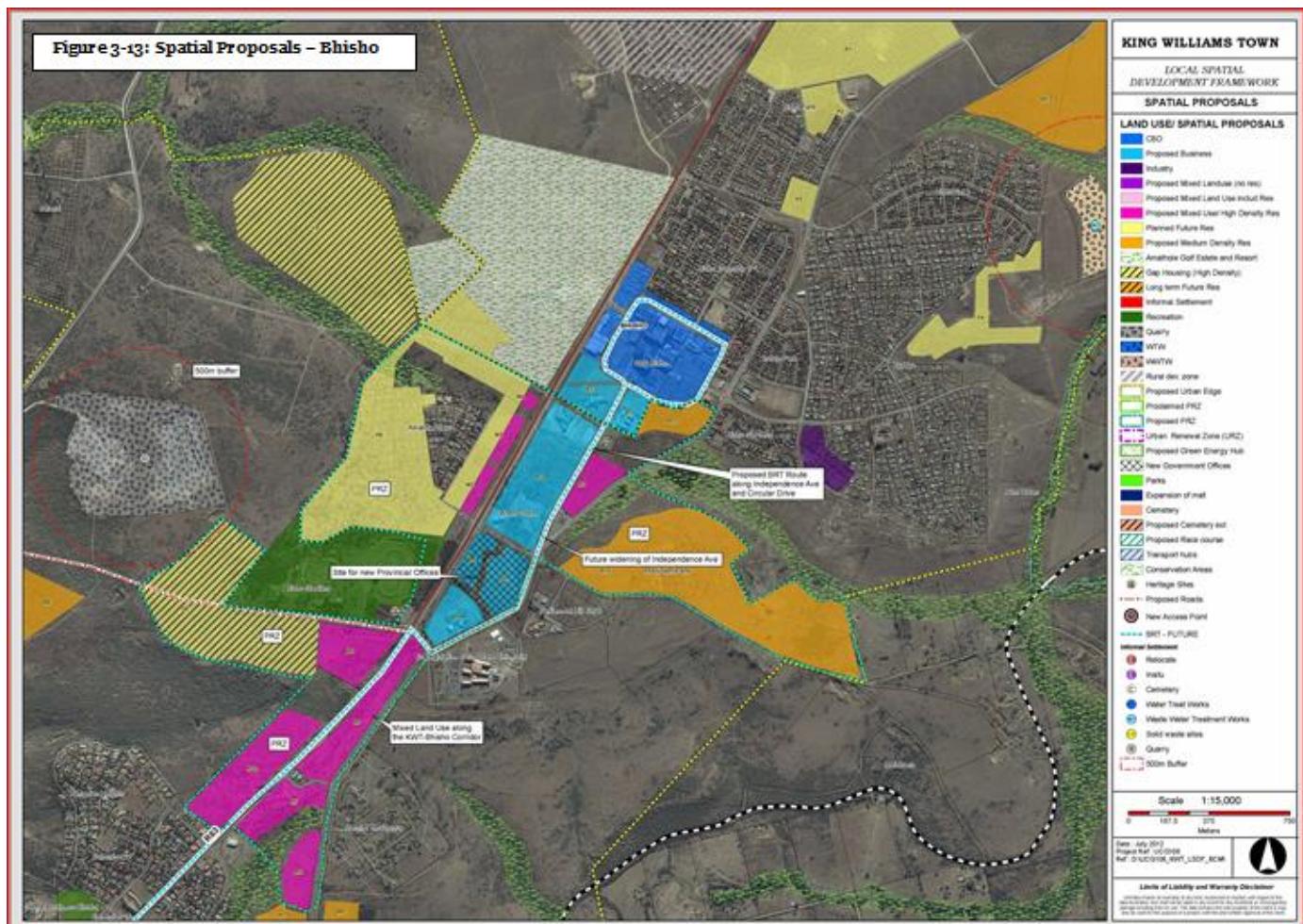


Figure B.25: Bhisho Revitalisation Precinct

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:

<b>Timeframe</b>	<b>Project</b>
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.26 below indicates the proposed public transport route within the Bhisho Precinct side of the Corridor.



Figure B.26: Bhisho Precinct with proposed public transport route.

## B4. PROJECT PREPARATION

Refer to Annexure 5

## B5. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

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.

The other spheres of government and some state owned enterprises have been part of the BEPP process to date but with varying degrees of participation and commitment and generally with a typical top-down approach rather than genuinely being part of an interactive, joint planning and budgeting process that respects the boundaries of spheres and functions in terms of the Constitution.

BCMM foresee that this aspect of integration and cooperation will require further support, development and refinement during the course of the year when IDP's and budgeting in the institution is undertaken to be closer aligned with the BEPP.

For detail institutional arrangements, refer to Annexure 7.

## **SECTION C : INTERGOVERNMENTAL PROJECT PIPELINE**

### **C1 INTERGOVERNMENTAL PIPELINE**

Refer to annexure 2

## **SECTION D : CAPITAL FUNDING**

### **D1. SPATIAL BUDGET MIX**

The methodology to identify budgets is linked to spatial types, where based on the general locality of the project and knowledge of the type of land use and settlements found in these areas.

BCMM Capital Funding						
Integration Zone	Projects	Restructuring Element	Funding Source	2017/2018 Draft Capital Projects	2018/2019 Draft Capital Projects	2019/2020 Draft Capital Projects
Primary Integration Zone	Inner City regeneration	CBD	ICDG	6 956 000	11 457 000	12 099 000
			LOAN	0	60 000 000	60 000 000
			Own Funds	255 980 803	320 180 803	296 000 000
			USDG	87 661 640	65 452 360	107 000 000
	MELD Corridor	Trasnportation link/corridor	LOAN	0	60 000 000	170 000 000
			Own Funds	0	5 000 000	0
			PTIG	48 167 000	148 732 000	155 180 000
			USDG	90 000 000	110 000 000	120 000 000
	Mdantsane Urban Hub	Hub	NDPG	10 000 000	20 000 000	25 000 000
	Amalinda Junction	Mixed Use Node	LOAN	69 000 000	189 000 000	176 000 000
			USDG	35 000 000	0	0
	BCMM Integrated ICT Project		FMG	100 000	100 000	100 000
			Own Funds	45 500 000	80 000 000	101 000 000

	Revitalisation of West Bank Industrial area/ Motor industry cluster	Industrial Node	Own Funds	3 000 000	5 000 000	1 000 000
			USDG	10 000 000	126 900 000	140 000 000
Secondary Integration Zone	Bhisho / KWT revitalisation corridor	Corridor	Own Funds	46 800 000	47 800 000	66 500 000
			USDG	103 717 520	108 294 290	97 348 450
Non Catalytic Projects	Non Catalytic Projects		DoE(Integrated National Electrification Programme)	25 000 000	30 000 000	30 000 000
			LOAN	0	20 000 000	20 000 000
			Own Funds	429 616 149	520 177 100	523 430 000
			USDG	387 705 000	308 504 640	307 465 000
Grand Total				1 645 204 112	2 216 598 192	2 388 122 450

## **D2. INVESTMENT STRATEGY**

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 in order 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 proactive maintenance plan through the assistance of CSP.

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

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

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

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

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

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

				NT Norm
				6% - 8%
				45%
	2016	2015	2014	2013
<b>Capital Cost (Interest Paid and Redemption) as a percentage of total operating expenditure</b>				
Interest Paid and Capital Repayment	100 974 907	115 307 268	115 746 841	108 792 236
Operating Expenditure	5 464 435 191	5 121 582 300	4 528 006 167	3 969 170 859
BCMM Calculated Percentage	2%	2%	3%	3%
Calculated Amount Assuming Norm of 7%	382 510 463	358 510 761	316 960 432	277 841 960
Present Value of 20 year loan @ 12% per annum	2 857 140 342	2 677 875 918	2 367 518 076	2 075 324 858
<b>Debt (Total Borrowings) as a percentage of revenue</b>	2016	2015	2014	2013
Total Debt	496 476 706	545 312 006	599 990 365	648 863 757
Total Revenue	6 103 957 504	5 572 982 624	5 176 401 678	4 437 786 534
BCMM Calculated Percentage	8%	10%	12%	15%
Calculated Amount Assuming Norm of 45%	2 746 780 877	2 507 842 181	2 329 380 755	1 997 003 940
Maximum Borrowings which can be considered assuming NT criteria	2 700 000 000	2 500 000 000	2 300 000 000	2 000 000 000
Less: Current Borrowings	(496 476 706)	(545 312 006)	(599 990 365)	(648 863 757)
Borrowing Capacity (excluding repayment considerations)	2 203 523 294	1 954 687 994	1 700 009 635	1 351 136 243

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

## SECTION E : IMPLEMENTATION

### E1. LAND RELEASE STRATEGY

#### Background

The Buffalo City Metropolitan Municipality's Land Release Programme is the central driving force for Urban and Rural Regeneration. The programme aims to redress effectively the injustices of forced removals and the historical denial of access to land. It aims to ensure security of tenure for rural dwellers and in implementing the programme and through the provision of support services, the municipality will build the economy, provide housing, increase rural incomes and eliminate overcrowding.

Access to land is a prerequisite for a successful urban and rural development programme.

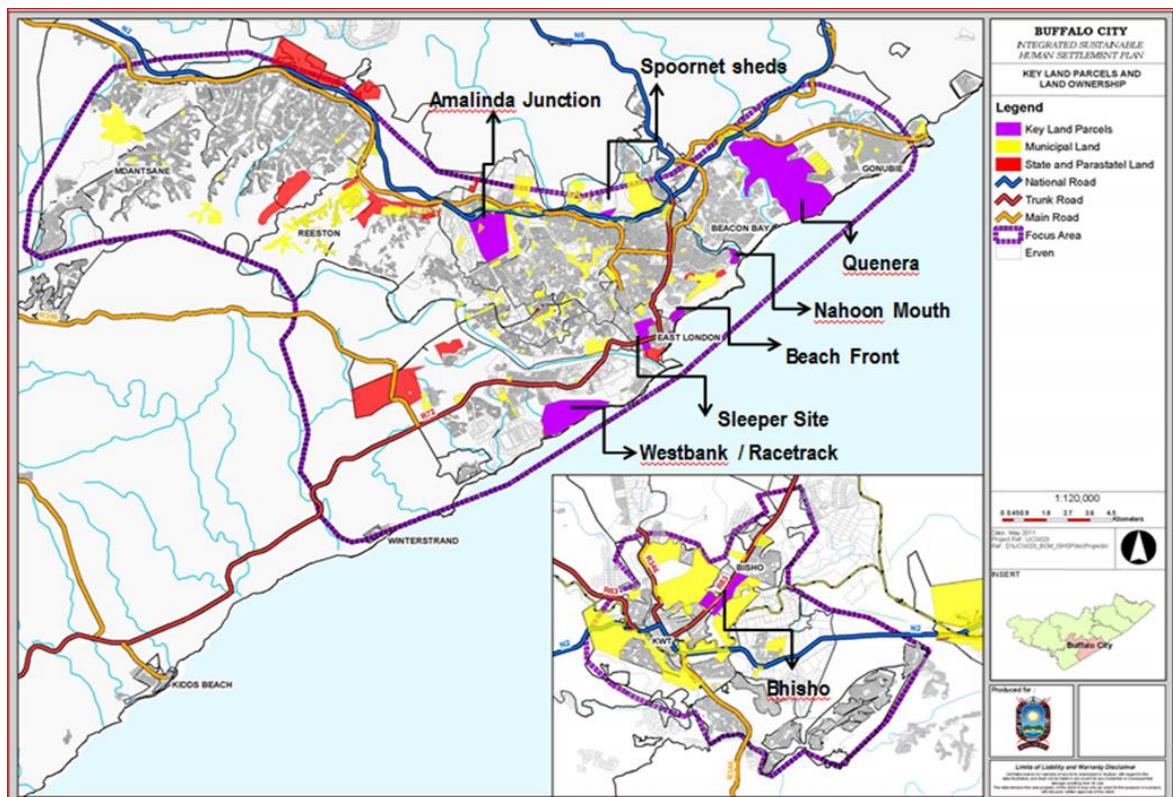


Figure E1: key land parcels identified for both primary and secondary integration zone

#### Objectives

The objectives of the Land Release Programme are:

- Support the Spatial Transformation objectives of the BCMM SDF
- Redress effectively the injustices of forced removals and the historical denial of access to land.
- Increase revenue for the city

- To provide an appropriate choice of land and housing options and assist in the provision of affordable housing
- Provide people with access to land so that they can participate in and boost the economy
- The promotion of social development and integrate communities
- To promote and support economic growth as well as industrial development
- Ensure security of tenure for rural dwellers

### **Land Release Programme**

Land release has a number of components:

- Land for Human Settlement development is a key component.
- The release of Land in support of economic development and in particular the township economy.
- Land for social and cultural facilities

The focus for land release is on the Catalytic Projects. The following Catalytic projects and subcomponents require release of BCMM land as part of the implementation process:

Area	Status of land release
Amalinda Junction Precinct including Wilsonia Industrial area	BCMM land will be subdivided and rezoned once the Sewer Tunnel project is nearing completion
North West Corridor Precincts	BCMM land will be subdivided and rezoned for release based on the outcome of the NWC Feasibility Study
Inner city revitalisation- Sleepersite	Erven acquired from Transnet will be further subdivided and rezoned based on the outcome of the Civic centre Precinct Plan
Mdantsane Urban Hub Precinct	At present there is a project underway to deal with the registration of unregistered land in the Hub. This project will delay the release of vacant land parcels. BCMM and state owned land is intended to be

	land will be released in phases according to the priority zones indentified.
Mdantsane	Land for high density housing and Township Economy purposes is also in the process of being identified.
KWT/Bhisho Corridor	Land has been released for the development of the office hub.The process of subdividing and rezoning will comence once the Bulk water and sewer capacity projects near completion
Duncan Village Redevelopment	Some of the land parcels identified in the DV redevelopment are awaiting the completion of the Sewer Tunnel project
Berlin Industrial area (Green Energy Hub)	BCMM owned industrial land at Berlin is ready for release to participants in the Green Energy initiative
East London Beach Front	4 Key land parcels will be released for this development.

Further well located land within the integration zones will be identified. The city will evaluate the economic potential of each land parcel and determine the future land uses.

### **Land Disposal Policy**

The Land Release Programme is governed by the Land Disposal Policy which is based on the following:

- Land will only be disposed if its not required for basic service delivery needs.
- No land may be released unless it complies with the SDF.
- The BCM and/or its Municipal Entities shall only transfer ownership as a result of a sale or other transaction or otherwise dispose of any of its immovable capital assets in compliance with the provisions of, inter alia, Sections 14 and 90, read with Chapter 11 Part 1 of the MFMA and this policy after the Council of the BCM, in a meeting open to the public:

- has decided on reasonable grounds that the asset is not needed to provide the minimum level of basic services; and
- has considered the fair market value of the asset and the economic and community value to be received in exchange for the immovable capital asset. (Section 14(2) and Section 90(2) MFMA).

## **Land Restitution**

With regard to *restitution of land rights*, there are three projects namely:,

1. East Bank
2. West Bank
3. Macleantown.

## **Land Acquisition Programme**

The Land Acquisition Programme is a key component of the land Release Strategy so that the land can be made available for development in support of the objectives of the Land Release Programme.

Obtaining State land for proposed/future developments has been problematic and Buffalo City Metropolitan Municipality has been proactive and requested the assistance of the HDA. The HDA is currently working on an extensive list of land supplied by BCMM some of which is required for the implementation of Catalytic Projects. See list below.

	PROJECT	Area	PROPERTIES
1	Mdantsane Urban Renewal Programme	Potsdam Phs 1 & 2	REMAINDER OF FARM 840 FARM 840/1 FARM 840/3 FARM 840/4 (4 properties)
		Mdantsane Buffer Strip (Mount Ruth Development	FARM 623 FARM 627

		Plan)	Pts 13 & 15 of Farm 303, RE Farm 616, Farm 619, Farm 620 and RE Farm (8 properties)
2	MELD Corridor/Duncan Village	Reeston Phase 3	REMAINDER OF FARM 832 FARM 832/3 FARM 832/8 FARM 832/14 FARM 832/23 (5 properties)
		Arnoldton/Reeston Hi Density 1	FARM 832/11 (1 property)
		Arnoldton/Reeston Hi Density 2	ERF 19 ERF 20 ERF 45 ERF 56 ERF 57 ERF 58 (6 properties)
		Arnoldton/Reeston Hi Density 3	ERF 5 ERVEN 58227-58234 (8 properties)
		Arnoldton/Reeston Hi Density 4	ERVEN 56593-56594 ERVEN 56600-56609 (2 + 10 properties)
		Milner Estate	ERF 7141 (1 property)
		Cambridge West	ERF 639 (1 property)
		Haven Hills Transnet Land	ERF 1019 (1 property)
		Cambridge West	ERF 4481

Obtaining State land for proposed/future developments has been problematic and Buffalo City Metropolitan Municipality has been proactive and requested the assistance of the HDA. The HDA is currently working on an extensive list of land supplied by BCMM some of which is required for the implementation of Catalytic Projects.

## **E2. PROCUREMENT APPROACH**

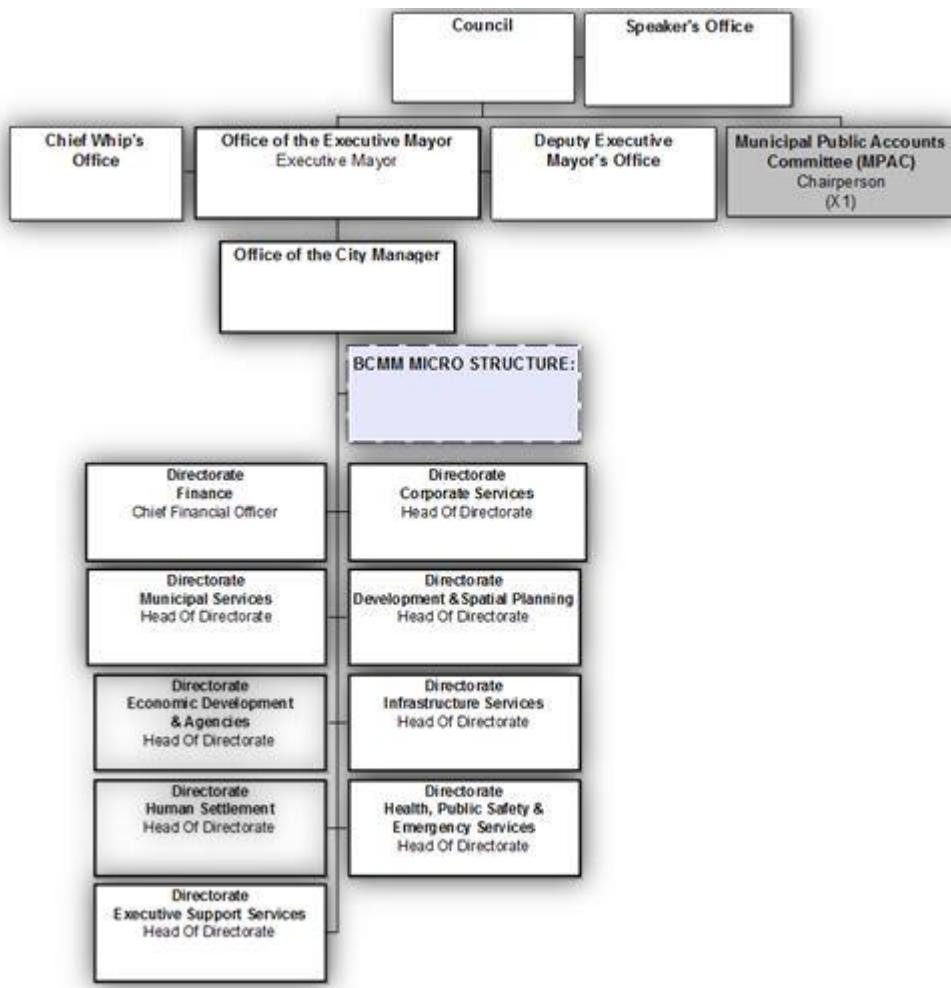
As a city, we had three committees to procure infrastructure projects namely;

- 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.

## **E3. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET**

The highest decision making body is the Council. The Council has got its committees of which the administrative arm is lead by the City Manager. The structure below illustrates the interplay of both the political and the administrative arm.



- Current Fora in BCMM with other Departments:
- Transport Forum attended by BCMM coordinated by Public Works
- Water and Sanitation Provincial Forum
- Amathola Reconciliation Strategy headed National Department of Water and Sanitation
- Association of Municipal Electricity Utilities Department of Energy and Metro Electrification Forum
- Rep forum as part of the IDP
- MGDS Workstreams
- Youth Council

- HIV Forum
- IGR
- Disabled Forum
- Government Communicators Forum
- Capital Spending Committee

A State land disposal committee has been established to oversee state land disposal. IGR coordination and alignment needs to be strengthened to focus also on integration zones and catalytic projects.

#### **E4. RISK MITIGATION**

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

Risks identified and possible actions to mitigate the risks:

Sewer diversion from central to reeston:-

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

Mdantsane Urban Hub:-

Risk	Possible Action
<ul style="list-style-type: none"> <li>• Land ownership and registration</li> </ul>	<ul style="list-style-type: none"> <li>• Committee will be formed , BCMM, Deeds, COGTA and conveyancer to cancel deed of grants and move them to alternative land</li> </ul>

	<ul style="list-style-type: none"> <li>The deed of grants were granted by former Ciskei and from the new government</li> <li>There is a duplication of grants</li> <li>Possible relocation</li> </ul>
--	---

### Inne City Revitalisation-Sleeper Site

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

### Human Settlements:-

Risk factor	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>	Engagement of intergovernmental stakeholders to discuss possible land acquisition
<ul style="list-style-type: none"> <li>Vandalism</li> <li>Force occupation</li> <li>Challenges in beneficiary registration</li> </ul>	<ul style="list-style-type: none"> <li>Re-establishment of beneficiary allocation committee</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 erstwhile Ciskei</li> </ul>	

government: release is recommended by council ad approved by COGTA	
• RSA: Land is approved by council	
• Non-adherence to EPWP processes	

## SECTION F: ECONOMIC DEVELOPMENT & URBAN MANAGEMENT

### F1. ECONOMIC DEVELOPMENT

#### Economic Development

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 turnaround 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:-

(i) 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.

(ii) Finalisation of the Integrated Agriculture and Rural Development Strategy

There is a draft that requires finalization and adoption by Council.

(iii) Tourism Strategy review

The strategy was adopted by the Council in 2006 and is due for review.

(iv) Finalization of the SMME Strategy

(v) Finalization of the BCMM Cooperative Development Strategy

(vi) Development of the Informal Sector Strategy

(vii) Development of the BCMM Heritage Policy

(viii) Development of the Arts, Culture and Heritage Strategy

## **KEY ECONOMIC INTERVENTIONS**

### **Primary Integration Zone**

#### **Westbank Industrial Node:**

#### **East London industrial development zone (EL IDZ)**

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

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

- created about 3 435 direct jobs with an annual salary bill of R521million
- companies in the zone generate R7,6 billion turnover per annum
- exports 36% of its products
- signed four (4) new investments in 2016/17 to the value of just over R1 billion and 1 400 jobs in the pharmaceutical, aquaculture, green economy and ICT sectors.
- Expansion by three existing investors including renewable energy.

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

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

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



Figure F: 1 proposed expansion of the Mercedes Benz Plant.

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

## **PORT OF EAST LONDON**

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

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

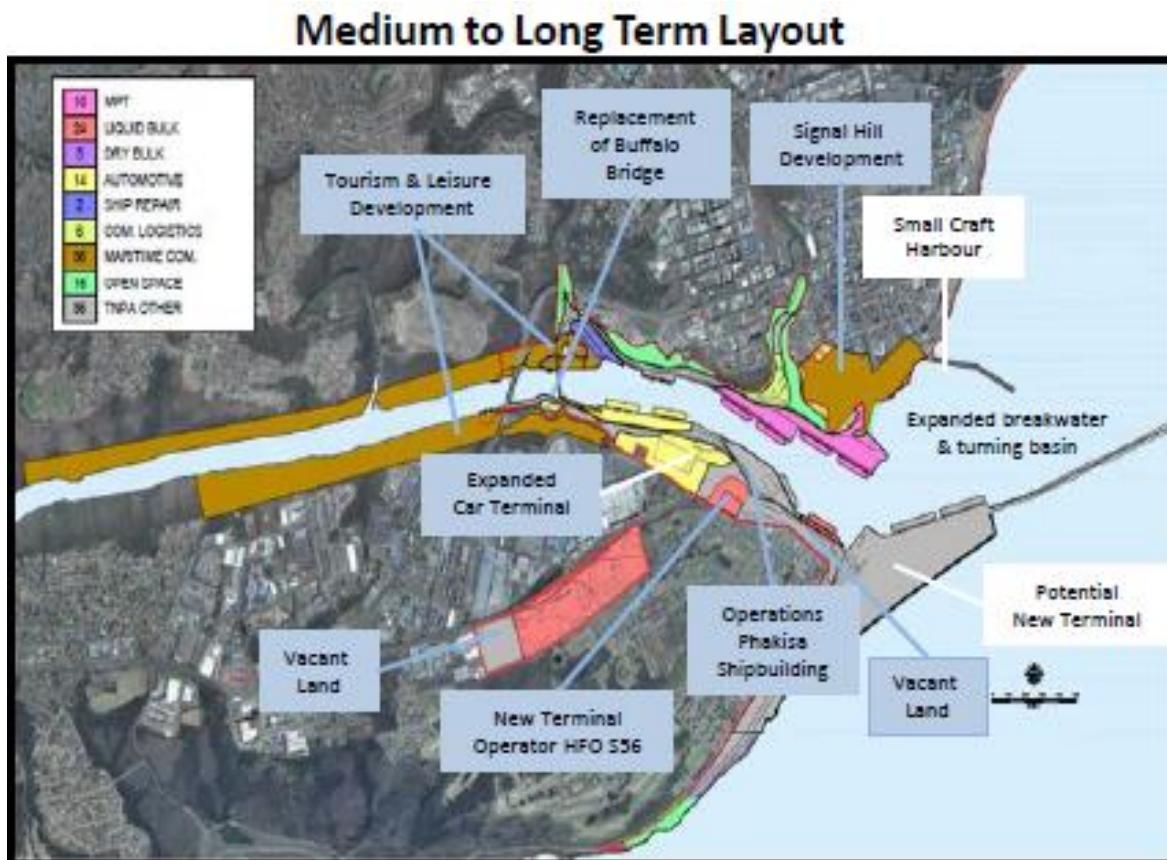


Figure F.2: Proposed port expansion.

Whilst the above plans are afoot, the deepening of the port to accommodate bigger vessels is not on the cards yet. This has resulted in several companies incurring extra costs in faring goods from the Ngqura Deep Sea Port back to East London by a feeder vessel or by road.

This has increased the transport and logistics costs significantly and contributed massively to the loss of R11, 7 billion worth of investment to the Coega IDZ in the past couple of years.

A series of strategic engagements amongst business stakeholders, Transnet, Department of Public Enterprises and other State Owned Companies are ongoing to lobby for the deepening of the East London Port as the lack therefore has far reaching implications for the entire regional economy.

## **Commercial nodes:**

### **Central Business District Revitalization**

The city has taken huge strides in re-establishing BCMDA, which is an entity that will, amongst others, will 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:

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

The above-mentioned projects, in the main, will contribute immensely to the tourism product offerings in the city. Furthermore, the focus on the Esplanade will bring about the much-needed facelift to the city's main beachfront area.

It is recognised that the metro needs to create an environment which is conducive for private business investment. This environment needs to have stability in terms of various transport options.

A potential “game changer” which has occurred in the 2014/15 financial year is the successful completion of a property transaction for the purchase of land called “The Sleeper Site” which is situated in the centre of the central business district. This land was purchased from Transnet at a market related value. The institution is currently requesting interested parties to undertake a planning exercise to assess the most appropriate design for the land to assist in the economic growth of the city as well as encouraging development, which will assist in the revitalization of the CBD.

One of the interventions earmarked as part of the CBD revitalization is the centralization of informal trade areas. The main areas targeted in the next three years is East London and Mdantsane. This will contribute towards improving the ambience of the city, ease of cleaning, provision of and sharing of infrastructure to similar type of enterprises or informal traders,

improvement of safety and security to the traders and citizens, enable effective law enforcement and finally provide a conducive trading environment for trading.

### **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.

### **Township Revitalisation**

#### **Township Economy**

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

chain of production to ensure products are produced and sold in the townships, infrastructure development will act as an enabler to reviving the township economy.

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

Finally, the metro will continue and expand its investment in urban agriculture. The city has supported emerging farmers with infrastructure such as greenhouses or hydroponic structures, which have shown some success.

## **SECONDARY INTEGRATION ZONE**

A needs assessment exercise will be undertaken in 2017/18 to clarify areas where the city can intervene and support to improve competitiveness and reduce the cost of doing business in the industrial areas. Below are two examples of areas where the scope of intervention has been developed.

### **Dimbaza Agri-Park**

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.

## **CROSS CUTTING INITIATIVES**

Further to the development of key strategies and policies, Buffalo City has put a number of interventions and institutions to stimulate economic growth, accelerate entrepreneurship, facilitate job creation, improved positioning of the city as an investment and tourism destination of choice.

### **Revitalization of industrial areas**

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. These areas are:

- 1) West Bank
- 2) North end
- 3) Wilsonia
- 4) Fort Jackson
- 5) Berlin
- 6) Zwelitsha
- 7) 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.

### **Review of the cost of doing business**

Buffalo City is currently participating in the intervention facilitated by National Treasury whose main focus is to benchmark the cost of doing business on an annual basis with other national and international cities. Furthermore, the intervention focusses on improving turnaround times in the following areas:

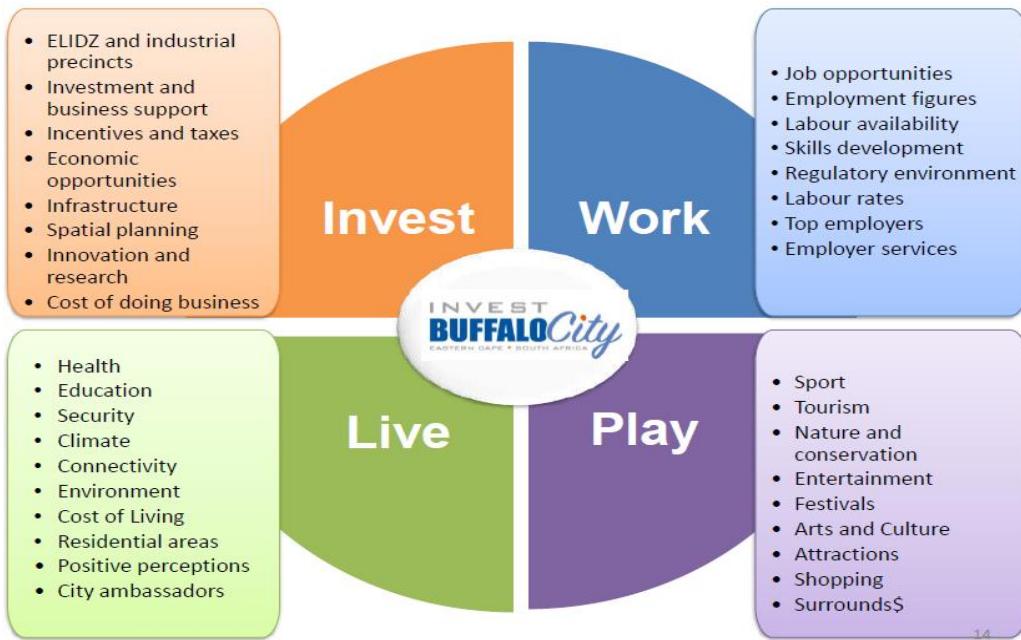
- Starting a business
- Getting electricity
- Enforcing contracts
- Registering property
- Construction permits

This intervention will further enhance the city's competitiveness over and above the envisaged investment incentives such as reduction in rates and cost of utilities. The turnaround times have shown improvement already and the required intervention is migration from manual to an electronic system of processing applications.

Refer to Annexure 6

### **Invest buffalo city (IBC) initiative**

The Metro has partnered with organized businesses and a number of key institutions in an endeavour to join forces, to intensify and coordinate its investment promotion efforts. This is in the form of an online investment promotion platform which promotes investment into the city and allows existing investors to act as Ambassadors by showcasing their existing businesses. There is an Advisory Board which steers and directs the work of Invest Buffalo City focussing on ensuring the creation of a conducive environment to invest, work, live and play to all existing and potential investors.



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Buffalo City has made financial contribution towards this cause over the next three years and the partners will provide technical expertise, research, marketing and other in-kind support. A full-time resource has been appointed to coordinate, lobby further support and assess impact of the efforts.

Through this partnership, the city will consolidate, package and promote key investment opportunities in the city.

## **KEY ECONOMIC INFRASTRUCTURE**

Key to unlocking the investment potential in the city is the investment in economic infrastructure. One of the most stumbling blocks to major investments in the city is the depth of the East London Port, which cannot accommodate

## **EAST LONDON AIRPORT**

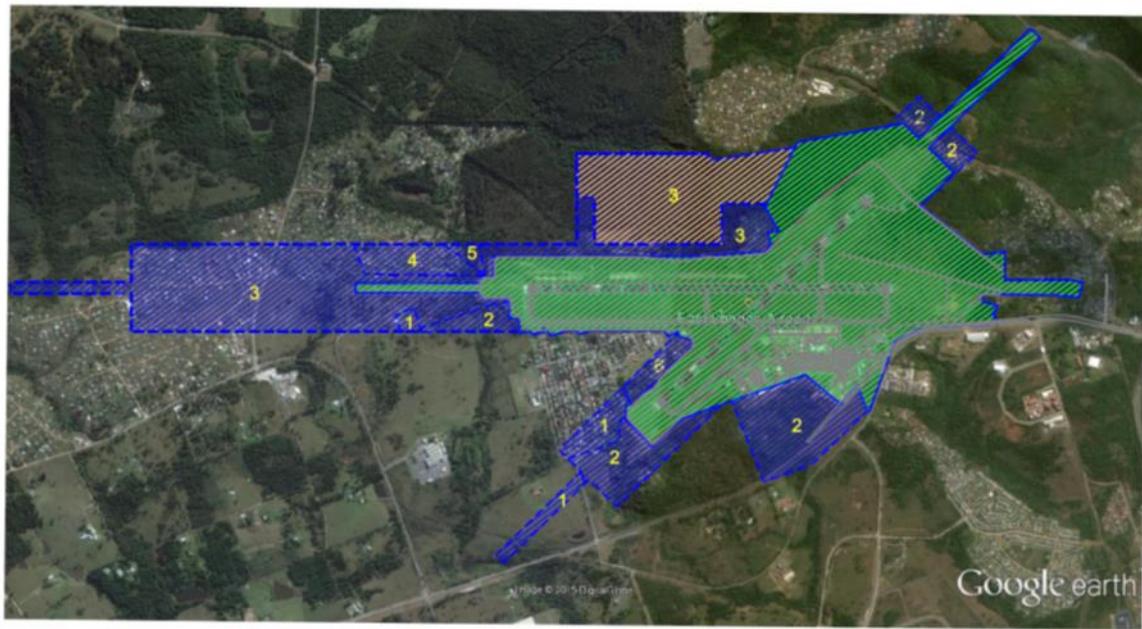


Figure F.3: Proposed airport expansion plan

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

## **DEVELOPMENT AND SUPPORT OF KEY PRIORITY SECTORS**

### **1. Automotive Sector**

Buffalo City Metro is working hard to ensure that it supports the automotive sector by developing and maintaining infrastructure in order for this sector to operate efficiently. The Metro is very keen to maintain its niche in the auto sector by leveraging on the opportunities presented by the planned expansion of the Mercedes Benz South Africa (MBSA) and introduction of new models. It is envisaged that this opportunity will lead to creation of new SMMEs on the supplier development and localization front.

Further to the manufacturing side, the city is also supporting the after-market. The city will continue its support to the Auto Incubator in Mdantsane and subsequently contribute towards reviving the township economy.

## **2. *Manufacturing Sector***

The manufacturing sector is a vital sector for the city and the prosperity of the services sector is dependent upon a strong manufacturing base. Currently the non-automotive sector has experienced challenges which have led to de-industrialisation and job losses. BCMM is determined to play a positive role to assist the non-automotive sector to be a thriving economic role player and major employer. BCMM will also look at implementing incentives for the non-automotive sector as a stimulus package, working closely with the department of trade and industry (**the DTI**). Electricity incentives will be the base line for interventions as it the main cost of production to the sector. BCMM is fully determined to play its role in an effort to reindustrialise the City and create sustainable jobs.

## **3. *Marine Sector***

Some scoping and investigations are currently being undertaken with DEDEAT, EL IDZ, BCMM, Transnet and other key players to package opportunities for ship building and repairs. There are also several ocean economy opportunities that are being investigated to ensure the city optimises its coastal location and enable investment, skills and job creation.

## **4. *Tourism Sector***

The city will review its tourism strategy and amongst others will re-inforce the heritage, arts, culture, infrastructure and events pillars. Significant efforts will also be redirected towards marketing which will be done domestically and internationally in conjunction with key players such as South African Tourism (SAT), Eastern Cape Parks and Tourism and Agencies (ECPTA) and tourism industry.

As the Buffalo City Metro Development Agency will be focussing on the Quigney and main beachfront area, the Department will focus on developing the much needed infrastructure in rural areas and townships. This will further enhance visitor experiences in the city by presenting diverse offerings. A homestay programme targeting rural tourism nodes will be piloted in 2017/18 financial year in partnership with the Jinhua City from China, which is BCM's sister city. This will bring income, skills transfer and knowledge sharing to rural areas. Once well established, the homestay will assist in increasing the number of beds in the city, which is estimated at 7 500. This is way under the threshold required for hosting some of the international events, which sometimes require around 10 000 beds.

Other new establishments include a boutique hotel in Ncera village, which will promote agro-tourism as this is the location for the Ncerha Macadamia Farm.

Major heritage projects will be identified and packaged in the 2017/18 financial year and will include, amongst others, the following:

- The Boxing Arena and Hall of Fame
- Freedom Boulevard, linking the Bhisho Massacre site (Stadium) and the Steve Biko Museum.
- Other sites include Mount Coke, where the first translation of the Bible to Xhosa took place, Pirie Mission caves,

The city will continue with the drive to attract major events, including international sporting events to optimise the use of existing facilities, good climatic conditions and pristine coastal environment. This also assists in breaking the seasonality of the tourism by ensuring there are events and activities all year round.

## **5. *Agriculture and Agro-processing***

Over the past couple of years, Buffalo City with key stakeholders has invested in the revitalization of key industries such as the dairy, tomatoes, food & beverages, macadamia, etc. Whilst the dividends are paying off well, a lot more investment is requirement in key infrastructure such as Irrigation Scheme, Livestock Improvement, mechanisation, etc. to improve the level and quality of output. The Dimbaza Agri-Park on its own requires mass production, one dairy processing requires 3 million litres per month, etc.

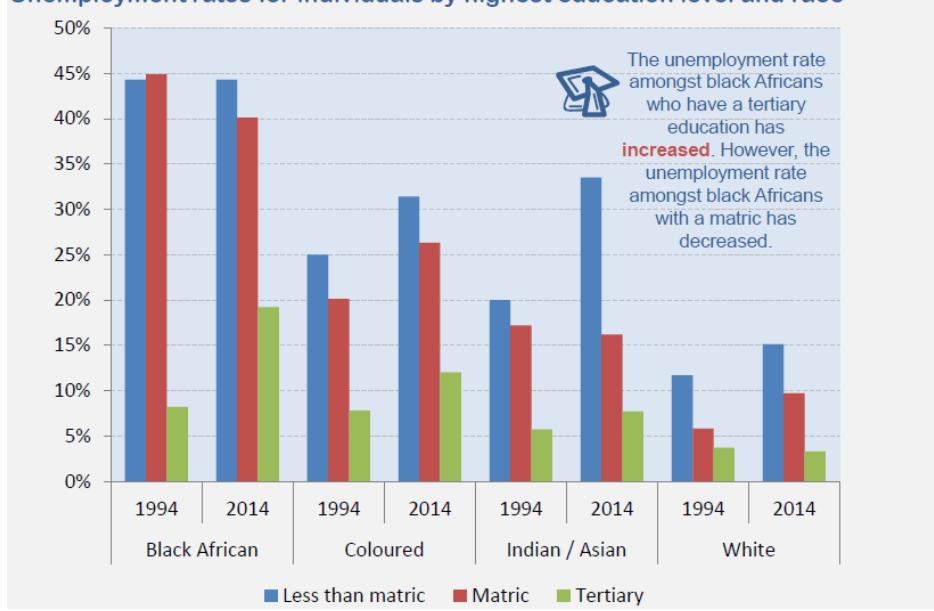
In 2017/18 Buffalo City in partnership with the Department of Rural Development and Agrarian Reform will pilot a Rural Enterprise Hub (RED) Hub focussing mainly on maize production in Dongwe, all three Tshabo Villages and Mhlabathi Village. An initial budget of R14m has been set aside for this purpose.

Aquaculture is also being piloted in Buffalo City, including Aquaponics which combines fish and vegetable farming techniques. Extensive training and incubation is planned in partnership with the Office of the Premier and the East London IDZ.

## **SKILLS DEVELOPMENT, EMPLOYMENT READINESS AND RESEARCH COLLABORATION**

According to Statistics South Africa, the unemployment rate amongst black Africans with tertiary education has increased significantly from 1994 to 2014 as shown below. This requires attention so that those young people can be channelled towards entrepreneurship through structured business support and incubation.

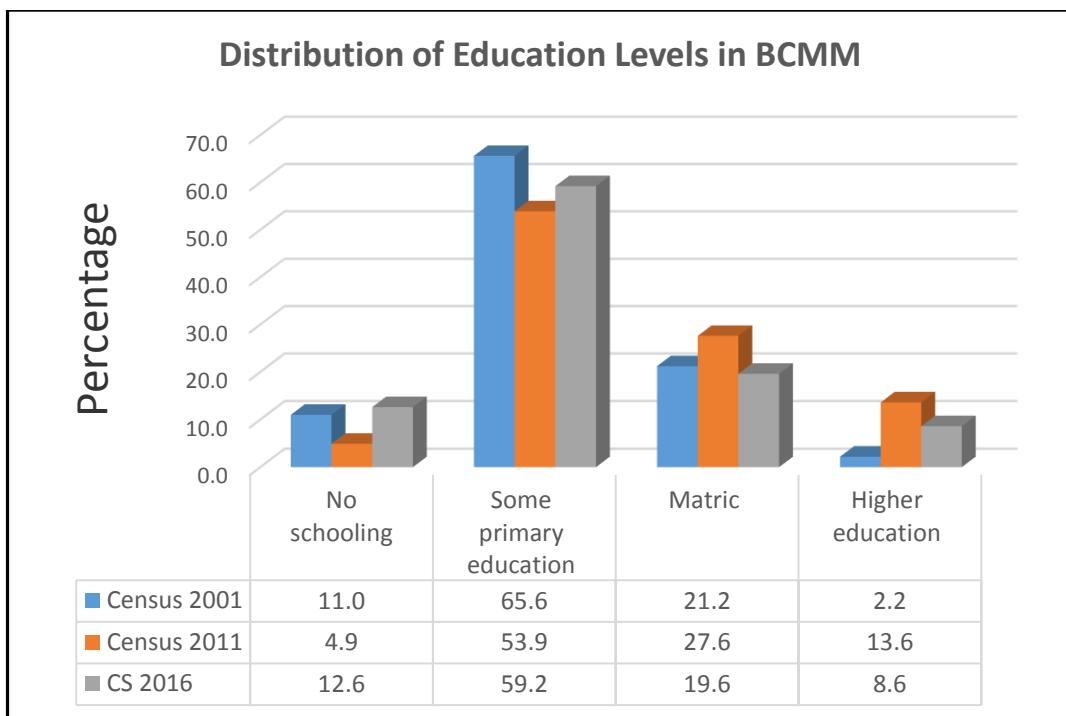
**Unemployment rates for individuals by highest education level and race**



THE SOUTH AFRICA I KNOW, THE HOME I UNDERSTAND



According to the results of the Community Census of 2016 as conducted by Statistics South Africa, out of the BCMM population which is at 834 997, 12,6% has no schooling, 59,2% has some primary education, 19,6% have matriculated and only 8,6% have obtained higher education. This is a major contributing factor towards the high levels of unemployment amongst the youth.



In the 2017/18 financial year, Buffalo City working in partnership with the Services SETA, the Department of Roads and Public Works will facilitate the refurbishment and re-opening of the Sekunjalo Training Centre in Ward 33. A financial injection amounting to one hundred million rand (R100 million) is envisaged from the Services SETA to kick-start the project. Other SETAs such as the Construction SETA and CATHSETA are also anticipated to come on board.

BCMM collaborates with a number of SETAS and other key stakeholders in developing and improving the skills which are as follows:

- CATHSETA (Culture, Arts, Tourism, Hospitality, Sport, Education and Training Authority)
- Wholesale and Retail SETA
- Primary Agriculture Education and Training Authority
- Institutions of higher learning and education
- East London Science and Technology Park

BCMM also collaborates with and receive support from the Agricultural Research Council (ARC) as well as Dohne Agricultural Research Institute to inform and direct its Agriculture and Rural Development Programme.

This intervention will be coupled by institutions of higher learning partnering with the City in conducting research to find new value adding industries.

Over the next three years, the city will also refocus its public employment programmes to ensure that those involved in Expanded Public Works Programme and the Community Works Programme acquire new skills and are able to graduate into entrepreneurs or improve chances of employability.

## **PARTNERSHIPS**

In realising the mammoth task of dealing with the unprecedented high levels of unemployment in the city, persistent poverty, decline in manufacturing activity and the limited entrepreneurial activity overall, the Buffalo City Metropolitan Council approved several partnerships including, amongst others:-

1.     **Eastern Cape Development Corporation (ECDC)**

- In an endeavour to revitalise the Dimbaza Industrial area which used to be a vibrant industrial hub and employed thousands of people, the Buffalo City Metro partnered with ECDC for the establishment of the Dimbaza Agri-Industrial Park
- Another initiative will focus on providing support to emerging exporters by exposing them to relevant international markets and capacity building initiatives.

2.     **Business/ Private Sector**

Partnership with the Border Kei Chamber of Business on the Invest Buffalo City, which is a platform aimed at providing support to retain existing businesses and attracting new investors into the city. Amongst others, this initiative will assist in positioning the city as an investment destination of choice and work closely with the city in improving its competitiveness in terms of ease of doing business.

3.     **National Heritage Council**

The partnership with the National Heritage Council (NHC) whose main object, amongst others, is to:-

- Facilitate planning, development and promotion of the liberation Heritage Route in Buffalo City
- Development of arts, culture and heritage policy framework and integrated management plan for heritage sites in Buffalo city
- Conducting research and knowledge production, route development, declaration of heritage sites, restoration of heritage sites, infra-structure development and mobilization of the required resources.
- Developing a motivation for nomination, grading and declaration of Liberation Heritage sites.
- Facilitating the inclusion of Buffalo City in the development of the Liberation Heritage Route and its World Heritage listing Process.
- Provide capacity and expertise to conduct necessary processes for the above.

<b>Sector</b>	<b>Location</b>	<b>Comment</b>
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#### 4. Tourism Agencies

To boost tourism in the city, BCMM also partnered with a number of players including the following:

- Eastern Cape Parks & Tourism Agency (ECPTA) and will be hosting the provincial chapter of the Lilizela Awards over a period of three years.
- Three-year agreement to host the Harley-Davidson Africa Bike Week which will attract 10 000 visitors into the city for four days
- Hockey Masters Championship which attracted 1 500 visitors for a period of four days
- Supporting several events over the Summer Season to create a platform for local artists to grow and showcase their talent

#### 5. PROJECTS INITIATED THROUGH PARTNERSHIPS

The table below illustrates the sectors of investments, location, the partner, as well as the development of the particular investment to the City.

Renewable Energy (mainly solar & wind)	Berlin Throughout the city	In line with the Independent Power Producers Procurement Programme (REIPPPP)
Agriculture <ul style="list-style-type: none"><li>- Livestock Farming</li><li>- Horticulture</li><li>- Organic products</li><li>- Greenhouses</li><li>- Nuts</li><li>- Bio-fuels</li></ul>	Throughout the city	<p>Partnerships and access to land is critical and can be facilitated with:</p> <ul style="list-style-type: none"><li>- Communities</li><li>- Government including the Metro</li></ul>
Aquaculture	EL IDZ  Other	EL IDZ is the official Aquaculture Development Zone and there is no further requirement for zoning  Feasibility & Environmental Authorization will be required.
Agro-processing (Dairy, Wool, Mohair, Meat, Beverages, gourmet, citrus, tomatoes, jams, confectionary, etc.)	EL IDZ  Dimbaza  North End	
Manufacturing <ul style="list-style-type: none"><li>- Automotive Components</li><li>- White goods</li><li>- Advanced manufacturing</li><li>- Ship building</li><li>- Plastics</li></ul>	&  All industrial areas including EL IDZ, West Bank, Wilsonia, Fort Jackson, Berlin, Zwelitsha, Dimbaza	

<ul style="list-style-type: none"> <li>- Textile</li> <li>- Leather products</li> <li>- Chemicals</li> <li>- Construction materials &amp; related products</li> </ul>		
Pharmaceutical	EL IDZ, Wilsonia	Potential in Dimbaza as it is in close proximity to raw materials.
Distribution Centres & Warehousing	Wilsonia, West Bank, Dimbaza	
Logistics	East London	Opportunities linked to the port, airport, rail and road networks.
Tourism <ul style="list-style-type: none"> <li>- Leisure &amp; Hospitality,</li> <li>- Adventure</li> <li>- Sports Tourism</li> <li>- Agro-tourism</li> <li>- Cultural Tourism</li> <li>- Wildlife</li> </ul>	Throughout the city	Huge opportunities outlined in the Buffalo City Tourism Master Plan
Data Centre Warehousing & BPO	Wilsonia EL IDZ	Opportunities on revenue enhancement, in providing Cloud disaster solution for Data Hosting into our existing BCM Data Centre, which are linked to Fiber Network infrastructure putting BCMM at advantage for all Dept in Bisho and East London surrounding.

Optic Fibre Rollout, and LTE infrastructure	East London Wilsonia Mdantsane King Williams Town Dimbaza	<p>Opportunity is now in place to connect BCM Hospitals and Clinics to the BCM network as means for revenue enhancement. The ECICT Forum headed by the Govt Dept CIO have in principle bought in to the idea of using BCM Fibre Network for their connectivity for all Govt Dept located within BCM region.</p> <p>The recent fibre rollout has seen 30% cost reduction of telecom, data connectivity and internet from R1,3Mil a month to R700 000. More cost reduction is eminent if we could reduce the diginet lines, ADSL lines and Telkom leased line and implement fibre network.</p>
Safe City and Smart City Rollout	Entire BCM	<p>Integrate Surveillance Camera rollout to the Fibre network. To ensure a safe city by building the BCM Command Centre, thus converting the old Cinema Facilities in the Munifin Building into an Intelligent Command Centre, controlling and monitoring the entire city, with facilities with to accommodate various call centres to respond to Disaster Monitoring, Law Enforcement, ICT Network Monitoring as well as Emergency Services for the City.</p>

## **F2. URBAN MANAGEMENT**

Buffalo City has developed a precinct management model based on the Mdantsane Urban Hub. This model will be tested and adapted to suit particular circumstances of individual nodes and catalytic projects throughout the City. 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 diagram below outlines some of the processes involved.

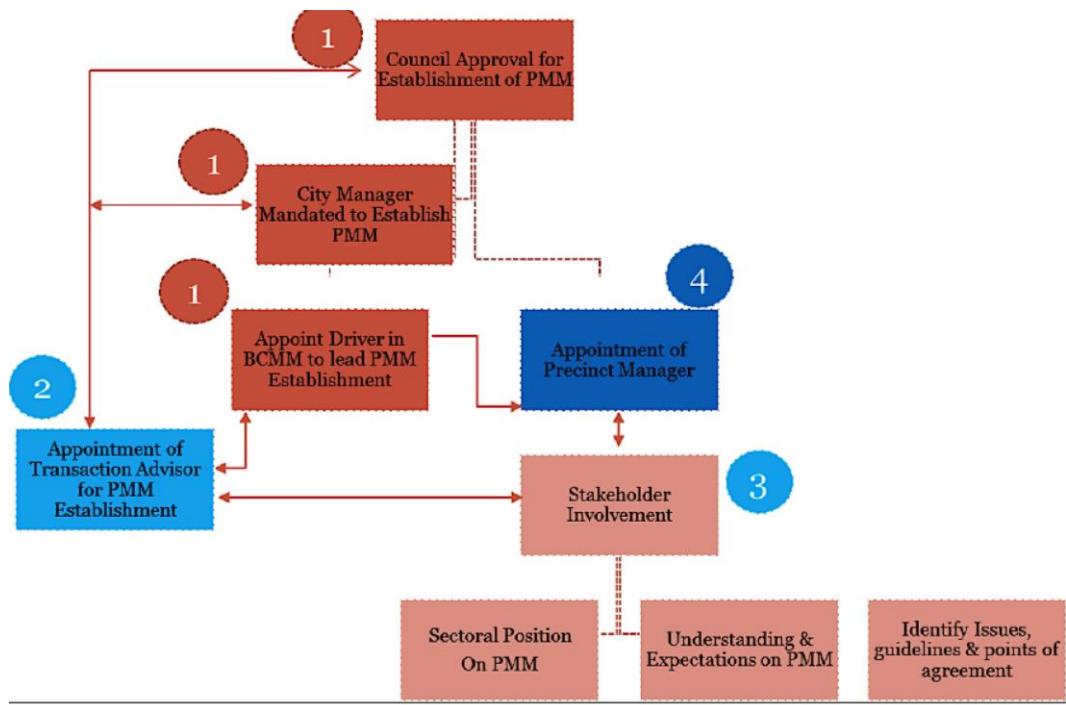


Figure F.4: Proposed Action Plan for the Mdantsane Project Management Model

### F3. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

Service delivery and management is currently undertaken by the respective municipal departments. The proposed management models are yet to be passed through Council. An interdepartmental team, comprised of multidisciplinary departments, Finance, Engineering, Property Development and Land Development, Economic Development, Transport Planning, Municipal Services and EPMO is currently playing a coordinating role. This team has been identified by BCMM to drive the reforms and has been institutionalised.

## **SECTION G : INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET**

Institutional clusters for the IDP has been established and relates to Infrastructure & Spatial, Socio Economical and Institutional and Financial issues.

### **G1. CROSS CUTTING INSTITUTIONAL ARRANGEMENTS**

<b>Bepp Section</b>	<b>Institutional Arrangements</b>	<b>Implications</b>
<b>Spatial Planning &amp; Project Prioritisation</b>	Property Development Infrastructure Services IDP Human Settlements City Managers Office Public Safety Municipal Services	Spatial Development Framework IDP Clusters Project Prioritization methodology needs to be developed and adopted. Fiscal impact tool
<b>Spatial Targetting</b>	IDP	Urban Network Strategy
<b>Intergration Zone Prioritzation</b>	Spatial Planning and Development Economic Development	Methodology to be approved to prioritize integration zones
<b>Urban Management</b>	City Managers Office	Neighbourhood Development Partnership
<b>Precinct Planning</b>	GIZ	

<b>Models for CBD's (Mdantsane Urban Hub /East London CBD/KWT CBD)</b>	CSP Murp/DVRI Property Development Finance BCMDA Community services	Unit Inner City Development Grant UDZ Special Rating Zones Precinct Plans Precinct Models
<b>Project Preparation for selected key catalytic urban development projects (leverage of investment through partnerships)</b>	City Managers Office ED&A DBSA BCMDA	Memorandums of understand to facilitate project preparation.
<b>Intergovernmental Planning and Sector Alignment</b>	IGR – Executive Support Services	IGR Fora Business Chambers
<b>How to achieve interactive joint planning and budgeting into alignment planning and delivery of provincial, national infrastructure</b>	IDP/ Budget and Treasury City Managers Office City Support Programme	IDZ SOE's Provincial National Departments IGR Strategy towards Project Implementation. MDGS – Fora
<b>Capital Funding</b>	Finance	Investment strategy

<b>Long term financing and strategy for spatial transformation.</b>	ED&A  City Managers Office  Asset Management	Capital investment plan  Long Term Financial Strategy  Asset Management Plans
<b>Implementation of capital projects .</b>	Supply Chain Management	Procurement Plans for capital projects
<b>Procurement Approach</b>	City Managers Office	Monthly project monitoring and management with Project Tracker
<b>Risk Mitigation</b>	Risk Management Office (CM)	
<b>Implementation Arrangements</b>	Performance Management  PIU  Risk Officer  BCMDA	Implementation strategies  Public Private Partnerships  Implementation Agencies
<b>Cross cutting institutional arrangements</b>	IDP Clusters  MGDS  EPMO	Integration of BEPP into the IDP.
<b>Reporting and Evaluation</b>	EPMO	BEPP indicators
<b>BEPP Indicators</b>	Budget Office  Performance Management Unit	Institutional Scorecards  SDBIP

## G2. CONSOLIDATED OPERATING BUDGET

2017/18 Medium Term Expenditure Framework			
Description	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
<b><u>Expenditure By Type</u></b>			
Employee related costs	1 733 321 386	1 919 453 919	2 066 137 877
Remuneration of councillors	62 398 115	66 578 789	70 972 989
Debt impairment	317 788 481	313 398 748	307 269 330
Depreciation & asset impairment	778 272 580	818 895 457	859 255 194
Finance charges	54 318 230	77 361 855	112 797 658
Bulk purchases	1 578 166 510	1 604 890 147	1 633 879 760
Contracted services	38 959 973	41 180 691	43 486 810
Transfers and subsidies	328 636 857	347 682 387	367 523 500
Repairs and Maintenance	462 450 049	508 695 053	559 564 559
Operating Projects	299 973 450	359 429 003	399 591 550
Other expenditure	533 794 193	566 117 861	599 719 662
Loss on disposal of PPE	-	-	-
<b>Total Operating Expenditure</b>	<b>6 188 079 824</b>	<b>6 623 683 910</b>	<b>7 020 198 889</b>

## **CONCLUSION**

From the foregoing discussion, it is clear that BCMM has made a conscious decision to enhance the identified economic zones so as to encourage the much needed investment into the city. The report has highlighted the ongoing efforts of BCMM to improve and provide the necessary infrastructure and deracialise the identified economic zones, as well as to deal decisively with the marginalised areas of the city.

In this respect, BCMM continues to focus on the revitalisation of Township economies, as represented by Mdantsane, as one of the biggest townships in the country and the de-densification of Duncan Village, and the concurrent development of Reeston and Scenery Park, BCMM is also ensuring, in its efforts at socio-economic development, improvement of the lives of its residents, and redressing the backlogs, that all of its residents have access to necessary basic services including water, electricity and sanitation

It is also apparent that BCMM is intent on transforming the King Williams Town/Bhisho area from solely an administrative centre, to an economic hub, with all its associated developments and benefits.

It is thus evident that BCMM is serious about and is actively pursuing plans to revitalise the municipality in order for the City to become a preferred place to live, work and play.

## **List of annexures**

1. Annexure 1: Built Environment Indicators
2. Annexure 2: Intergovernmental Project Pipeline
3. Annexure 3: Urban Development Catalytic Projects
4. Annexure 5: Project Readiness Matrix
5. Annexure 6 : Sub-National Cost of Doing Business(SNDB) Reform Progress Report
6. Annexure 7: Institutional Arrangements and Operating Budget
7. Annexure 8: BEPP in relation to IDP, SDF and Budget