



# BUILT ENVIRONMENT

## PERFORMANCE PLAN (AND CAPITAL INVESTMENT FRAMEWORK)

*Draft Report*

2018/2019

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## **LIST OF ABBREVIATIONS**

BEPP	Built Environment Performance Plan
BEVC	Built Environment Value Chain
CIF	Capital Investment Framework
CP3	Capital Planning and Prioritisation Platform
IZ	Integration Zone

# SECTION A

## A INTRODUCTION AND BACKGROUND

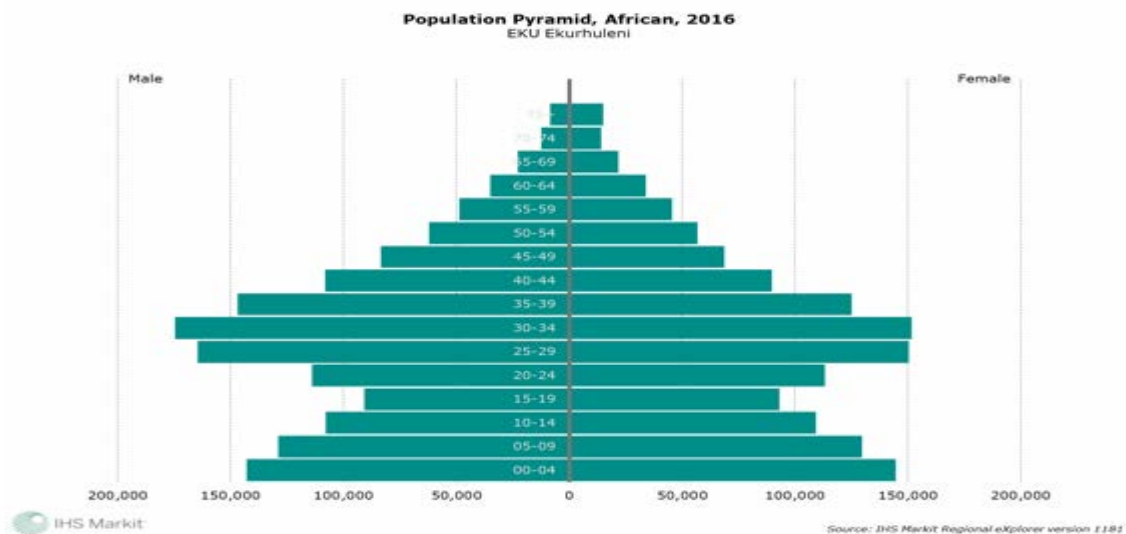
### A1. ROLE OF BEPP

South African cities are characterised by spatial inefficiencies and socio-economic imbalances that were caused by apartheid. It is the country's policy stance to build productive, sustainable, inclusive and well-governed cities. The role of the Built Environment Performance Plan (BEPP) of City of Ekurhuleni (CoE) is to assist the city to make institutional and operational changes that enable the city to achieve built environment outcomes of productive, sustainable, inclusive and well-governed cities. The changes require innovation and necessary resources to materialise the plan. BEPP plays significant coordination role that aims at vertically (within the city) and horizontally (across sphere of government and SoEs) aligning developmental efforts that will have positively impact in the country. CoE understands BEPP as a tool that provides mechanism for the existing CoE strategies and policies to accomplish spatial transformation, social inclusivity and economic growth through integrated and coordinated planning and investment.

### THE CITY OF EKURHULENI STATUS QUO

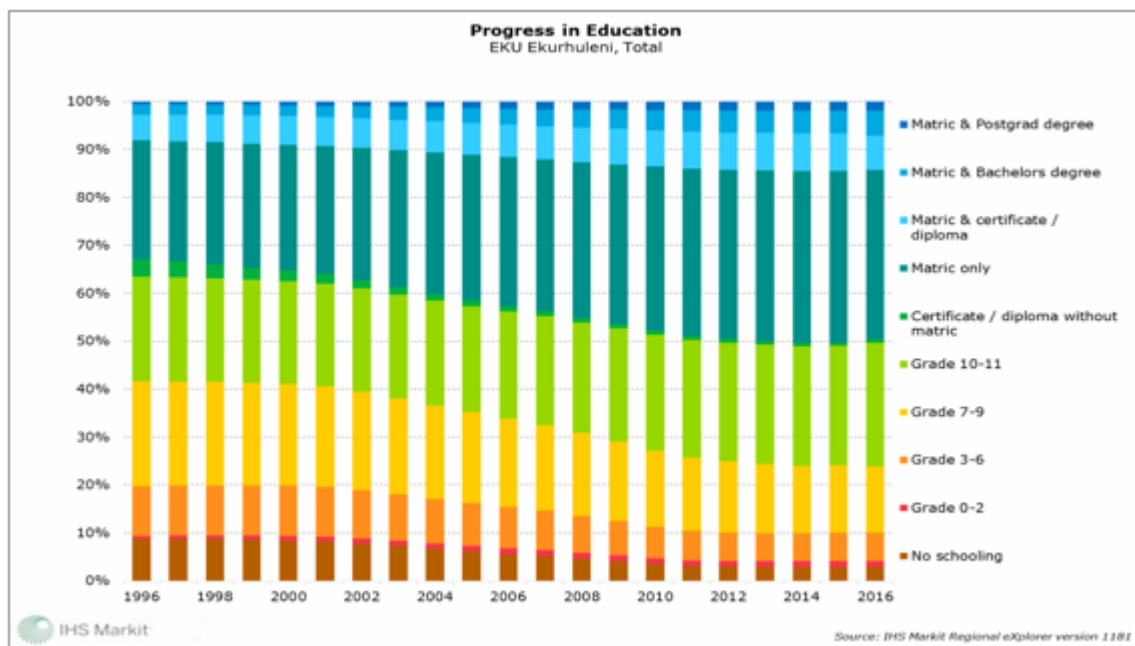
It is crucial to acknowledge that the success of transforming urban form depends on ability of planning, budgeting and implementation strategies to respond to CoE's status quo. The City of Ekurhuleni inherited historical inefficient urban structure characterised by fragmented nine cities, 17 underdeveloped townships with under capacitated and derelict infrastructure. The city is home to 3, 594,429 people (7% of the national population) and is increasing at a rate of 1.91% annually. It is anticipated that total population of the city will be 3 687 961 by 2025.

Figure A1.1: Population Structure of the City of Ekurhuleni



The status quo reflects that the city has more youth compared to other groups while tertiary education profile indicates that only 14.8% in the City of Ekurhuleni have tertiary education. This has implications on the policy directive and strategy of the city. The city therefore identified increasing demand for skills development and the need to utilise CoE’s identity as a manufacturing hub as responsive lever to address youth and education dynamics. It is in this context that CoE prioritises “establishment of university, currently referred Ekurhuleni Applied Science and Technology University (EAST-U) to revive strategic vision of building a modern, smart and technologically efficient airport city within a thriving industrial economy” (Executive Mayor, Cllr Mzwandile Masina, August 2017).

Figure A1.2: Education Levels in the City of Ekurhuleni



The total number of household in CoE is 1 015 465 with an average household income of R8 646 per month. It is the reality of CoE that poverty increased from just over 50% in 2008 to 60% in 2016. The city has the second highest household density in South Africa with 589 households per km<sup>2</sup>.

The economy of the city is vital as it contributes approximately 8.1% to the national economy of the country while contributing 23.4% to the total economy of the Gauteng Province. It is projected that the City of Ekurhuleni economy will grow at an average annual rate of 1.7% between 2015 and 2020. The manufacturing sector remains the largest contributor accounting for 21.5%, the services sector (20.7%), and finance sector (20.5%) of the total GVA. The agriculture is the least contributor at 0.4% or R 927 million to the total GVA.

CoE recognises the need to plan, budget, prioritise and approve programmes that have positive spin off to the status quo. The role of BEPP as enabler for stakeholder coordination becomes critical in addressing the challenges and responding to the status quo with the understanding that development is dependent on collaborative effort between public, private sectors, State Owned Entities and

communities. It means that business as usual cannot continue as different tactics are required in order to spatially transform the apartheid-designed city. BEPP incentives and support that aims at integrating and aligning planning as well as investments targeted at improving spatial urban form are integral part of responding to policy intent. The manner in which they are designed and institutionalised is as important.

## BEPP LEGISLATIVE REQUIREMENT

Although, BEPP is a requirement by the Division of Revenue Act (DoRA) to access infrastructure grants related to CoE's built environment; CoE has advanced to appreciate BEPP as a long term outcomes based plan which does not focus on the outputs of the individual grants but rather structuring of fiscal instruments in such a way that changes the city's urban form taking into consideration necessary trade-offs to unlock development, induce economic growth and alleviate poverty. Hence, BEPP is resourceful in providing a strategic public management framework across sectors and spheres for the alignment of public resources into strategic urban locations across the planning, funding, delivery and operations cycle; and the design and application of fiscal and regulatory instruments aimed at catalysing private fixed investment and spatial transformation.

**Table A1.1: BEPP Infrastructure Related Grants**

NAME OF GRANT	PURPOSE OF GRANT
Urban Settlement Development Grant (USDG)	Supplements the capital revenues of metropolitan municipalities in order to support the national human settlements development Programme focussing on poor households
Human Settlements Development Grant (HSDG)	To provide for the creation of sustainable human settlements
Public Transport Infrastructure Grant (PTIG)	To provide for accelerated planning, construction and improvement of public and non-motorised transport infrastructure
Neighbourhood Development Partnership Grant (NDPG)	To support and facilitate the planning and development of neighbourhood development programmes and projects that provide catalytic infrastructure to leverage third party public and private sector development towards improving the quality of life of residents in targeted under-served neighbourhoods (generally townships)
Integrated National Electrification Grant (INEG)	To implement the Integrated National Electrification Programme by providing capital subsidies to municipalities to address the electrification backlog of occupied residential dwellings, and the installation of bulk infrastructure and rehabilitation and refurbishment of electricity infrastructure in order to improve quality of supply.
Integrated Cities Development Grant (ICDG)	To provide a financial incentive for CoE to achieve a more compact urban spatial form through integrating and focusing their use of available infrastructure investment and regulatory instruments.

The BEPP indicates how the City applies its capital financing, including grant resources and other sources of finance. Other monetary components that are indicated within the BEPP include fiscal and regulatory instruments, incentives within its jurisdiction, intended impact and outcomes of these

interventions. **Table A1.1** above is a summary of the DORA related Infrastructure Grants applicable to the BEPP process.

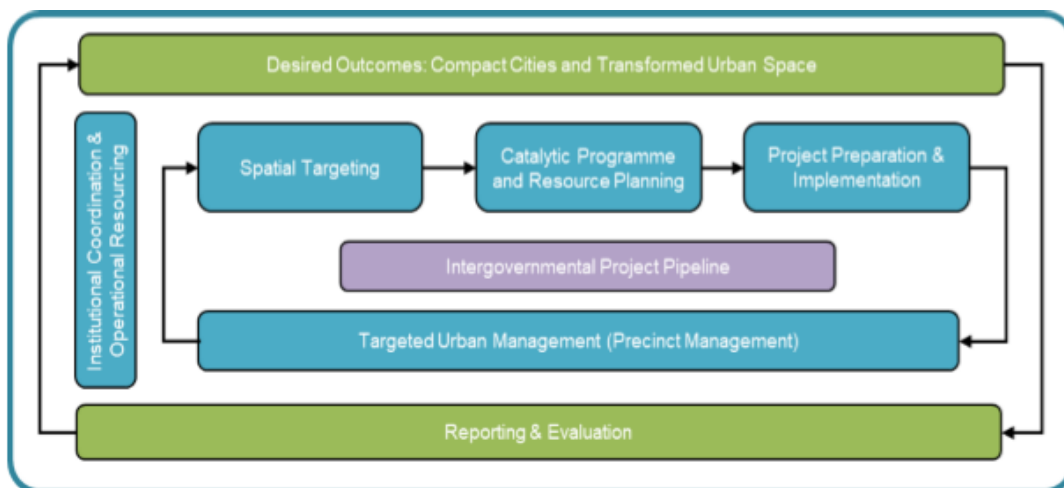
The first round of BEPP was initiated in 2011/12 financial year by the National Treasury. The BEPP process has evolved tremendously with every cycle, with each BEPP gradually building on the previous cycle, to realise spatial transformation aimed at achieving productive, sustainable, inclusive and well-governed cities.

### THE SPATIAL PLANNING METHOD

The spatial planning method is still based on integrated, transit-oriented development as articulated in the Urban Network Strategy. The 2018/19 CoE BEPP is structured around the Built Environment Value Chain (BEVC) within the context of built environment outcomes. The current BEVC is primarily focused on the institutionalisation of the BEPP. It recognises that the identification of spatial targeted areas are in place. The 2018/2019 BEVC focus areas are not new, they are designed to refine and consolidate planning alignment, and accelerate implementation, demonstrate progression in applying BEVC and provide a breakdown of each stage of the Built Environment Value Chain into an implemental or assessable phase.

The BEVC (**Diagram A1.1** below) is an intergovernmental process aimed at achieving the built environment objectives in metropolitan municipalities. The BEVC activities are linked together in a logical sequence, and form part of a cyclical process.

**Diagram A1.1: Built Environment Value Chain (BEVC)**



## A2. BEPP ALIGNMENT

South Africa is characterised by the three spheres of government which have different responsibilities as defined in the Constitution. Spatial Land Use Management Act 16 of 2013 (SPLUMA) emphasises



the authority and legal framework granted on local government sphere to execute the responsibility of planning and exercise land use development rights taking into account the SPLUMA five principles. The Integrated Urban Development Framework provides urban framework which aims at guiding urban municipalities on areas of emphasis in applying NDP vision under the umbrella of IUDF four strategic objectives within the context of nine levers. National Development Plan (NDP) provides a vision of the country with emphasis to address the imbalances of the past and growing South African economy.

Therefore, while national and provincial government provide policy directive of the country, local government implements programmes that support national policy objectives through planning and financial tools as well as policies and by-laws demonstrated within BEPP. It becomes crucial that plans, policies, strategies and frameworks of these spheres be coordinated, integrated and aligned. “The logic for sectoral plans and capital investments should be informed by strategic plans, such as the spatial development framework (SDF), local area plans, precinct plans, etc” (IUDF Implementation Plan, 2016-2019). The above need to find expression on municipal Integrated Development Plan (IDP), which is a five-year strategic plan and Municipal Spatial Development Framework (MSDF) which provides spatial direction of the municipality.

The BEPP serves as an instrument that reinforce the above national outcomes and municipal objectives through providing incentives that result to productive, sustainable, inclusive and well-governed cities. Incentives include restructuring implementation of grants to respond to built environment outcomes while ensuring that relevant stakeholders including private sector invest on municipal space in a coordinated manner. The BEPP is meant to encourage that the intended vision, policy direction, strategies and plans across spheres of government be implemented with understanding that cities as implementers are the engines of economic growth.

The BEPP has become an integral part of the municipal package of strategic plans and instruments (**Diagram A2.1**). It is uniquely positioned, being required to annually structure content that is reflective of:

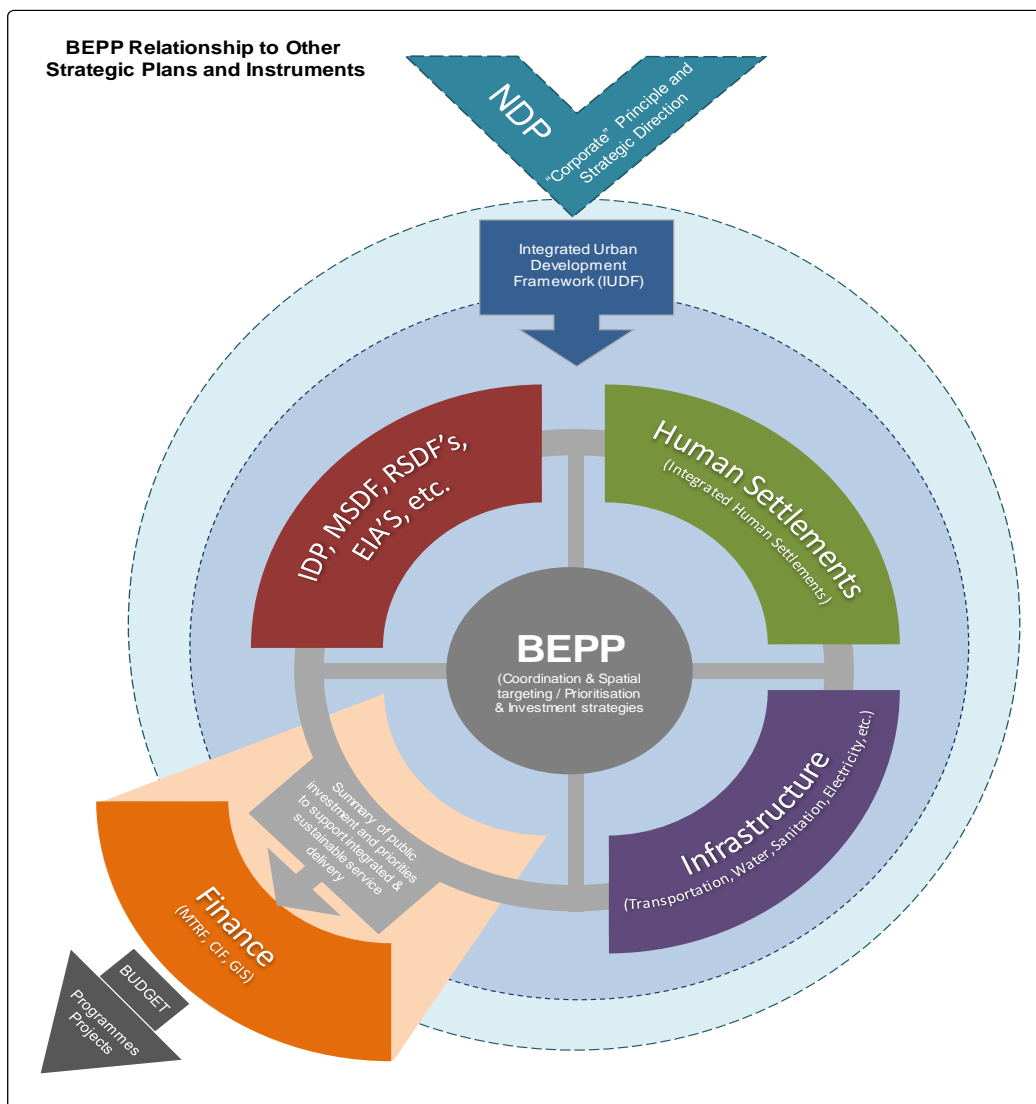
- the founding strategic principles and targets established in the Integrated Development Plan (IDP) and Spatial Development Framework (SDF),
- the current financial, planning and infrastructure initiatives and risks managed by the city via sector and Master plans;
- the broader annual city budget and MTREF with an emphasis on the capital grants mentioned above;
- the investment rationale of other state departments and entities; and
- an increasingly structured and transversal framework for content preparation and strategic themes of national importance emphasised in guidelines issued periodically by National Treasury.

While MDSF was approved in 2015 and is by law not annually updated, the long-term principles and structuring elements within it form the basis of BEPP document in line with the Urban Network Strategy

(UNS). 2018/19 BEPP cycle will mark the second year of BEPP chapter being incorporated in the IDP document. Together, these municipal documents produce programmes which need to be supported by budget which is distributed through Capital Investment Framework (CIF) and prioritised through Capital Prioritisation Model (CPM). Allocation of budget is informed by spatial targeting methodology which gives preference to identified, targeted and prioritised focus areas.

The CIF Operational Task Team serves as institutional structure that validates the authenticity, effectiveness and efficacy of the automated system that supports CPM. The task team evaluates the projects and provides meaningful decision on budget allocation to the projects. CIF achieves the same SPLUMA principle of Capital Expenditure Framework (CEF) which requires that municipalities must apply on their planning and budgeting methods. Newly established BEPP Implementation Steering Committee (BISC) reviews the content, structure and quality of CoE BEPP while following through on progress of BEPP catalytic programmes. Both these structures convene monthly and comprises of different key departments within the city.

**Diagram A2.1: BEPP Relationship to Other Strategic Plans and Instruments**



As illustrated in **Diagram A2.1**, the BEPP planning rationale is informed by the NDP, IUDF and SPLUMA. BEPP gives into effect spatial and strategic directive from SDF and IDP with specific emphasis on integration and alignment between Human Settlement, Transportation and Infrastructure Planning. The BEPP is a summary of the CIF projects and reinforces the spatial targeting rationale.

### **A3. GUIDING DOCUMENTATION**

The City of Ekurhuleni BEPP is compiled from a range of current Ekurhuleni planning and strategy documents. The key Ekurhuleni documents integrated into this report include:

- The Metropolitan Spatial Development Framework, 2015 Final Report (MSDF);
- The Capital Investment Framework (CIF) as a component of the MSDF;
- The Comprehensive Municipal Infrastructure Plan (CMIP), 2009 – 2025;
- The Comprehensive Integrated Transport Plan (CITP), 2013-2018;
- Long Term Financial Plan, 2010;
- Ekurhuleni Growth and Development Strategy (GDS 2025);
- Ekurhuleni Municipal Housing Development Plan (MHD), October 2011;
- Ekurhuleni IDP 2011/12-2017/18
- Ekurhuleni Water Service Development Plan, 2014/15
- Ekurhuleni Integrated Waste Management Plan, 2015 Draft
- Ekurhuleni Energy Masterplan
- ERWAT Strategy, 2032
- Phase 2: Draft Concept Framework Tembisa Hub Plan (THP), July 2015
- Integrated Transport Planning Draft Bill: The Discussion Paper, 15 February 2017
- EMM Immovable Property Valuation Guidelines and Policy
- EMM Land Banking Strategy 2015

Other national and provincial planning and strategic frameworks were also considered during compilation. These include the National Development Plan (NDP), Spatial Land Use Management Act (SPLUMA), Integrated Urban Development Framework (IUDF), Gauteng Growth and Development Strategy (GGDS) Gauteng Spatial Development Framework (GSDF) etc.

### **A4. ADOPTION OF THE BEPP**

BEPP forms part of IDP/Budget process and is served at various committees before approval. It is presented to the MMC of City Planning before submitted to these committees. All projects on 2018/19 BEPP are informed by 2018/19-2020/21 budget guidelines and were evaluated through CIF Capital Prioritisation Model encompassed within CP3.

Council APPROVED the City of Ekurhuleni 2017/18 final BEPP on 26 May 2017. A copy of Council Resolution is included as **Appendix B, Section 14**. Refer to Appendix B for Council Resolution.

**Note: 2018/19 draft BEPP is approved with IDP and budget by 30 March 2018. However, a copy of the resolution as proof will not be readily available at the time of submission.**

## SECTION B

### B SPATIAL PLANNING AND PROJECT PRIORITISATION

Section B is structured in accordance with the first three sections of the **Integration Zone Planning Steps** (see **Diagram B1.1**) as set out in the **Integration Zone Planning Guidelines** – Outcome-based Transit Orientated Development (October 2016). This section also outlines progress with regards to implementation of programme or projects within integration zones. The final section as set out within the Integration Zone Planning Guidelines, Intergovernmental Project Pipeline is addressed in Section C of this document.

The first three sub-sections of Section B is therefore structured according to the following main structuring headings (refer Diagram B1.1):

- \* Urban Network Planning
- \* Integration Zone Planning
- \* Local Area Planning (Precinct Planning / Informal Settlement Planning / Marginalised Areas Planning and Economic Nodes)

In addition, Section B highlights the alignment between public transport and human settlement planning, project preparation and related institutional arrangements, Implementation progress within Integration Zones and summary of CoE understanding of the BEVC.

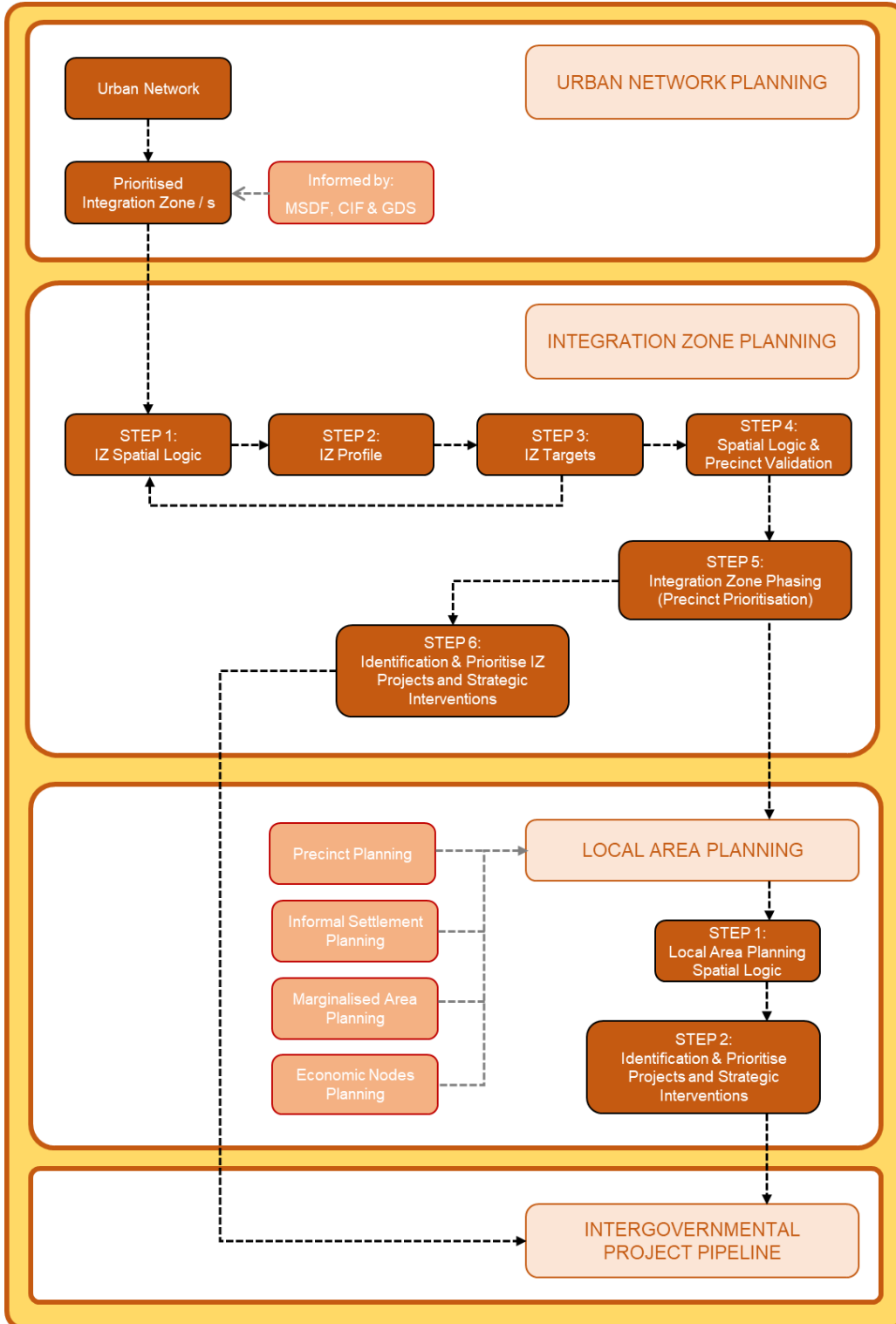
### URBAN NETWORK PLANNING

#### B1. SPATIAL TARGETING RATIONAL

The **Spatial Targeting** of the Built Environment Performance Plan is primarily founded on the Long Term Vision of the CoE as set out in the City of Ekurhuleni Growth and Development Strategy 2055, the CoE Spatial Development Framework and the CoE Capital Investment Framework reflecting the CIF identified Geographic Priority Areas. The Urban Network Strategy that was introduced by National Treasury confirms the CoE GDS planning rationale of corridor development. In line with the Urban Network Strategy, CoE identified Integration Zones, marginalised areas (informal settlements, townships and inner city areas) and growth nodes (commercial and industrial) for focused development.

Following is a brief overview of the alignment between the Long Term Vision of the CoE in terms of the GDS, the Spatial Development Framework and the Capital Investment Framework Geographic Priority Areas, which guided the identification of the Integration Zones. *Section B1* concludes with the identified Integrations Zones, marginalised areas and growth nodes.

**Diagram B1.1: Integration Zone Planning Steps**



**\* GROWTH AND DEVELOPMENT STRATEGY 2055 - LONG TERM VISION OF THE MUNICIPALITY**

The essence of the CoE GDS is embraced on the following four areas.

**Table B1.1: The Niche of the GDS**

Vision	Mission	Developmental Imperatives	Developmental Stages
<i>The Smart, Creative and Developmental City</i>	<i>CoE provides sustainable and people centred development services that are affordable, appropriate and of a high quality. We are focussed on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team</i>	<ul style="list-style-type: none"> <li>* Sustainable urban integration</li> <li>* Job creating economic growth</li> <li>* Social empowerment</li> <li>* Environmental well-being</li> <li>* Co-operative governance</li> </ul>	Stage 1: The Delivering City (2012-2020). This would lay the foundation for  Stage 2: The Capable City (2020-2030), and ultimately enable  Stage 3: The Sustainable City (2030-2055).

This trajectory lies at the heart of the CoE Growth and Development Strategy 2055 and represents a high level strategic framework for the city to manage the transition through the following five strategic themes: “**Re-urbanise**”, “**Re-industrialise**”, “**Re-generate**”, “**Re-mobilise**” and “**Re-govern**”.

The CoE Growth and Development Strategy is aligned with the following four high level goals as extracted from the national guidelines on performance indicators (National Treasury, 2013):

- (a) **Well-Governed City:** This is a precondition for reshaping the CoE urban form and sustainable built environment transformation. The CoE vision and leadership will initiate and drive spatial change, efficient and sustainable urban infrastructure transformation, and align with its policies, procedures and resources accordingly. The CoE will target priority areas for transformation, lever additional resources from external sources, and involve stakeholders in the planning and implementation processes.
- (b) **Inclusive City:** All residents will be able to participate in economic and social opportunities. There will be better physical access to such facilities (through proximity and mobility), and greater social diversity at neighbourhood and city levels. Higher population densities are to be achieved across the city, particularly in well-located areas and around transport hubs and corridors. Priority will be given to redevelopment of brownfield sites, infill development and the intensification of existing inner urban areas to accommodate larger populations.

This will be supported by a more efficient and integrated transport system. Social integration will be achieved through mixed-income, mixed-use, inclusionary forms of development with a diverse range of housing typologies and tenure alternatives. This will result in high quality and safe residential environments for all, with public services and recreational amenities within easy reach.

**(c) Productive City:** People will earn a decent living which generates sufficient resources to pay for improved infrastructure, services and amenities. The city will function efficiently and make effective use of its human and natural resources. Municipal policies and procedures (related to land, infrastructure, regulations and incentives) will encourage increased private and public investment throughout the city, including both established economic centres and new transformation areas. Public and private business support programmes will be established according to the needs and potential of different types of enterprise in various functional parts of the municipality.

**(d) Sustainable City:** The city will have innovative infrastructure networks which enable more efficient use of natural resources and provide affordable services. Investment will be focused towards resource efficient and sustainable urban infrastructure and tariffs will be set at levels to balance real cost (including provisions for maintenance and future capital investments) with affordability. Less municipal-provided resources will be consumed per capita and less solid waste will go to landfill. The CoE will monitor the resource efficiency (of energy and water) and solid waste flows to landfills.

The above themes speak directly to the City of Ekurhuleni's developmental stages for an **integrated, delivering, capable** and **sustainable** city. The BEPP Reporting and Evaluation Indicators, attached as Annexure 1 speaks directly to the above mentioned themes.

## **SPATIAL DEVELOPMENT STRATEGY OF THE MUNICIPALITY**

**Figure B1.1** depicts the **City of Ekurhuleni Spatial Development Concept** aimed to guide future development in the CoE area. The Spatial Concept is based on the following development principles:

- \* A strong core relating to the proposed Aerotropolis at OR Tambo International Airport;
- \* Anchor nodes at Sentrarrand and Tambo Springs Freight Hubs, and Carnival City precinct;
- \* Promotion of viable east-west linkages by means of the N17 and N12 highways;
- \* Development of major north-south linkages/ corridors, including a separate road-based freight route;
- \* Upgrading and expansion of the railway system;
- \* Extensive agricultural development in the rural extents of the municipal area; and



- \* A compact urban development footprint comprising a Core Support Zone and an Urban Support Zone around the Metropolitan Core.

The **CoE MSDF** as illustrated on **Figure B1.2** provides a clear indication of the broad land use pattern to be developed in Ekurhuleni to achieve sustainable spatial development and to thus overcome the spatial imbalances of the past. The MSDF is based on the following twelve Development Objectives as summarised in **Table B1.2**:

**Table B1.2: The City of Ekurhuleni MSDF Development Objectives**

<b>1. Objective 1: Create a single Uniform Identity for Ekurhuleni Metropolitan Municipality</b>	<ul style="list-style-type: none"> <li>* Aerotropolis becomes new metropolitan hub Core Node.</li> </ul>
<b>2. Objective 2: Develop a well-defined system of Activity Nodes</b>	<ul style="list-style-type: none"> <li>* Identify primary and secondary activity nodes to support the Core Metropolitan Node.</li> <li>* Protect existing industrial areas from the potential negative effects of informal settlements located in close proximity thereof.</li> <li>* Determine an “Ekurhuleni unique” niche market for each of the Primary Nodes.</li> <li>* Improve and further develop existing nodes in the PDAs.</li> <li>* Link activity nodes and public transport nodes.</li> <li>* Link the activity nodes to one another through activity spines and public transport networks.</li> </ul>
<b>3. Objective 3: Promote the Development of a Sustainable Compact Urban Structure</b>	<ul style="list-style-type: none"> <li>* Densify activity nodes, residential areas and transport linkages.</li> <li>* Delineate a fixed urban edge to accommodate future urban growth.</li> <li>* Direct growth to the Ekurhuleni Core Node.</li> <li>* Identify developable land for infill development mindful of strategic location, socio-economic value and soil conditions.</li> </ul>
<b>4. Objective 4: Create a Sustainable and Functional Open Space Network</b>	<ul style="list-style-type: none"> <li>* Optimise the unique characteristics of Ekurhuleni.</li> <li>* Incorporate the open space system into the urban fabric.</li> <li>* Optimise unutilised open space in the urban fabric.</li> </ul>
<b>5. Objective 5: Optimise Job Creation Capacity of the Formal Economy</b>	<ul style="list-style-type: none"> <li>* Promote specialisation in manufacturing, transport, finance, retail and institutional uses.</li> <li>* Develop sector-specific growth strategies.</li> <li>* Protect existing industrial areas from negative effects of informal settlements located in close proximity thereof.</li> <li>* Regenerate industrial areas and CBDs.</li> <li>* Provide infrastructural linkages for globally orientated growth.</li> <li>* Promote SMME Development and Growth.</li> </ul>
<b>6. Objective 6: Integrate the Disadvantaged communities into the Urban Fabric</b>	<ul style="list-style-type: none"> <li>* Support infill development on vacant land located close to CBDs, industrial areas, bus and taxi routes and railway stations.</li> <li>* Promote economic development along the main linkages between these communities and the major concentrations of job opportunities.</li> <li>* Direct growth of the PDAs to the Ekurhuleni Core Node.</li> </ul>
<b>Objective 7: Actively Promote Sustainable Public Transport</b>	<ul style="list-style-type: none"> <li>* Provide public transport along all main corridors.</li> <li>* Effectively manage taxi ranks.</li> <li>* Promote mixed use, high density development along suitable corridors and at suitable nodes.</li> <li>* Promote Transit Oriented Development along the main railway infrastructure.</li> <li>* Promote pedestrianisation.</li> <li>* Tighten and enforce the Urban Edge to enhance densification.</li> <li>* Initiate a “Road to Rail Program” for passengers and cargo.</li> </ul>

Figure B1.1: The CoE Spatial Development Concept

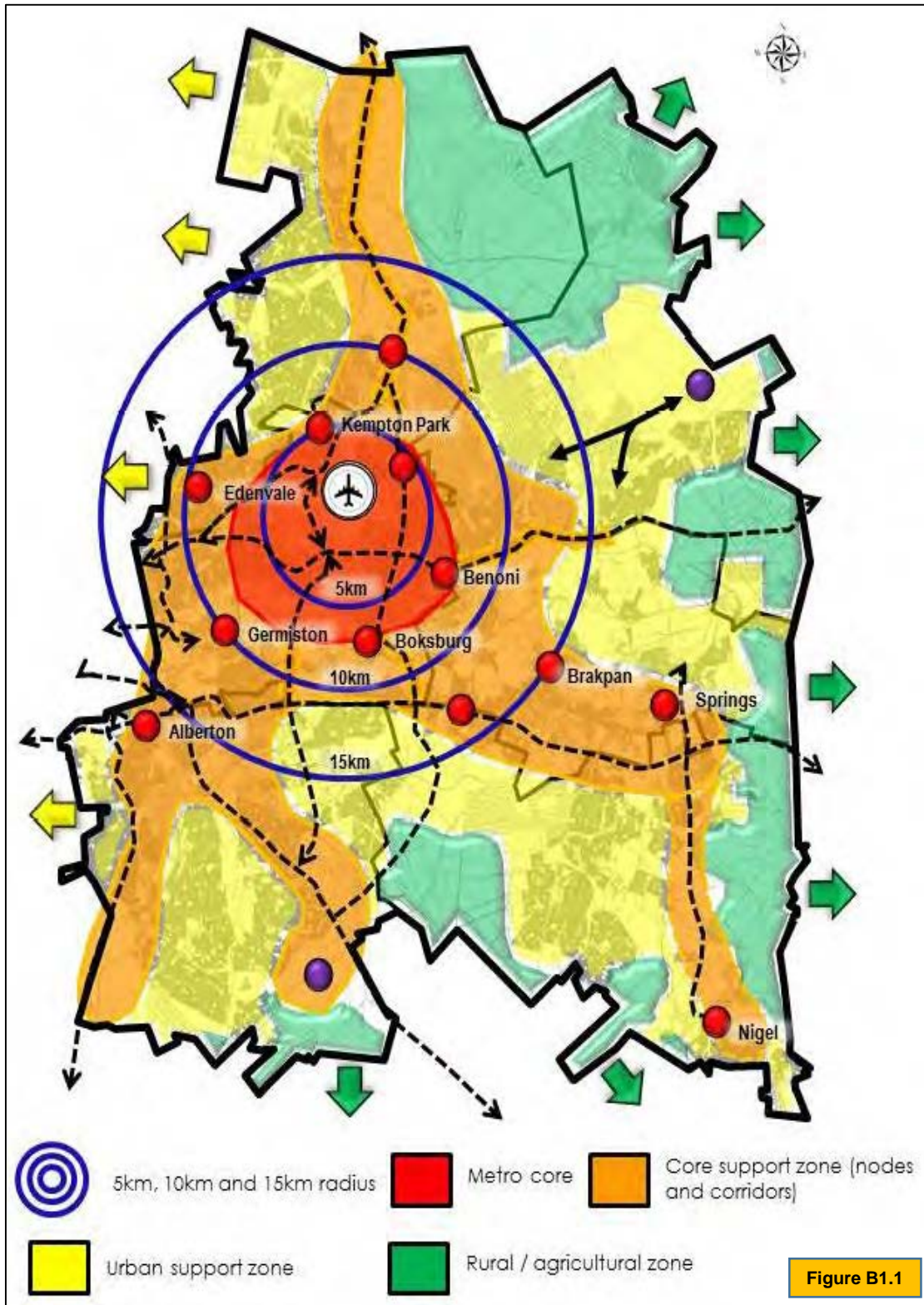




Figure B1.2: The CoE Municipal Spatial Development Framework

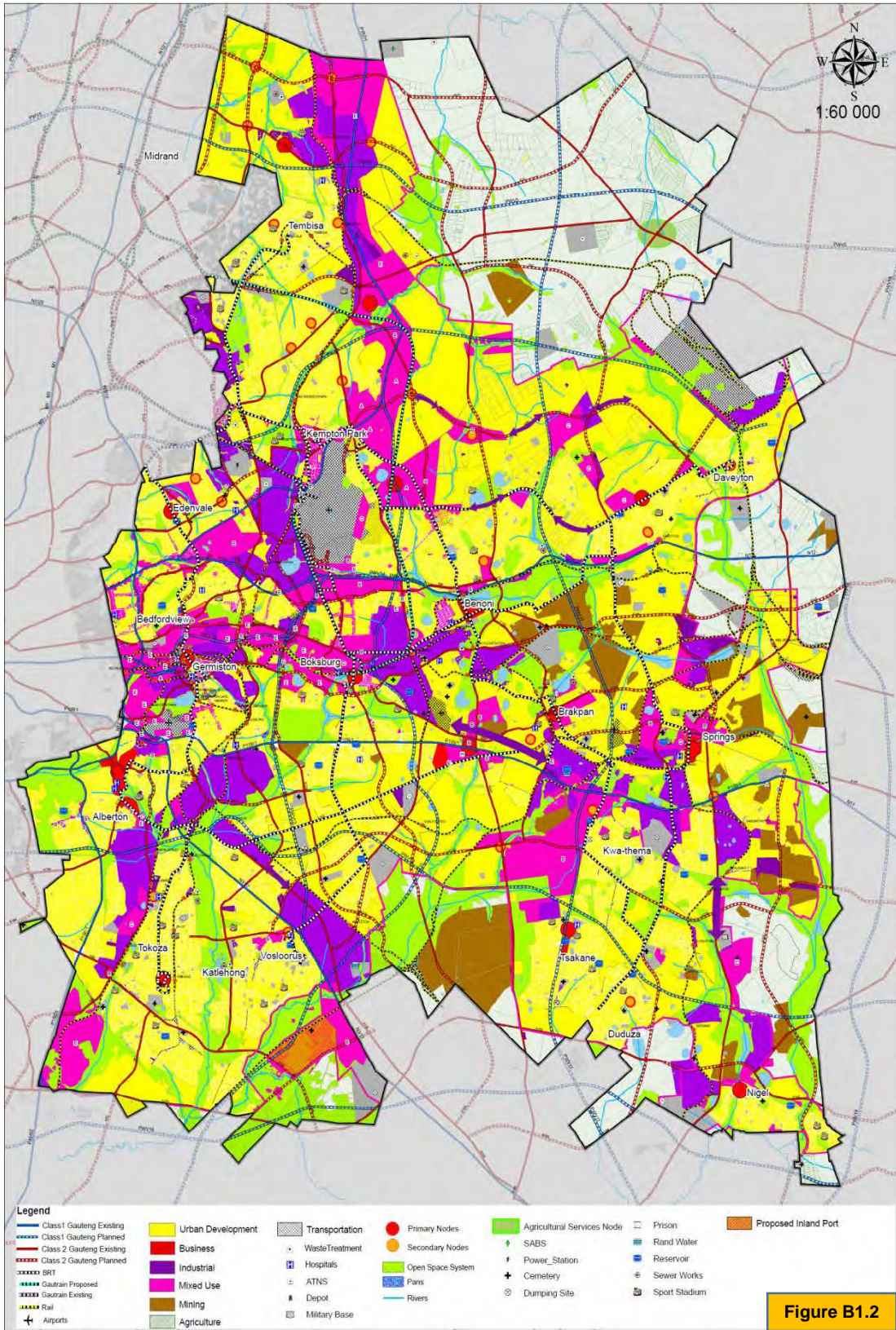


Figure B1.2

**8. Objective 8: Promote Access to Social and Municipal Services through CCAs**

- \* Promote economic development.
- \* Promote essential service delivery.

**9. Objective 9: Identify the Spatial Impact of Climate Change**

- \* Develop a compact, integrated and sustainable city with an efficient transport system.
- \* Enable the energy sector to better support the local economy of EMM.
- \* Provide access for all people to affordable, safe, healthy and modern energy services.

**10. Objective 10: Promote Sustainable Livelihoods Development**

- \* Encourage retail development as a kick start strategy.
- \* Develop townships into model self-sustaining neighbourhood development areas.

**11. Objective 11: Promote Sustainable Development**

- \* Focus on disaster risk reduction strategies.
- \* Impacts of climate change (assess vulnerability, identify key risk areas, plan to mitigate these or adapt to the risks and impacts of climate change).
- \* Dolomite.
- \* Stormwater plans in relation to floods.
- \* EBOSS in relation to land use applications.
- \* Water resource management.
- \* Food security.

**12. Objective 12: Optimise the Comparative Advantages of EMM**

- \* OR Tambo International Airport.
- \* Manufacturing.
- \* Transport infrastructure (Road, Rail and Air).
- \* Ekurhuleni's strategic location.

**Figure B1.3** conceptually captures the essence of objectives 2, 3 and 7 as listed above. It firstly shows the priority activity nodes identified in the MSDF as well as the footprint of industrial activity in the CoE. These activity nodes/ areas are linked to one another by way of an Integrated Public Transport Network comprising the PRASA commuter rail network with railway stations, as well as the proposed CoE BRT network. Densification and mixed use development is to be promoted along the BRT network and around the railway stations and within the CoE activity nodes in line with the following density guidelines:

- \* Transit Oriented Development (TOD), minimum 60 u/ha within a 500m radius of the public transport facility that comprises the core of a TOD (example: commuter railway stations, BRT-trunk station);
- \* Secondary and tertiary nodes, minimum 60 u/ha within 500m radius from core of node (as may be determined by the municipality);
- \* Primary nodes minimum 85 u/ha within the node (where node boundaries have been pre-defined, e.g. within CBD-boundaries defined in the City of Ekurhuleni Town Planning Scheme) or within 500m radius from core of node (as may be determined by the municipality);
- \* Along high order mobility routes (outside the threshold distances specified for TODs, primary, secondary and tertiary nodes), residential densification can be considered on merit, with due regard for considerations such as accessibility, access management, potential impact on transport mobility and potential impact on and interface with other surrounding developments;
- \* Low density residential zones (0-60 u/ha) – outside above-mentioned densification zones:
  - Up to 60 u/ha within 200m radius of a local neighbourhood or convenience business node (other than a primary, secondary, tertiary or TOD-node);

- Up to 60 u/ha within 200m radius of social facilities that serve the general public – application of this guideline must take into account the size / extent of the social facility, as well as the extent to which the social facility serves the general public (as opposed to serving just a select group of people, such as a private club or a place of worship for a specific religious denomination);
- Up to 60 u/ha directly along an interface where a low density residential area abuts a significantly higher density residential area (applied in a manner that will create a gradual density transition);
- Up to 60 u/ha directly along an interface where a low density residential area abuts a non-residential area;
- Anywhere else in an existing low density residential area, no portion created by the subdivision of a property for residential purposes may be smaller than 40% of the prevailing size of the surrounding low density residential erven, as determined by the municipality (this guideline aligns to a similar provision in the City of Ekurhuleni Town Planning Scheme and translates to a density increase equal to 2,5 times the ruling net density of the surrounding low density residential area); and
- In the application of these guidelines, the compatibility and interface with developments on surrounding properties must be taken into account and provisions of the town planning scheme shall apply to height, coverage, FAR, parking and building lines.





# EKURHULENI BOUNDARIES

- Legend**
- Administration**
- Urban\_Management\_Regions
  - EMM\_Boundary
  - EMM\_Wards\_2011
  - Active\_Parcel\_21-07-11
  - Densification\_IRPTN
  - Dens\_Passenger\_Stations
- Landuses**
- Industrial
  - Priority Activity Nodes
  - Railway\_Lines
  - National\_Roads
  - IRPTN\_Phase\_1
  - Phase 1 A
  - Phase 1 B
  - Phase 1 B Rietfontein
  - Phase 1 B Rondebuilt
  - Phase 1 C
- IRPTN Trunk Routes & Stops**
- Route 1 Stops
  - Route 2 Tembisa Hospital
  - Route 2 Stops
  - Route 3
  - Route 3 Stops
  - Route 4
  - Route 4 Stops
  - Route 5
  - Route 5 Stops
  - Route 6
  - Route 6 Stops
  - Route 7
  - Route 7 Stops
  - Route 1
  - Route 2 Stations
  - Railway\_Stations

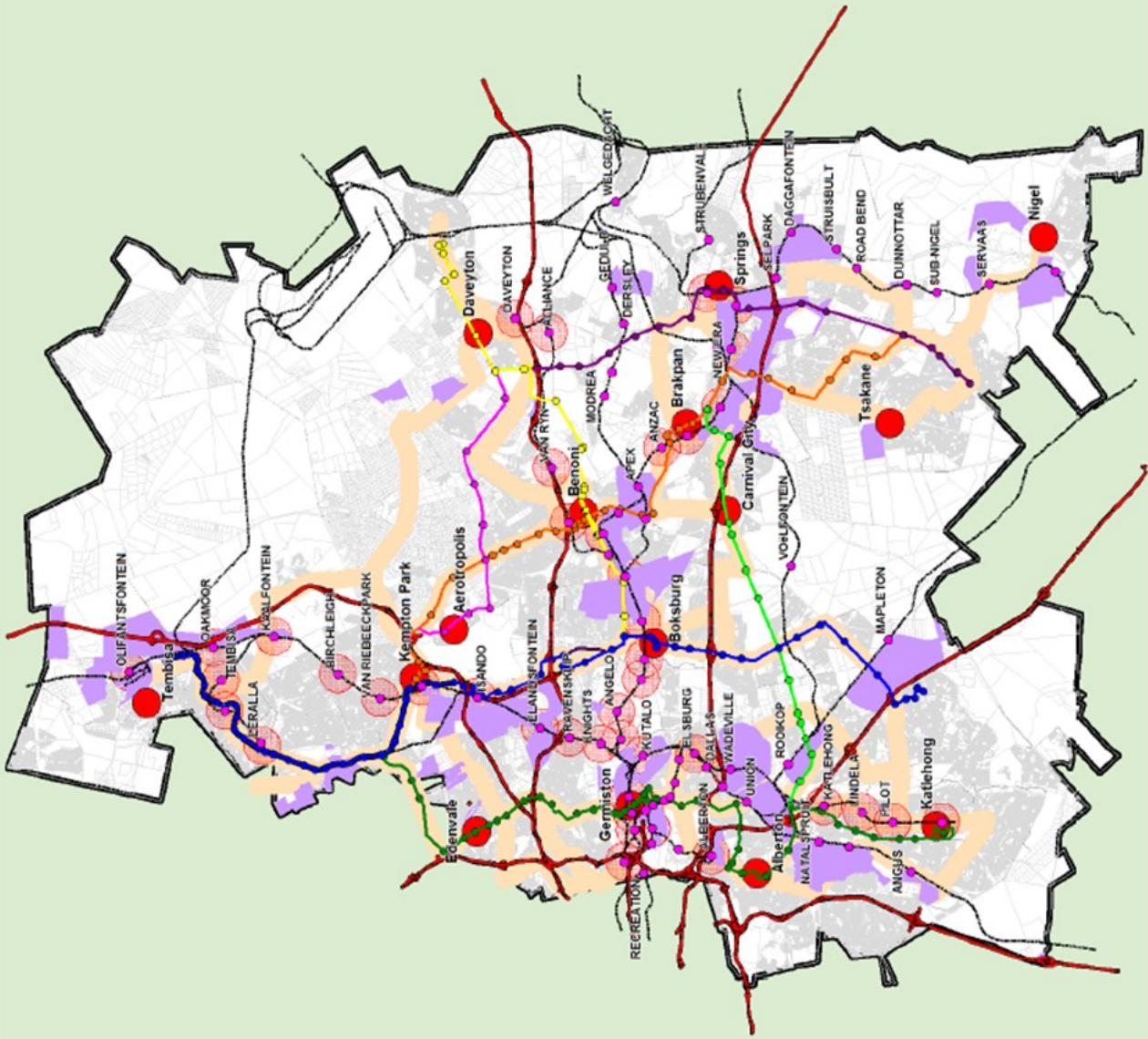


Figure B1.3

In line with the concept of **Transport Oriented Development**, densification and mixed use should be encouraged along public transportation routes and in areas of extensive public investment in road and rail infrastructure.

The following sections highlight the functional relationship between the CoE Spatial Development Framework (**Figure B1.2**), the CoE Capital Investment Framework (**Figure B1.3**), and the CoE Integration Zones (**Figure B1.4**). The MSDF provides the spatial vision, objectives and strategy towards the future development of the CoE, the Capital Investment Framework (CIF) (**Figure B1.3**) is a component of the MSDF that fulfils the purpose to strategically and spatially guide and align municipal capital expenditure; and the Integration Zones (including the Urban Network and Hubs) (**Figure B1.4**) represent a specific, smaller spatial component of the MSDF and CIF and which is the primary focus of the Built Environment Performance Plan.

The Integration Zones, Urban Network and Hubs and Geographic Priority Areas (GPAs) are part of the CoE CIF. The difference between Integration Zones and Geographic Priority Areas is simple that GPAs have a wider scope than Integration Zones. They are both priority focus areas of CoE.

**Figure B1.4** graphically illustrates the concept of the Urban Network Strategy which comprise three elements:

- the consolidation of the urban fabric and promotion of economic activity around the urban hubs in the marginalised areas on the urban periphery;
- the revitalisation of the main activity area in the city (the CBD); and
- effectively linking the Hubs to the CBDs by way of public transport infrastructure and services and promoting medium and higher density mixed use development along these public transport corridors.

The above is achieved through identification of Integration Zones taking into consideration the above elements.



Figure B1.4: Concept of the Urban Network Strategy (Identification of Integration Zones)

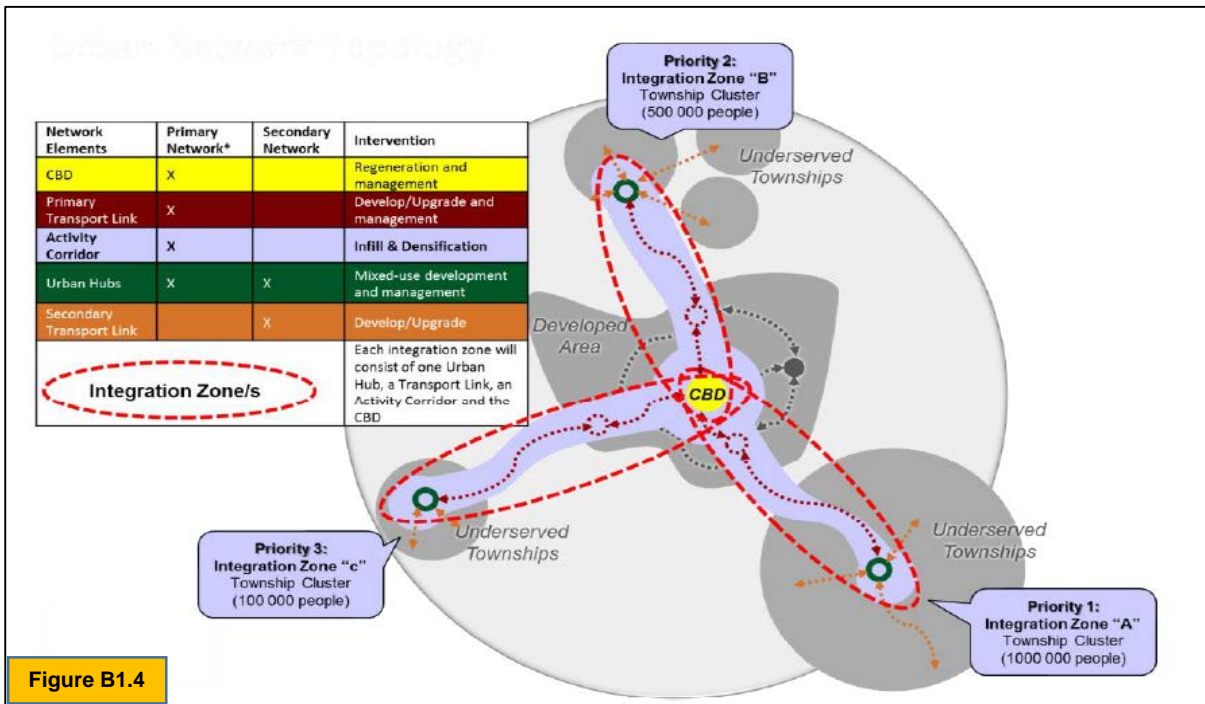


Figure B1.4

Source: National Treasury: Urban Network Support Guide

#### \* CAPITAL INVESTMENT FRAMEWORK: BACKGROUND

The Capital Investment Framework (CIF) is a requirement in terms of Section 4(e) of the Municipal Planning and Performance Management Regulations, 2001 as promulgated in terms of the Municipal Systems Act. It also fulfills the function of a Capital Expenditure Framework (CEF) as required in terms of Section 21(n) of the Spatial Planning and Land Use Management Act, 2013. In addition, the CIF also informs the Capital Expenditure Programme (CEP) as referred to by National Treasury. The CIF also strives to meet Section 153(a) of the constitution<sup>1</sup>, in which the developmental duties of a municipality is outlined to “structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”.

The CIF in its function takes cognizance of overarching national policies such as the National Development Plan 2030 and the National Spatial Development Perspective, 2006, that have outlined the need for metros to target investment into strategically identified spatial areas with the spin off effect of transforming past spatial, social and economic inequalities. The principles set out in the NDP and the NSDP therefore need to be taken into consideration when implementing the CIF as part of strengthening the MSDF. The principles speak to achieving rapid economic growth, the provision of basic services to the community, focusing fixed investment into economic growth

<sup>1</sup> Constitution of the Republic of South Africa, no. 108 of 1996

<sup>2</sup> South African National Government: National Spatial Development Perspective, 2006, pp 3.

points, and promoting infrastructure investment into these economic nodes and potential economic growth points. Imperative to this is avoiding the so called “watering – can”<sup>2</sup> approach when it comes to investment and planning, whereby programmes and investment is dispersed and not focused. The NSDP therefore argues that dispersed programmes and funding has not managed to achieve successful holistic and comprehensive spatial transformation and economic growth<sup>2</sup>.

The National Development Plan (NDP) affirms this shortfall in that South Africa as a Country is still plagued by spatial inequalities and a lagging economy. The suggested turn around in approach is to work towards focused investment that needs to be reflected in policy, strategy and in the budget<sup>3</sup>. The CIF can therefore also be defined as a financial planning and regulatory tool in terms of the National Development Plan with the principle of promoting spatial transformation through targeting investment into strategic spatial areas through the combined use of planning, legislative and financial tools. The CIF is therefore geared towards providing a spatial rationale to the budget in order to guide investment into identified priority spatial areas as a means to achieve positive spatial transformation.

- \* The functions of the CIF can thus be summarized as follows:
- \* Spatially and strategically influence and guide municipal capital prioritisation and allocation;
- \* Spatially and strategically coordinate and integrate capital expenditure across all sectors;
- \* Show where the municipality must and will be spending its capital budget; and
- \* Map capital projects reflected on the multi-year budget.

The Capital Investment Framework is therefore a tool utilised within the BEPP to achieve medium to long term outcomes with regard to spatial transformation through guiding and focusing investment into strategic spatial areas including the BEPP Integration Zones.

The Capital Prioritization Model and Geographic priority areas are the implementation tools of the CIF and are utilized during the annual draft multi-year capital budget evaluation process with the objective to prioritize the draft multi-year capital budget in accordance with the priority areas for targeted and coordinated infrastructure investment.

#### \* **CIF GEOGRAPHIC PRIORITY AREAS**

The CoE Capital Investment Framework is geared towards focusing capital budgeting for the metropolitan area into three strategic geographic priority areas in accordance with the MSDF. The main objective is to achieve the spatial strategy outlined within the MSDF and to align with the development trajectory defined within the GDS in terms of promoting the Metro as a ‘Delivering City’ with a 10 year implementation horizon, a ‘Capable City’ within 20 years, and a ‘Sustainable City’ within a 20 year and beyond implementation horizon.

Figure B1.5 Geographic Priority Areas Alignment to the GDS



**\* Spatial Structuring Elements Defining CIF Geographic Priority Areas**

This section provides more detail into the various Spatial Structuring Elements (SSE’s) utilised in defining the City of Ekurhuleni CIF Geographic Priority Areas. **Table B1.3** below provides a brief summary of each of the Spatial Structuring Elements which informed the CIF of CoE, while **Figure B1.6** illustrates the spatial distribution of each of these Spatial Structuring Elements. The allocation of the various SSE’s into the three Geographic Priority Areas is reflected on **Figure B1.7**. The prioritisation thereof was based on considerations pertaining to connectivity, access to social and economic opportunities, scope of project, locality, available funding and the implementation timeframe of the project.

The blue areas on **Figure B1.7** depict Priority Area 1, while Priority Area 2 is shown in yellow. Priority Area 3 is illustrated in green.

**Table B1.3: CoE CIF Spatial Structuring Elements**

<b>IRPTN Corridor</b>	The phase of the IRPTN route that is to be developed should receive more funding during each CIF phase. Implementation of the corridor in the CIF is indicated as per the IRPTN phases as described by the Ekurhuleni Transport Department. The IRPTN phase 1 route, phases A and B have been demarcated as priority 1, with Phase C being demarcated as priority 2. Phase 1C has been demarcated as part of priority area 2 pending available funding being made available in the outer financial years. The remaining IRPTN trunk routes have been demarcated as priority 3 in so far as implementation of the remaining IRPTN routes is only anticipated for 2020 and beyond.
<b>Rail Stations</b>	The Passenger rail stations to be developed should receive more funding during each CIF phase. Highest priority is given to Rail Stations within Primary and Secondary Activity Nodes and that form part of the IRPTN phase 1 route, phases A and B; which are demarcated as priority 1 in terms of the CIF. The stations on the remaining IRPTN routes have been demarcated as priority 3, based on the 2020 and beyond proposed implementation of the phase 1C roll out. Prioritisation of the IRPTN stations therefore follows the implementation roll out timeframe proposed for the IRPTN trunk routes. It must also be noted that PRASA is presently focused on implementing the modernization plan, which refers to the maintenance and upgrading of existing rail stock. In this regard new PRASA stations are not

	anticipated for the short term. The stations should also be recognized as destination nodes with the potential of developing into activity nodes.
<b>Primary Nodes</b>	It is proposed that Primary Nodes to be developed should be budgeted for as per the CIF priority areas, which has prioritized the Primary Nodes based on spatial strategy, locality in relation to the IRPTN and Urban Renewal projects that are underway and major investment developments. Primary Nodes that fall within priority area 1 are considered as the highest priority, followed by Primary Nodes that fall within priority area 2 and then priority area 3. The remaining Primary Nodes are considered as a lower priority.
<b>Secondary Nodes</b>	Secondary Nodes to be developed should be budgeted for as per the CIF priority areas. Secondary Nodes that fall within geographic priority area 1 and on Route 1A and B of the IRPTN are considered as the highest priority, followed by Secondary Activity Nodes on Phase 1C of the IRPTN, then Route 2 and so on. It must be noted that further refinement of the inclusion of the secondary nodes into the priority areas is required pending available information on the status of the secondary nodes.
<b>Major Housing Projects</b>	Major Housing projects that are well into the implementation phase by the Ekurhuleni Human Settlements Department have been demarcated as priority 1. Prioritisation of these projects was based on the development objectives of the Ekurhuleni Human Settlement Department. The CIF has included the proposed housing projects as reflected on the housing funding model and earmarked the proposed housing projects that fall along the mining belt and form part of infill development as part of priority area 2. Therefore, the CIF has placed more emphasis on prioritizing proposed housing projects that supports infill densification and expansion areas as per the MSDF.
<b>Industrial Areas</b>	New industrial areas need to be developed and existing industrial areas require upgrading during each CIF phase. Phasing of the industrial areas is based upon spatial strategy, income sources (based on modelling geographic income areas), Council initiatives underway, IRPTN, and major investments. It is acknowledged that the EMM industrial areas are a major source of revenue for the metro and a source of employment.
<b>Major Investments and Strategic Projects</b>	Major investment and development projects that have been included to the CIF geographic priority areas include major investments and strategic projects as listed in the 2015 MSDF, and newly identified investments and strategic projects that have been identified as in a phase of initiation and/or implementation. Major investments can be defined as private sector developments which boast significant GGP and job creation for the metro based on the eventual realization of the entire proposed development. Strategic projects must be understood as programmes and projects initiated by the EMM as with the example of the flagship projects. Prioritisation is therefore based on the locality of the project and readiness of the project driver to implement the project. Where possible these projects are to be linked to the implementation of the IRPTN and the priority income generating areas. Continuous re-prioritisation of these projects must however be done based on planning progress made to date, with specific relevance to input from the private sector.

<p><b>Poverty Eradication Areas</b></p>	<p>The poverty eradication areas were derived out of the identified poverty eradication areas as listed in the 2015 MSDF. It is acknowledged that the provision of access to economic opportunities in close proximity to previously disadvantaged areas is a necessity as outlined in the principles of the NSDP<sup>2</sup>. Where possible the prioritisation of the poverty eradication areas should be linked to the implementation of the IRPTN. The poverty eradication areas have also been prioritized as per the role out of the Township Regeneration Plans.</p>
<p><b>Expansion/Growth Areas</b></p>	<p>Three priority expansion areas were identified. The highest priority Expansion Area represents the <b>Albertina Sisulu Corridor</b> including the Witfontein and Serengeti areas. The land is strategically located in a triangle between Tembisa to the north, the residential areas of Kempton Park to the west, and the proposed Albertina Sisulu Corridor to the east. This also forms part of the Tembisa – OR Tambo International Airport component of the Ekurhuleni North-South Corridor.</p> <p>The second highest priority Expansion Area is the <b>OR Tambo International Airport–Daveyton Link</b> area. This includes the area to the northeast of the OR Tambo International Airport up to and including the Mayfield area to the north of Daveyton. The development pressures evident in this area stem from both close proximity of the OR Tambo International Airport, as well as the northward residential expansion pressure from Benoni. On a metropolitan level, this area is not an expansion area in the pure sense of the word, but can also be described as an infill development area as it represents an inward direction of growth for the Daveyton-Etwatwa complex towards the OR Tambo International Airport area. Several subsidised housing projects and bonded housing projects are already underway in this area.</p> <p>The <b>Leeuwoort</b> area to the south of Sunward Park is the third highest priority Expansion Area. The Ekurhuleni Leeuwoort housing development initiative is of importance here.</p> <p>Expansion/growth Areas are redefined in the concept so as to promote development and provision of services in nodes and corridors within the Expansion/growth Areas. In terms of the CIF the expansion areas that have been incorporated into the priority areas includes the Aerotropolis core, housing projects, and development in and around the proposed IRPTN routes.</p>
<p><b>Densification areas</b></p>	<p>The main focus of these areas is to support public transport and urban sustainability. The aforementioned Infill and Expansion/growth Areas are layered onto the proposed densification areas.</p>
<p><b>Geography of EMM income</b></p>	<p>In defining the priority areas it is imperative that the Metro be able to identify spatially where its top investors in terms of revenue generation are located. In drawing future investment and retaining the Metros current investors to ensure future revenue security and growth, the Metro needs to provide a sustainable environment for businesses. Areas of economic opportunity are identified in the MSDF as the Aerotropolis core, CBDs, the logistics hubs, mixed use private sector developments and industrial areas.</p>

<sup>2</sup> National Spatial Development Perspective, 2006.



Figure B1.6: CIF Spatial Distribution of Spatial Structuring Elements

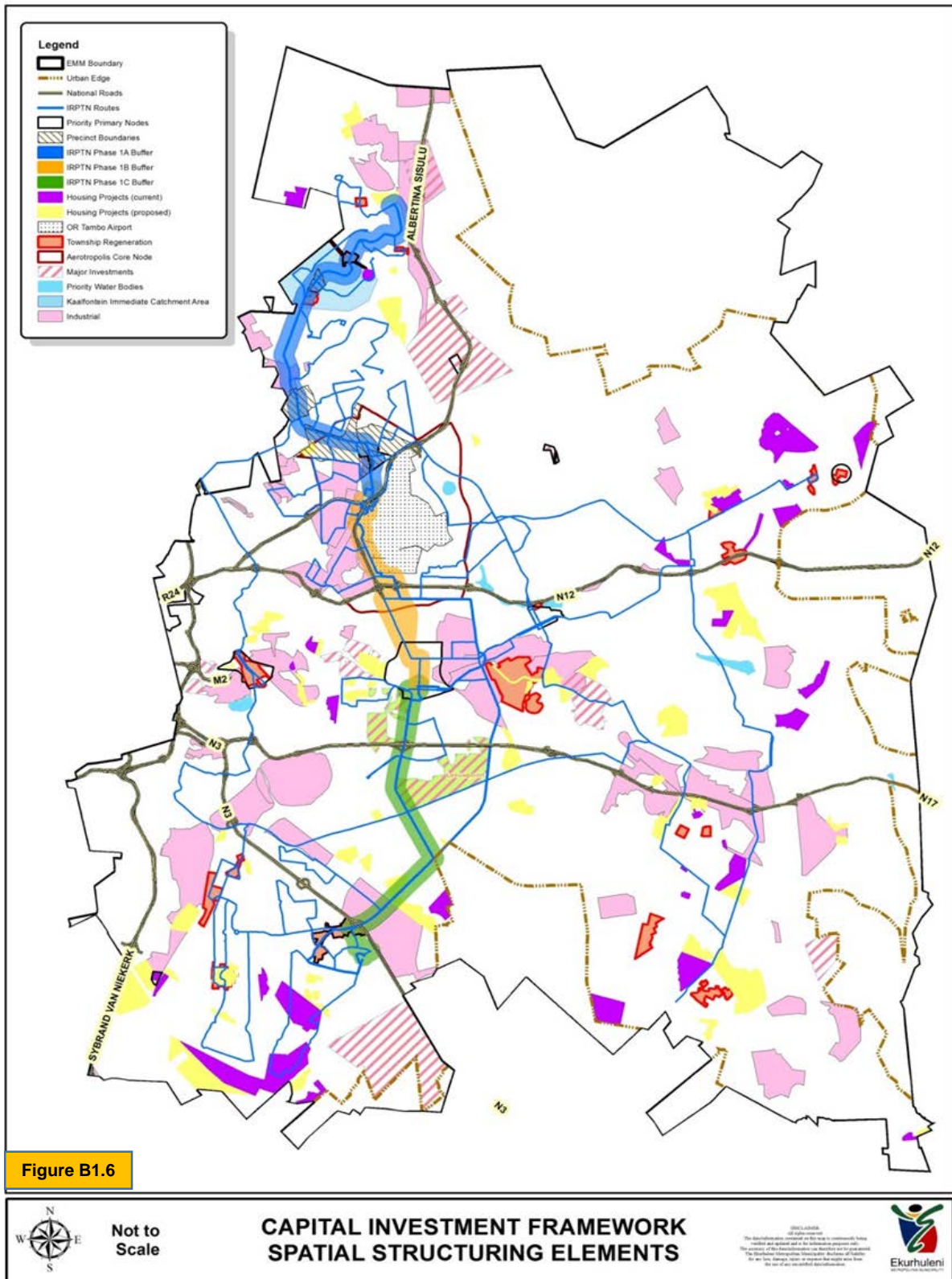
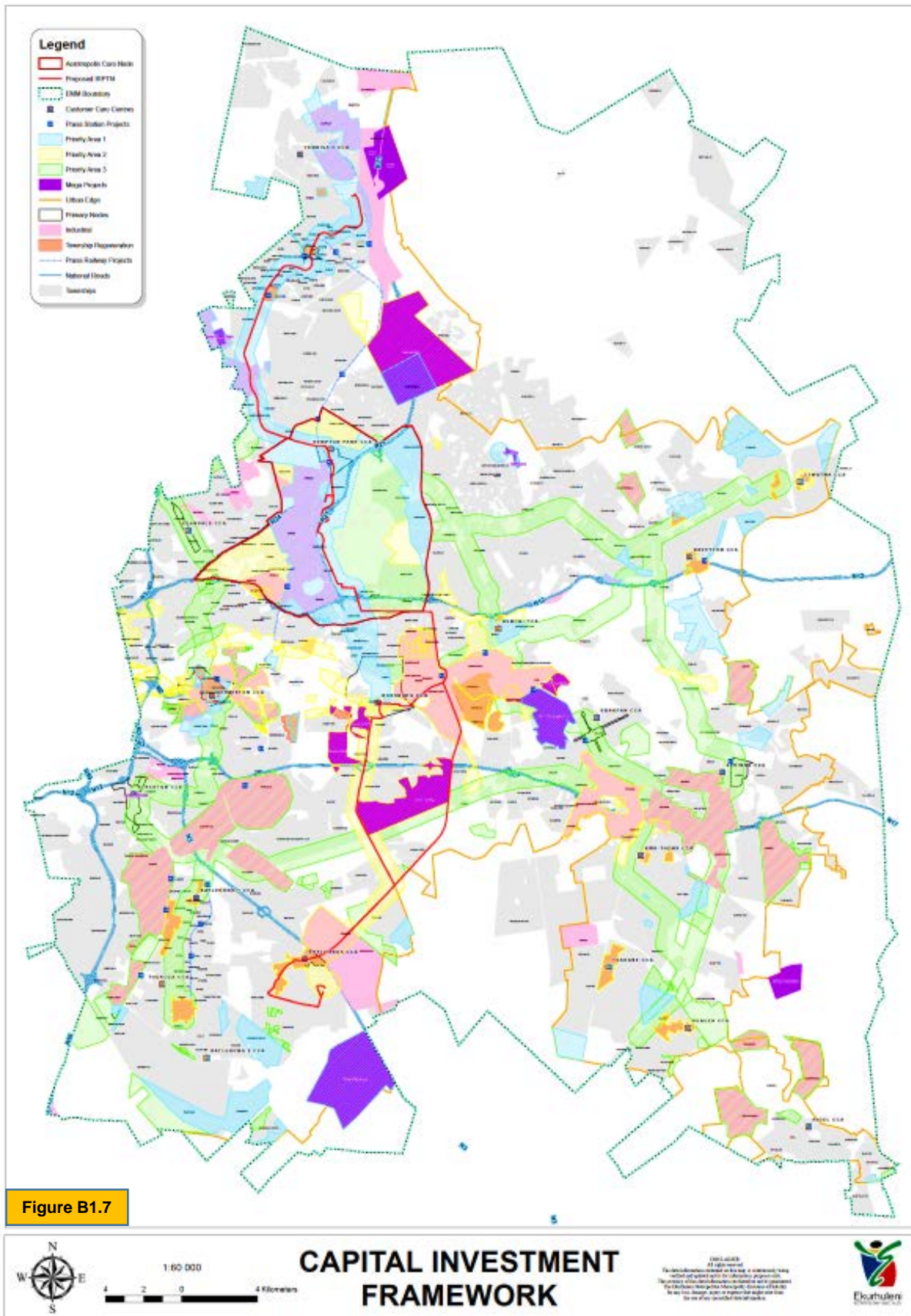


Figure 1.7 Allocation of SSE's into GPAs





**Table B1.4** below summarises the Spatial Structuring Elements within each of the three Geographic Priority Areas as defined in the CoE Capital Investment Framework.

**Table B1.4: Summary of SSEs within the Geographic Priority Areas**

<b>SPATIAL STRUCTURING ELEMENT</b>	<b>GEOGRAPHIC PRIORITY AREA 1</b>	<b>GEOGRAPHIC PRIORITY AREA 2</b>	<b>GEOGRAPHIC PRIORITY AREA 3</b>
<b>AEROTROPOLIS CORE</b>	ATLASVILLE X2, BARDENE X12, X17, X18, X21, X31, X37, X39, X41, X44, X47, X66, X7, X70 ,BARTLETT AH X2, BARTLETT AH X3, BARTLET X100 X110 X14 X16T X29 X52 X6 X65 X7T X8, BENONI X24, BONAEROPARK X1, BRENTWOOD PARK AH, BRENTWOOD PARK AH X1, CARO NOME AH, CRESSLAWN, CROYDON, EDLEEN, ELANDSFONTEIN TOWNSHIP ESTHERPARK X1, X13, X9, EVELEIGH X10, X11, X13, X14, X22, X35, X37 GLEN MARAIS X109, X115, X140, X55, X58 HUGHES X1, X10, X12, X13, X15, X17, X2, X21, X23, X25, X29, X30, X31, X34, X35, X39, X4, X41, X42, X44, X46, X47, X5, X51, X52, X53, X54, X55, X56, X57, X58, X59, X62, X63, X64, X65, X68, X7, X72, X75, IMPALA PARK, ISANDO X1, X2, X3, X4, X5, ISANDOVALE, JANSEN PARK X10, X11, X12, X22, X25, X28, X32, X4, X5, X7, X8, X9, JET PARK, JET PARK X1, X13, X14, X15, X20, X21, X25, X26, X27, X28, X29, X3, X30, X31, X32, X33, X34, X35, X36, X37, X38, X39, X4, X40, X41, X42, X43, X44, X45, X46, X47, X48, X5, X50, X55, X58, X6, X60, X61, X62, X63, X66, X69, X7, X8, JURGENSPARK X2 X3 KEMPTON PARK X11 X2 X20 X4 X5 X6 X8 KEMPTON PARK AH KEMPTON PARK EXTENSION, KLOPPERPARK, NIMROD PARK PARKHAVEN X3 X5 X7 X8 POMONA ESTATES AH, POMONA, X102 X108 X114 X116 X117 X120 X125 X127 X128 X130 X135 X139 X140 X141 X142 X149 X150 X154 X155 X157 X158 X161 X164 X167 X168X175 X181X186X198 X205 X207 X23 X26 X27 X28 X29 X30 X36 X38 X40 X42 X44 X45 X48 X49 X50 X51 X52X53 X57 X60 X65 X69 X76 X86 X89 X94 X95, RAVENSKLIP X2 X3 X4 X7 X8, RAVENSWOOD AH, RHODESFIELD, RHODESFIELD X1 SPARTAN X12, X19, X2, X4 WITFIELDX11, X13, X16, X17, X18, X19, X2, X20, X3, X30, X31 X32, X33, X34, X35, X36, X9	ACTIVIA PARK, ALLEN GROVE X1, ALLEN GROVE X2, BEYERS PARK, BONAEROPARK X3, CRESSLAWN, EDLEEN, ELANDSFONTEIN TOWNSHIP, HARMELIA X1 X2, HENVILLE X1 X10 X13 X2 X25 X26 X3 X5 X7 X8, HURLYVALE X1, IMPALA PARK, ISANDO X4, KEMPTON PARK X2 X20 X3 X4 X5, KLOPPERPARK, KRUIHOF, MEADOWBROOK X1, X11, X12, X13, X2, X3, X4, X5, X6, X7, MEADOWDALE X1, X10, X11, X12, X14, X2, X3, X5, X6, X7, X8, X9, NIMROD PARK, PARKHAVEN X3, X5, X8, POMONA ESTATES AH, RAVENSWOOD AH, RUSTIVIA X1, X3, X4, X6, X7, SPARTAN X2, X20, X21, X22, X23, X24, 25, SUNNYROCK X11, X7, TUNNEY INDUSTRIAL, TUNNEY X1, X10, X11, TUNNEY X12, X13, X15, X18, X19, X2, X20, 3, X5, X6, X7, X8, X9	ATLASVILLE X2, BARDENE X1, X13, X19, X2, X20, X23, X25, X26, X27, X29, X32, X33, X39, X41, X42, X45, X46, X48, X5, X50, X51, X52, X54, X56, X59, X60, X61, X66, X67, X68, X71, X74, X75, X76, X77, X83, X90, X91, BARTKETT AH X1, X2, X3, BARTLETT X1, X10, X101, X106, X113, X114, X19, X20, X26, X28, X31, X35, X36, X37, X39, X40, X41, X44, X46, X51, X55, X57, X58, X60, X61, X63, X67, X68, X69, X72, X73, X74, X75, X78, X79, X81, X82, X83, X85, X86, X88, X9, X90, X91, X96, X97, BEYERS PARK X104, X17, X23, X30, X31, X37, X46, X5, X64, X69, X77, X8, X80, X86, BONAEROPARK X1, X11, X12, X13 X2 X3, BRENTWOOD PARK AH, X1, CARO NOME AH, ESTHERPARK X1, EVELEIGH X22, HURLYVALE X1, IMPALA PARK X1, KEMPTON PARK AH, MEADOWBROOK X2, MEADOWDALE, NIMROD PARK, PARKHAVEN X8
<b>IRPTN CORRIDOR</b>	TEMBISA -KEMPTON PARK, OR TAMBO, BENONI VIA BOKSBURG- VOSLOORUS, DAVEYTON , ETWATWA, DUDUZA, KWA-THEMA	IVORY PARK AND TEMBISA IN THE NORTH TO GERMISTON AND FROM KATLEHONG IN THE SOUTH TO GERMISTON VIA ALBERTON	KEMPTON PARK, BENONI AND BRAKPAN, KWATSADUZA. BRAKPAN TO CURRENT NATALSPRUIT
<b>RAIL STATIONS</b>	GERMISTON, GERMISTON WEST, ISANDO, KEMPTON PARK, LERALLA, LIMINDLELA, PRESIDENT, RHODESFIELD	APEX, BENONI, BOKSBURG EAST, DAVEYTON, DUNSWART, EAST RAND, ELANDSFONTEIN, GELDENHUIS, INDIA, KUTALO KWESINE, NEW KLEINFONTEIN RANGE VIEW, REFINERY, SCHAPERUST	ANZAC, AVENUE, BRAKPAN, DAGGAFONTEIN, GERMISTON SOUTH, GERMISTON LAKE, KATLEHONG, MPILISWENI, NATALSPRUIT, NORTHMEAD, POLLAK PARK, ROOIKOP, SPRINGS, WADEVILLE
<b>PRIMARY NODES</b>	TEMBISA, KEMPTON PARK, RIVERFIELD, GLEN GORY, GERMISTON CBD, BOKSBURG, BENONI CBD, THINASONKE	ETWATWA, BEDFORDVIEW, VOSLOORUS	ALBERTON CBD, BRAKPAN CBD, EDENVALE CBD, SPRINGS CBD, NIGEL CBD
<b>SECONDARY NODES</b>	BIRCH ACRES, CASON, DAVEYTON, JANSEN PARK, JURGENSPARK, ZONKIZIZWE	ADMIN TRIANGLE, DAVEYTON, DUDUZA, ETWATWA, KWA-THEMA, KWENELE, TSAKANE, TWALA, VOSLOORUS, WINDMILL PARK	BONAEROPARK, EDENVALE, GEDULD, KWA-THEMA, LANGAVILLE, MARYVLEI, SONSTRAAL AH
<b>HOUSING PROJECTS (CURRENT)</b>	ALLIANCE EXT 9, ALRA PARK ESSENTIAL SERVICES, CHIEF A LUTHULI PARK EXT 4, CHRIS HANI PROPER & EXT 2, CLAYVILLE EXT 45, EDEN PARK WEST AND WEST EXT 1, ETWATWA EXT 18, ETWATWA EXT 19 (SOLOMON MAHLANGU), ETWATWA EXT 34	GOOD HOPE	KWA THEMA 7A

	(BARCELONA), ETWATWA EXT 35 (COMBIZA), ETWATWA EXT 36 (KAMASHONISA), ETWATWA EXT 37 (MAGOBA VILLAGE), KWA THEMA EXT 5, KWA THEMA EXT. 3, EKUTHULENI, LANGAVILLE EXT 4, MADELUKUFU 2, MAGAGULA HEIGHTS TOP STRUCTURES, MAYFIELD EXT 1, MAYFIELD EXT 12, MOLELEKI EXT 1, 2, PAYNEVILLE EXT 1 & 3, PROJECT PALM RIDGE EXT 9, REIGER PARK EXT 5, TINAZONKE, TSAKANE EXT 19, TSAKANE EXT 22, ULANA SETTLEMENTS, VILLA LISA EXT 3, VOSLOORUS / KAVOSH, ZONKIZIWE PROPER EXT 1 & 2, SANITATION SYSTEM, LEEUWPOORT		
<b>HOUSING PROJECTS (PROPOSED)</b>	ALLIANCE EXT 2, DERSLEY, ECALENI(COAL YARD), ESTHER PARK, OLD MUTUAL LAND, OLIFANTSFONTEIN CULLINAN LAND, TERENCE	ANGELO DEEP, APEX LAND, BADENHORST LAND – (LEACHVILLE, RIETFONTEIN, WELTEVREDEN), BALMORAL BLOCK, DRIEFONTEIN 85IR REIGER PARK, DUKATHOLE LAND, ERGO ROAD, ERPM VILLAGE (COMET VILLAGE), ESSELEN PARK, JOE SLOVO, KLIPPOORTJE 112IR, KUTALO STATION, KWA-THEMA, KWESINE STATION, LEACHVILLE EXT 2, MINING BELT GERMISTON (MAKAUSE), REHABILITATED LAND-ANGELO, RIETFONTEIN, KWA THEMA, ROSE ACRES PROJECT, SOUTH GERMISTON EXT 8, VAN DYK PARK, VULCANIA 279, WATTVILLE /ACTONVILLE, WATTVILLE ERF 3130	BRAKPAN OLD LOCATION, COOL BREEZE, DAGGAFONTEIN, DUDUZA, 119 KLIPPOORTJE110-IR, HELDERWYK EXT 3 & 7, HOLGATFONTEIN, HOLOMISA (LINDELANI), KATLEHONG ROODEKOP, KLIPPOORTJE A H PTN 127, KWA-THEMA, LANGAVILLE EXT 10, MAGAGULA HEIGHTS, PALMIETFONTEIN 57 & 142, RIETSPRUIT 152-IR & 153-IR, RONDEBULT 35 & 41, SPAARWATER PTN 2 171 IR, VILLA LISA EXT 5, VLAKFONTEIN 130-IR PTN 20, VLAKPLAATS PTNS 36 & 657, VOSLOORUS EXT 28 MED RISK DOLOMITE, VULCANIA 279, ZWARTKOPJES FARM
<b>URBAN RENEWAL</b>	TEMBISA GERMISTON KEMPTON PARK		
<b>TOWNSHIP REGENERATION</b>		WATTVILLE/ACTONVILLE KATORUS ETWATWA/DAVEYTON KWATSADUZA	
<b>INDUSTRIAL AREAS</b>	ALRODE SOUTH, APEX, CHLOORKOP, CLAYVILLE, ELANDSFONTEIN, FULCRUM, HUGHES, ISANDO, JET PARK, N12 FREEWAY PARK, OLIFANTSFONTEIN, SPARTAN, WITFONTEIN, HUGHES, ISANDO, JET PARK, SPARTAN, WITFIELD	ANDERBOLT APEX BENONI SOUTH, BOKSBURG EAST, DUNSWART, ELANDSFONTEIN, FULCRUM, INDUSTRIES EAST & WEST, LILANTON, MAPLETON, SPARTAN, VULCANIA, WITPOORT, ACTIVIA PARK, ANDERBOLT, BEYERS PARK, BOKSBURG EAST, DELVILLE, GERMISTON, HERIOTDALE, JUPITER, KROG INDUSTRIA, LILANTON, MALVERN EAST, MUSWELLDALE, PRIMROSE, RUSTIVIA, SATMAR, SIMMERFIELD, SOUTH GERMISTON, ULANA PARK, WESTWOOD SH, WITFIELD, WYCHWOOD	ALRODE ALRODE SOUTH ANDERBOLT, APEX, BENONI SOUTH, DUNSWART, EASTLEIGH, ENSTRA, FULCRUM, INDUSTRIES EAST & WEST, JUNCTION HILL, KNIGHTS, MAPLETON, N12 FREEWAY PARK, NEW ERA, NUFFIELD, PUTFONTEIN, ROODEKOP, VULCANIA, SPARTAN, WADEVILLE, WITPOORT, GERMISTON, JUPITER, MEADOWBROOK, SOUTH GERMISTON, SUNNYROCK, THE STEWARDS, WILBART
<b>MAJOR INVESTMENTS, STRATEGIC PROJECTS</b>	AEROTROPOLIS CORE NODE, BADENHORST ESTATE, GLEN GORY, RIVERFIELDS, LORDS VIEW ESTATE, DRIES NIEMANDT, BLAAUWPAN, GERMISTON LAKE, KAALFONTEIN CATCHMENT AREA, GERMISTON URBAN RENEWAL, MOTSU PARK, ZONKIZIWE PARK, M AND T, AND TAMBO SPRINGS INLAND PORT	AEROTROPOLIS CORE NODE, BADENHORST ESTATE, RIVERFIELDS, , CIVIC LAKE, MIDDLE LAKE, HOMESTEAD LAKE, KLEINFONTEIN LAKE, MURRAY PARK, LEEUPAN, PRESIDENTSPARK	AEROTROPOLIS CORE NODE, ALBERTON NODE
<b>POVERTY ERADICATION AREAS</b>	TEMBISA & SURROUNDINGS, GERMISTON CBD, KLEINFONTEIN 67-IR (BENONI)	ACTONVILLE/ WATTVILLE, ETWATWA, DAYVEYTON, ADMIN TRIANGLE, NATALSPRUIT, KWESINE, KWA-THEMA, TSAKANE, DUDUZA	

The Geographic Priority Areas as listed above and indicated on **Figure B1.7** each require specific interventions, specific focus on different service sectors and detailed service plans. The applicable sector(s) per identified area will be identified in the relevant RSDF and/ or Precinct Plan.

Future refinements to the priority areas propose to incorporate the strategic land parcels and precinct developments. Both the precinct developments and strategic land parcels are still at the planning stage and on inception and will be built into the priority areas as key defining facets in guiding the priority areas in becoming more area specific, thereby reducing the current footprint of the priority areas.

The Capital Prioritization Model as an investment prioritisation tool of the CIF will be discussed in more detail under Section C.

### **B1.1 SPATIAL LOGIC IN IDENTIFYING THE INTEGRATION ZONES, MARGINALISED AREAS AND ECONOMIC NODES**

With the above discussed Spatial Targeting Rationale as background (the alignment between the Long Term Vision of the CoE, the Spatial Development Framework and the Capital Investment Framework) the Integration Zones, Marginalised areas and Economic nodes were defined accordingly in line with UNS as illustrated on **Figure B1.4**.

The first cycle of the BEPP was initiated by the National Treasury in the **2011/12 financial year**. As the BEPP process evolved with each cycle, so has the identification and delineation of the Integration Zones. Following is a brief summary of the BEPP 2014/2015 to present integration zones evolution.

#### **HISTORIC INTEGRATION ZONE EVOLUTION OVERVIEW (2014/2015 to 2018/2019)**

The 2017/18 BEPP highlighted historic Integration Zones Evolution (from 2014/15 to 2017/18). In summary, it reflected progression from identifying Integration Zones in line with UNS, finding suitable buffer to use for CoE, identification of key nodes and hubs supported by transport spine as backbone for Integration Zones. It further reflected on refinement of Integration Zones by extending Integration Zone 2 to include the mining belt and also refinement of Intergovernmental project pipeline.

In addition, 2017/18 cycle was highly influenced by the Integration Zone Planning Guidelines (Outcome-based Transit Orientated Development), which makes reference to the Built Environment Value Chain. The guidelines were incorporated and utilised to assist in the prioritisation of the integration zones, economic nodes and marginalised areas. The IRPTN forms the network linkage, connecting the CBD with the urban hubs, economic nodes and marginalised areas. **Figure B1.7** represents the 2017/2018 final Integration Zones, which is represented by a 500m on each side of the IRPTN. A 500m buffer around each IRPTN station is in line with the Transit Orientated Development (TOD) and walkability

principles, which was reconfirmed within the 2017/2018 *Integration Zone Planning Guidelines* (refer to CoE BEPP, 2017/18 – section B1.1 for details on Integration Zones evolution ).

Attempting to respond to Integration Zone Planning Guidelines which required detailed Integration Zones' profile, 2017/18 CoE BEPP reflected on the population and dwelling units overview (Table B1.5).

#### COE HIGH LEVEL POPULATION AND DWELLING UNITS OVERVIEW

Before preceding to the detail analysis of each Integration Zone's profiles, it is valuable to have a holistic overview of the current and projected population and dwelling unit profile of the CoE.

#### POPULATION

The total population (refer Table B1.4) of the CoE accumulates to 3 429 423 people, representing 1 090 052 households as calculated for 2015. The anticipated population growth (refer Table B1.5) for CoE in the long term, indicates that by 2040 the total CoE population will be approximately 5 059 800 people, translating into an addition 454 642 households from 2015 to 2040.

**Table B1.5: CoE Baseline Population and Households**

Variable	2011 (Census)	2015
Population	3,178,470	3,429,423
Households	1,015,467	1,090,052
Household Size	3.1	3.1

Source: Ekurhuleni CIF Task 5-25 year Take - Up, Demacon, August 2015

**Table B1.6: CoE Population and Household Projections, 2011-2040**

Variable	2011 (Census)	2015	2020	2025	2030	2035	2040
Population	3,178,470	3,429,423	3,845,361	4,178,463	4,477,437	4,771,445	5,059,800
Households	1,015,467	1,090,052	1,183,188	1,275,633	1,366,906	1,456,663	1,544,694

Source: Ekurhuleni CIF Task 5-25 year Take - Up, Demacon, August 2015 / Ekurhuleni, CIP 2013-2017, Plan Associates, 2013

#### DWELLING UNITS

Informed by the population projection (calculated per region as indicated in **Table B1.7**) it is evident that by 2025 an additional 185 581 dwelling units will be required within the CoE. Distinguishing between the different housing typologies (refer **Table B1.8**), it is evident that the largest housing demand is within the subsidy bracket, followed by CRU housing, representing 70% of the total housing demand by 2040.

**Table B1.7: CoE Household Demand, 25 - year cumulative Forecast per Region**

Region	2020	2025	2030	2035	2040
Region A	16,177	31,655	46,295	60,002	72,721
Region B	27,408	53,689	78,590	101,936	123,626
Region C	9,716	20,216	31,565	43,833	57,097
Region D	6,743	13,387	19,886	26,203	32,306
Region E	11,434	23,169	35,176	47,423	59,882
Region F	21,658	43,465	65,342	87,214	109,010
<b>Total City of Ekurhuleni</b>	<b>93,136</b>	<b>185,581</b>	<b>276,854</b>	<b>366,611</b>	<b>454,642</b>

Source: Ekurhuleni CIF Task 5-25 year Take - Up, Demacon, August 2015

**Table B1.8: CoE Household Demand, 25 - year cumulative Forecast per Housing Typology**

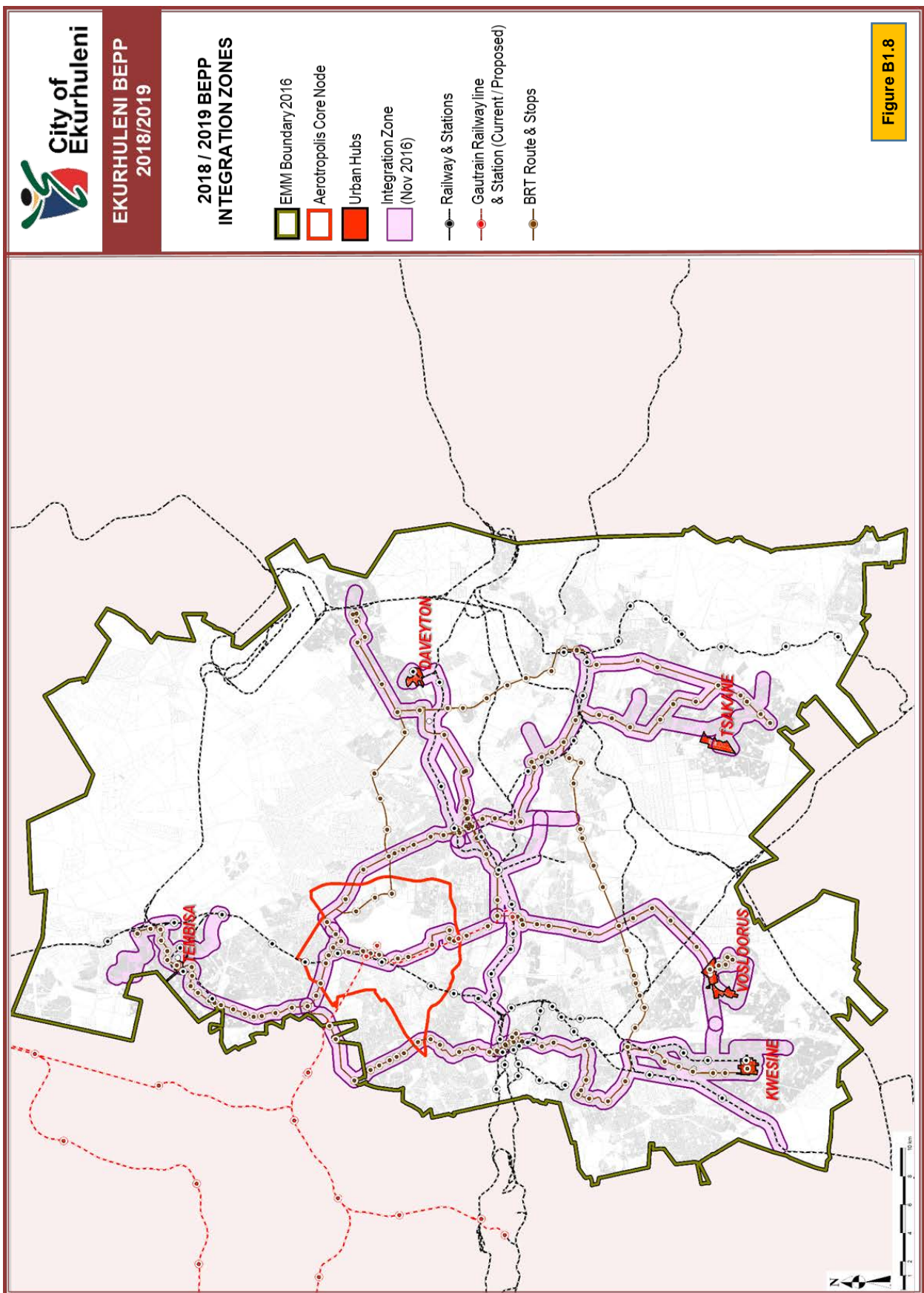
Region	2020	2025	2030	2035	2040	Total %
Subsidy	45,769	91,376	136,605	181,303	225,376	45%
CRU	5,085	10,153	15,178	20,145	123,626	25%
FLISP/GAP & Social	13,982	27,867	41,582	55,077	57,097	11%
FLISP/GAP & Affordable Bonded	10,119	20,139	30,005	39,675	32,306	6%
Bonded	18,180	36,046	53,483	70,411	59,882	12%
<b>Total City of Ekurhuleni</b>	<b>93,135</b>	<b>185,581</b>	<b>276,853</b>	<b>366,611</b>	<b>498,287</b>	<b>100%</b>

Source: Ekurhuleni CIF Task 5-25 year Take - Up, Demacon, August 2015

Subsequently, through a CoE Target model, data was deduced to profile all five Integration Zones. (Refer to CoE 2017/18 BEPP, page 25 to 131 for details). Some intervention projects with suggested timeframes were identified. But, further refinement of the model will be done to be able to influence sector departments on potential development along integration zones. Data obtained from the model was also useful to use as basis to some of BEPP indicators as captured on 2018/19 BEPP.

**Figure B1.8** represents 2018/19 CoE Integration Zones. The 2018/19 reflects stability with regards to refinement of Integration Zones as there are no changes made on the 2017/18 Integration Zones map. Instead, this cycle of BEPP seeks to demonstrate implementation progress made across all Integration Zones within BEVC framework. This will be reflected later on this section.

Figure B1.8: The CoE Integration Zones



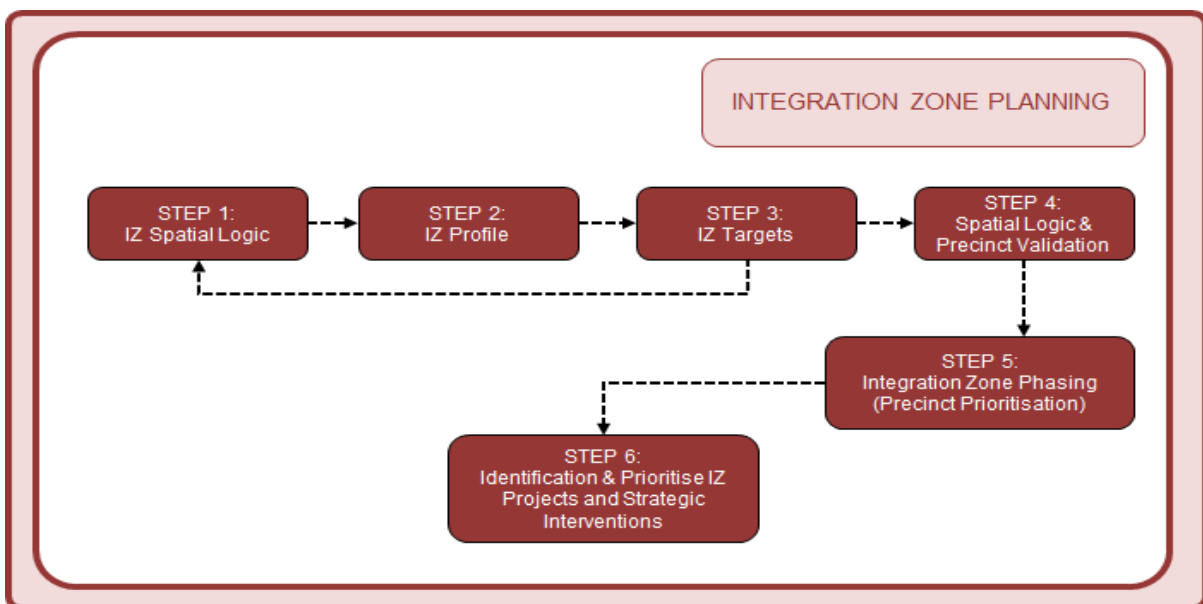


# INTEGRATION ZONE PLANNING

## B1.2 SPATIAL DEVELOPMENT STRATEGY – INTEGRATION ZONE PLANNING AND PROJECT PRIORITISATION

The 2017/18 Integration Zone Planning Guidelines required the detailed analysis of each Integration Zone’s profiles. 2017/18 CoE BEPP conformed to the requirement as the city provided the analysis according to the six steps (**Diagram B1.2**) as highlighted within the *Integration Zone Planning Guidelines*. Refer to 2017/18 CoE BEPP on page 28 for main objectives of each step.

**Diagram B1.2: Second level of Integration Zone Planning Steps**



With specific reference to *Step 3: Set Integration Zone Targets*, the insert below provides a summary of the targets utilised in all of the Integration Zones.

### INTEGRATION ZONE TARGETS

Specific development targets were identified and referred to within the *Integration Zone Planning Guidelines* to achieve spatial and economic transformation and support public transport, including the desired income mix (subsidy/gap/market) and tenure mix (owned/public rental/ private rental). The CoE Integration Zone Model referred to on section B1.1 was utilised as a tool to attempt to respond to some of the indicators. (Refer to CoE 2017/18 BEPP for detailed CoE Integration Zone Target Model, page 29 to 132). **Table B1.8** is a summary of the indicator targets included within the guidelines.

**Table B1.9: Indicators Targets**

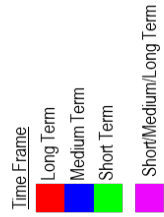
<b>Indicator Target</b>	<b>Anchors (CBD &amp; Urban Hub) and Employment Nodes</b>	<b>Intermediate Nodes</b>	<b>Secondary Township Nodes</b>
<i>Gross Residential Density</i>	60-180 du/ha	60-120 du/ha	60-120 du/ha
<i>Land Use Mix</i>	40% residential, 20% commercial, 20% retail 20% community & government services	50% residential, 15% commercial, 20% retail 15% community facilities	65% residential, 10% commercial, 15% retail 10% community facilities
<i>Bulk/ Height</i>	5-8 floors	3-8 floors	2-5 floors
<i>TOD Score</i>	>80	65-80	>65

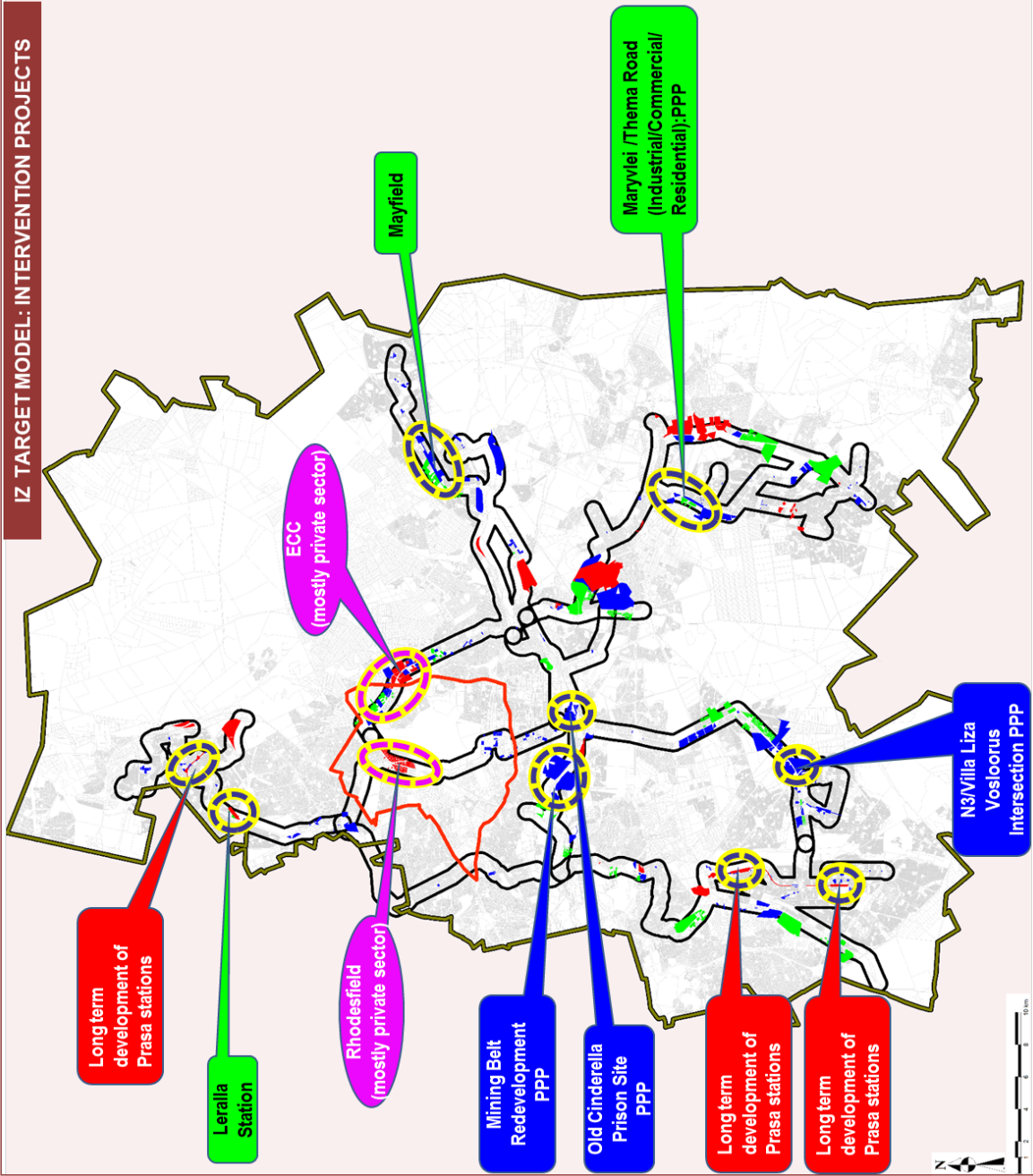
<b>Indicator Target</b>	<b>Informal Settlements</b>
<i>Gross Residential Density</i>	60-120 du/ha
<i>Land Use Mix</i>	75% residential, 10% retail 15% community facilities
<i>Bulk/ Height</i>	1-3 floors
<i>TOD Score</i>	>50

The CoE Integration Zone Target Model was developed to calculate the development potential per Integration Zone. **(Figure B1.9)**. The value of the model is to influence the departments to set their development targets in line with recommendations of the model. However, robust internal engagement needs to happen to ensure that we have common understanding of the principle of spatial targeting (integration zones - GPAs) and TOD development. Various external stakeholders (national, provincial, SoEs and private sector at large) also need to acquaint themselves with the CoE’s proposals.

**IZ TARGET MODEL:  
INTERVENTION  
PROJECTS**



**IZ TARGET MODEL: INTERVENTION PROJECTS**



**Figure B1.9**

### B1.3 IMPLEMENTATION PROGRESS WITHIN INTEGRATION

The City of Ekurhuleni has progress from the initial stages of BEPP which required much effort on planning and project preparation to a stage on which the city is able to provide progress on programmes and projects within the integration zones. Below is a summary of progress on implementation of projects:-

Data gathering from the departments is done on a monthly basis. The 2017/18 total capital budget of the city was R 6 399 356 712, 00. After the removal of projects which do not have a spatial influence, i.e. office equipment, office furniture, operational equipment, vehicle (operational), ICT equipment, Revenue enhancement etc, the total project which are reported on is **223** projects with a total budget of **R2 404 660 704,00**. There is a total of **35** catalytic projects within the integration zones which are reported on. Detailed report per Integration Zone is attached as **Appendix A**.

Table B1.10: Projects within IZs with budget, spatial influence and catalytic

ALL PROJECTS WITHIN THE 2017/18 CAPITAL BUDGET WITHIN INTEGRATION ZONES			
361	PROJECTS	R 2 927 149 850,00	BUDGET
PROJECTS WITHIN IZ's WITH SPATIAL INFLUENCE (Reported on)			
223	PROJECTS	R 2 404 660 704,00	BUDGET
CATALYTIC PROJECTS WITHIN IZ's REPORTED ON ***			
35	PROJECTS	R 1 516 095 748,00	BUDGET

\*\*\*The identification process used to identify the possible catalytic projects is based on the guideline provided in the BEPP Guidance Note, namely:

Catalytic urban development programmes; for the purposes of the BEPP, are specifically defined as programmes that:

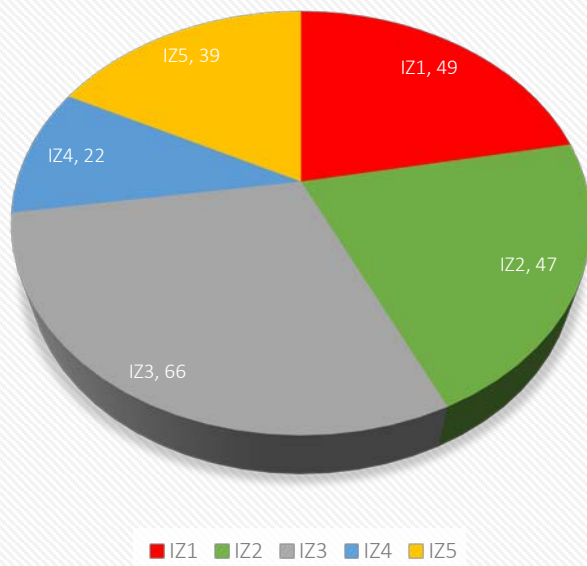
- Enable integration, that is, mixed and intensified land uses where the residential land use caters for people across various income bands and at increased densities that better support the viability of public transport systems;
- Are game changers in that the nature and scope of the projects are likely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

Of the **223** progress forms which were send out only **96** forms were updated. Refer to the table and graph below for a summary of the number of projects per integration zone:

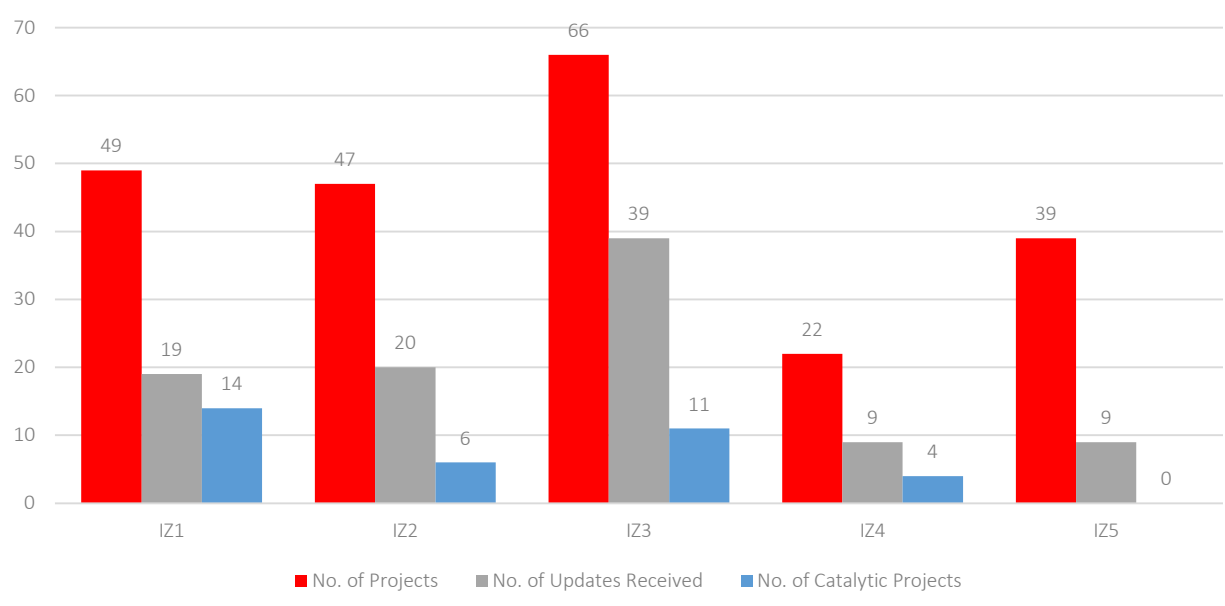
**Table B1.11: Number of projects per IZ**

Integration Zone	Updates Received	Total Number of Projects	Catalytic Projects
1	19	49	14
2	20	47	6
3	39	66	11
4	9	22	4
5	9	39	0
<b>Total Number of Projects</b>	<b>96</b>	<b>223</b>	<b>35</b>

**Figure B1.10: Number of projects per Integration Zone**



**Figure B1.11: Number of projects, updates received and catalytic projects per IZ**



The table below indicates the number of updates received per department and per integration zone.

**Table B1.12: number of updates received per department per IZ**

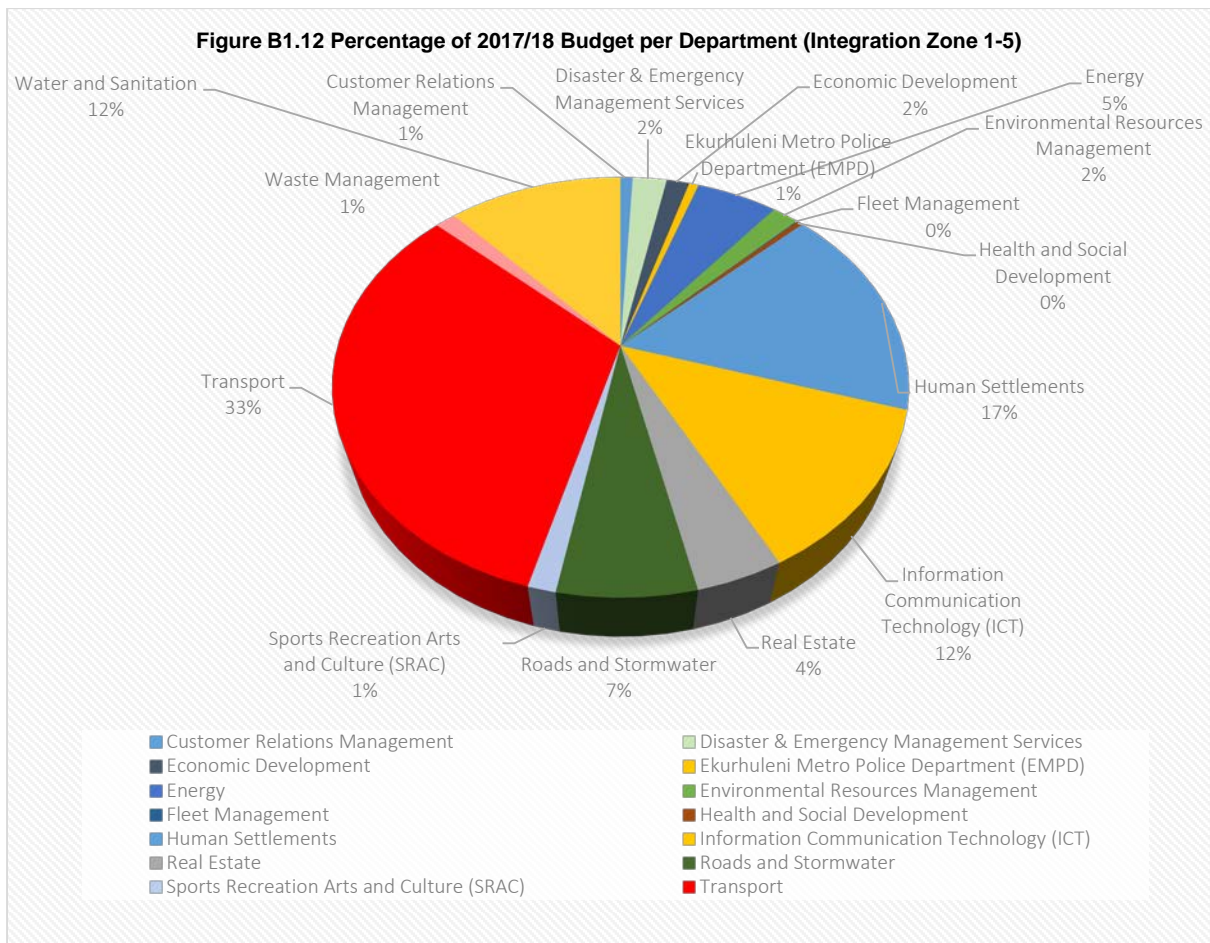
	IZ 1		IZ 2		IZ 3		IZ 4		IZ 5	
Department	Updates received		Updates received		Updates received		Updates received		Updates received	
Customer Relations Management	0	0	0	0	1	1	0	0	0	0
Disaster & Emergency Management Services	0	0	0	0	2	4	1	1	0	0
Economic Development	1	1	0	0	1	1	1	1	0	0
Ekurhuleni Metro Police Department (EMPD)	1	3	0	0	0	0	0	1	0	0
Energy	2	2	4	4	9	9	0	0	3	3
Environmental Resources Management	1	1	3	3	4	4	0	0	3	3
Fleet Management	0	0	3	3	1	1	0	0	1	1
Health and Social Development	1	3	0	2	2	2	0	0	0	1
Human Settlements	1	2	0	3	0	1	0	1	0	0
Information Communication Technology (ICT)	0	0	0	0	1	1	0	0	0	0
Real Estate	2	2	0	1	5	6	0	0	0	1
Roads and Stormwater	2	17	2	6	0	13	3	9	0	22
Sports Recreation Arts and Culture (SRAC)	2	4	3	5	8	8	0	0	0	2
Transport	5	10	0	5	0	1	0	1	1	1
Waste Management	0	1	4	7	1	2	0	0	0	0
Water and Sanitation	1	3	1	8	4	12	4	8	1	5
<b>Total number of projects</b>	<b>19</b>	<b>49</b>	<b>20</b>	<b>47</b>	<b>39</b>	<b>66</b>	<b>9</b>	<b>22</b>	<b>9</b>	<b>39</b>

Roads and Stormwater, Water and Sanitation and Sports Recreation Arts and Culture (SRAC) are the three departments with the most number of projects within all the IZ's. The following is a breakdown of the projects within all the IZ's per department:

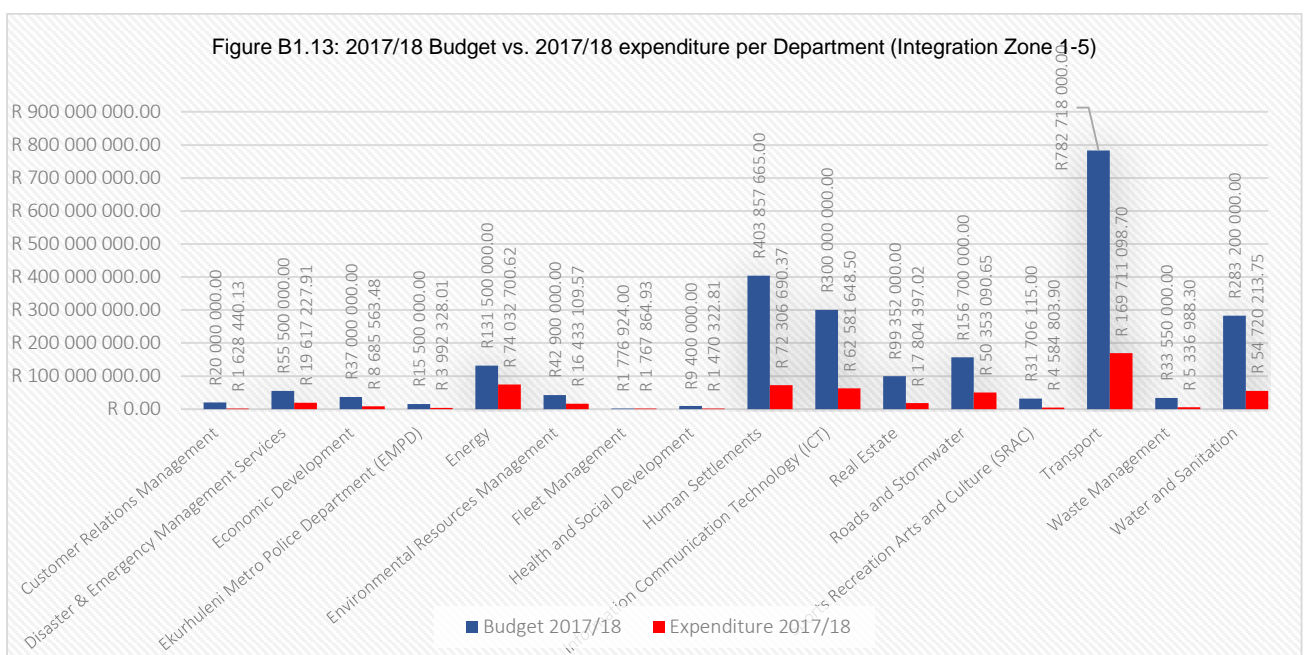
**Table B1.13 Breakdown of projects with IZs per department**

Department	Number of Projects	Budget 2017/18	Expenditure 2017/18
Customer Relations Management	1	R 20 000 000,00	R 1 628 440,13
Disaster & Emergency Management Services	5	R 55 500 000,00	R 19 617 227,91
Economic Development	3	R 37 000 000,00	R 8 685 563,48
Ekurhuleni Metro Police Department (EMPD)	4	R 15 500 000,00	R 3 992 328,01
Energy	18	R 131 500 000,00	R 74 032 700,62
Environmental Resources Management	11	R 42 900 000,00	R 16 433 109,57
Fleet Management	5	R 1 776 924,00	R 1 767 864,93
Health and Social Development	8	R 9 400 000,00	R 1 470 322,81
Human Settlements	7	R 403 857 665,00	R 72 306 690,37
Information Communication Technology (ICT)	1	R 300 000 000,00	R 62 581 648,50
Real Estate	10	R 99 352 000,00	R 17 804 397,02
Roads and Stormwater	67	R 156 700 000,00	R 50 353 090,65
Sports Recreation Arts and Culture (SRAC)	19	R 31 706 115,00	R 4 584 803,90
Transport	18	R 782 718 000,00	R 169 711 098,70
Waste Management	10	R 33 550 000,00	R 5 336 988,30
Water and Sanitation	36	R 283 200 000,00	R 54 720 213,75
<b>Grand Total</b>	<b>223</b>	<b>R 2 404 660 704,00</b>	<b>R 565 026 488,65</b>





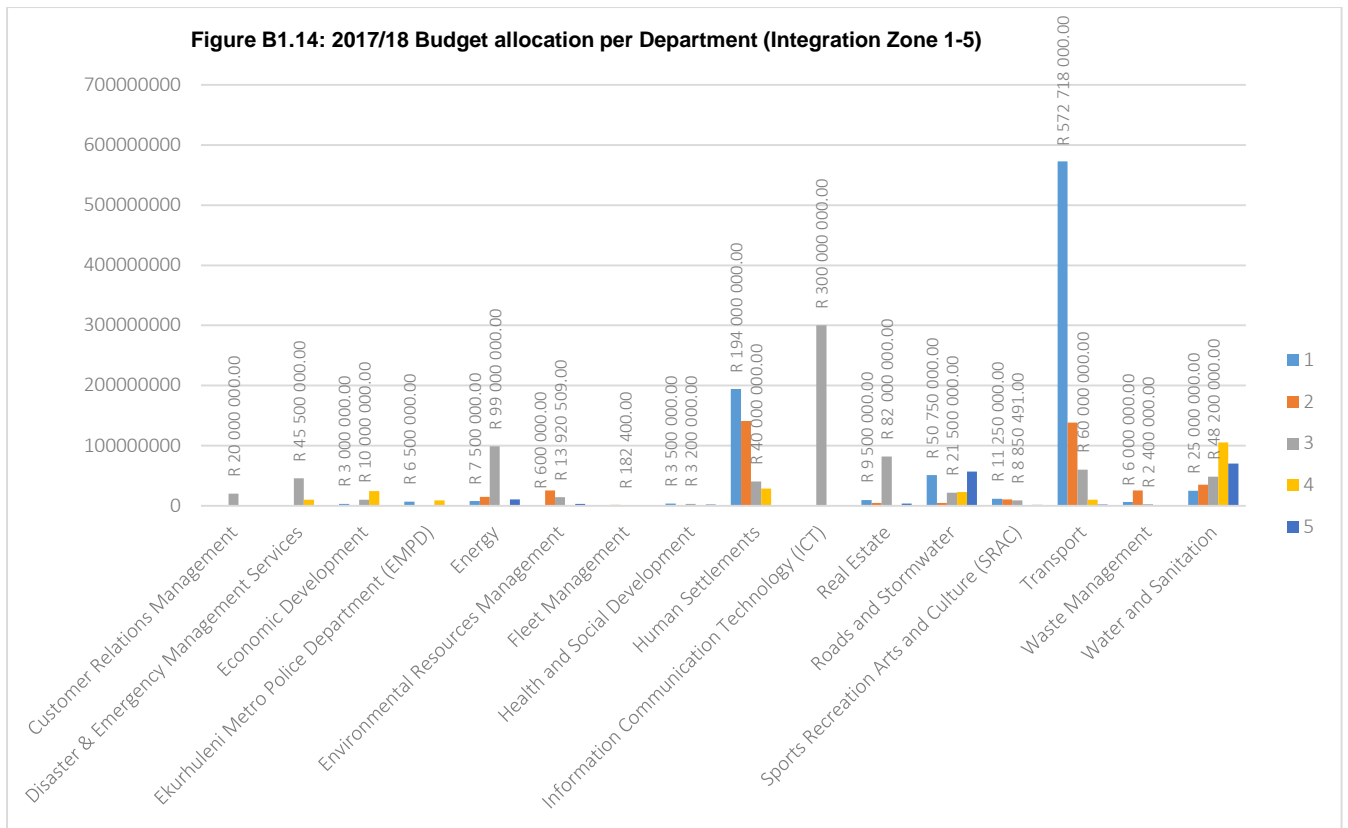
The graph below indicates the expenditure for 2017/18 up to date versus the 2017/18 budget per department for all the IZ's projects which we have received updates.



The table and graph below indicate the 2017/18 budget allocated per integration zone:

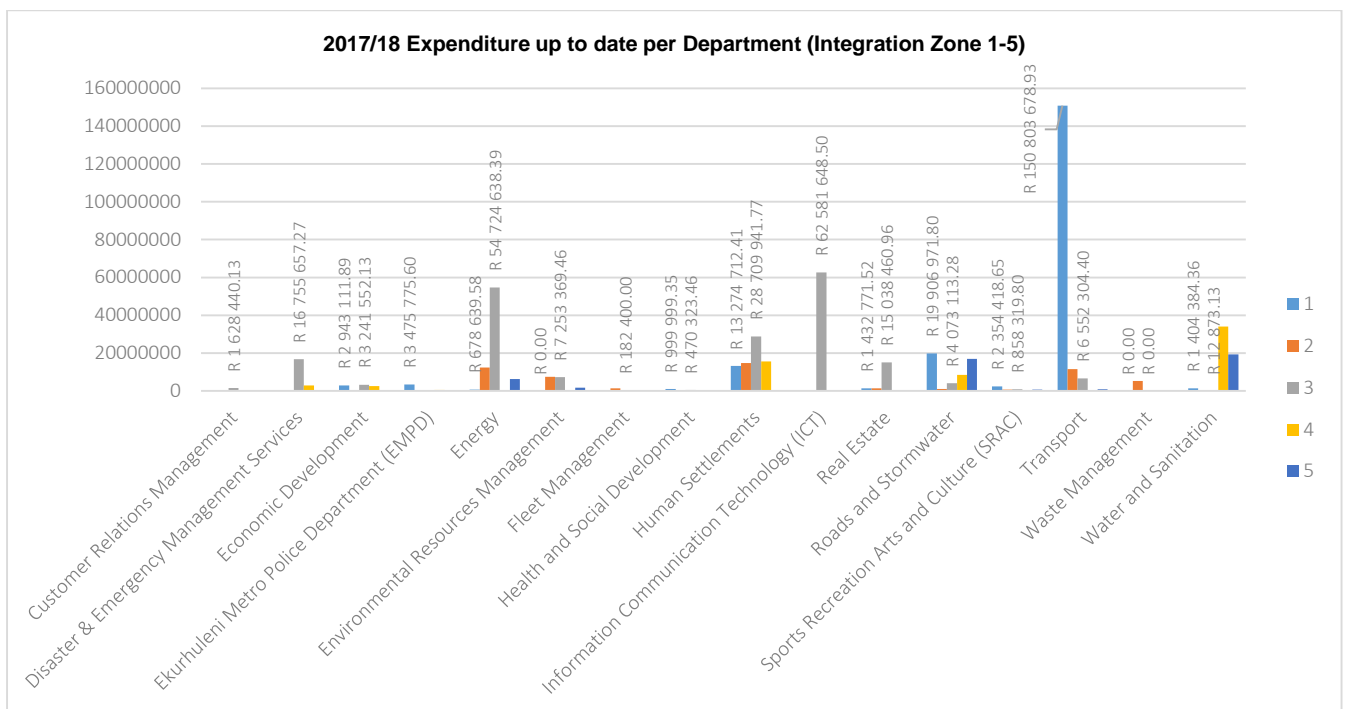
**Table B1.14: Budget Allocation per IZ**

Department	Integration Zone				
	1	2	3	4	5
Customer Relations Management			R 20 000 000,00		
Disaster & Emergency Management Services			R 45 500 000,00	R 10 000 000,00	
Economic Development	R 3 000 000,00		R 10 000 000,00	R 24 000 000,00	
Ekurhuleni Metro Police Department (EMPD)	R 6 500 000,00			R 9 000 000,00	
Energy	R 7 500 000,00	R 14 500 000,00	R 99 000 000,00		R 10 500 000,00
Environmental Resources Management	R 600 000,00	R 25 500 000,00	R 13 920 509,00		R 2 879 491,00
Fleet Management		R 1 370 524,00	R 182 400,00		R 224 000,00
Health and Social Development	R 3 500 000,00	R 700 000,00	R 3 200 000,00		R 2 000 000,00
Human Settlements	R 194 000 000,00	R 141 099 917,00	R 40 000 000,00	R 28 757 748,00	
Information Communication Technology (ICT)			R 300 000 000,00		
Real Estate	R 9 500 000,00	R 4 500 000,00	R 82 000 000,00		R 3 352 000,00
Roads and Stormwater	R 50 750 000,00	R 4 750 000,00	R 21 500 000,00	R 22 800 000,00	R 56 900 000,00
Sports Recreation Arts and Culture (SRAC)	R 11 250 000,00	R 10 500 000,00	R 8 850 491,00		R 1 105 624,00
Transport	R 572 718 000,00	R 138 000 000,00	R 60 000 000,00	R 10 000 000,00	R 2 000 000,00
Waste Management	R 6 000 000,00	R 25 150 000,00	R 2 400 000,00		
Water and Sanitation	R 25 000 000,00	R 35 000 000,00	R 48 200 000,00	R 105 000 000,00	R 70 000 000,00
<b>Grand Total</b>	<b>R 890 318 000,00</b>	<b>R 401 070 441,00</b>	<b>R 754 753 400,00</b>	<b>R 209 557 748,00</b>	<b>R 148 961 115,00</b>



The graph below indicate the 2017/18 expenditure per integration zone:

**Figure B1.15: Expenditure up to date per Department**

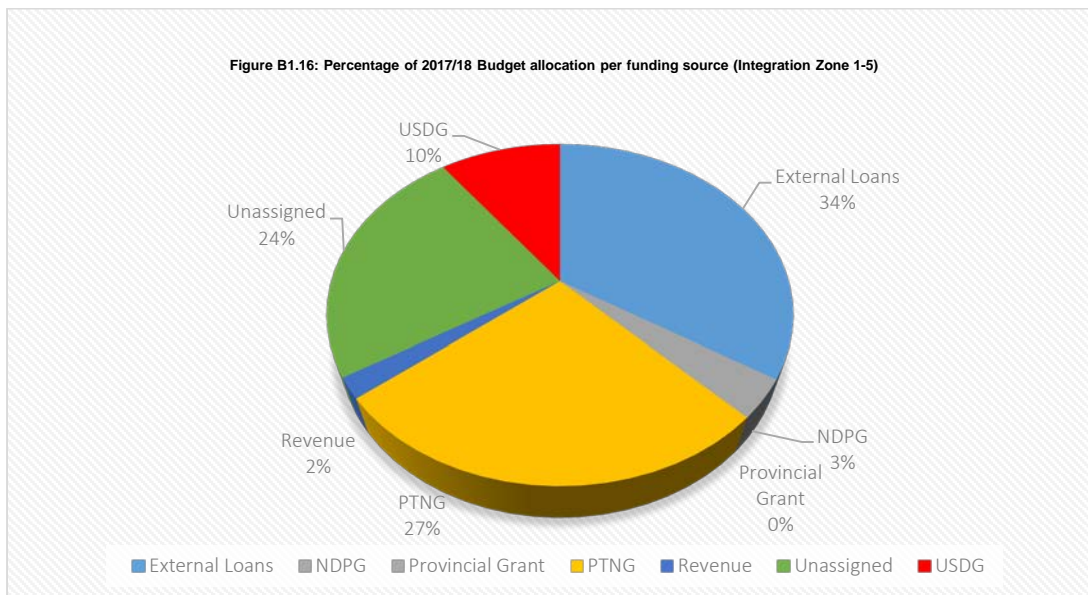


Most of the projects within the IZ's are funded by **External Loans** and by means of **Revenue**. The table below indicates the budget and expenditure per funding source.

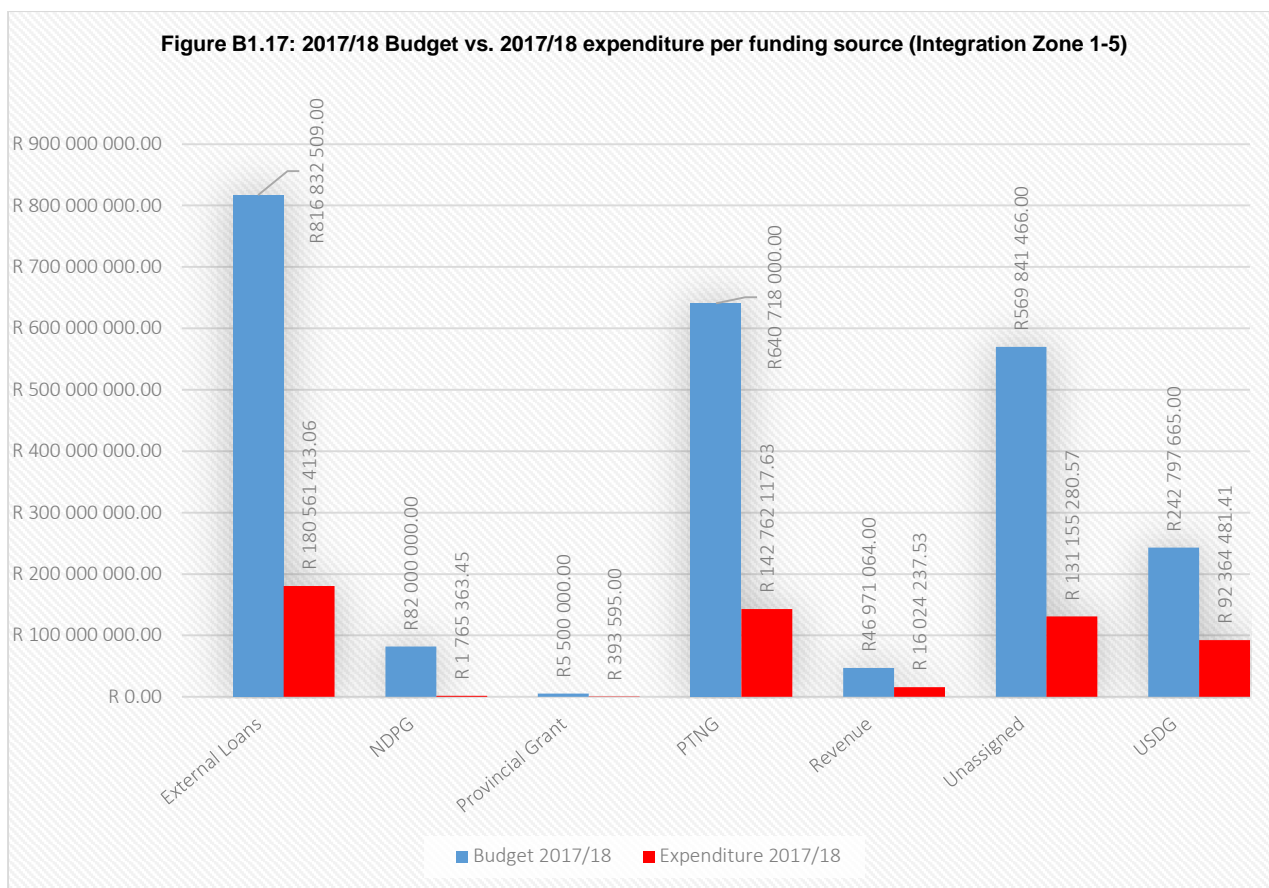
**Table B1.15: Sources of Funding**

Funding Source	Number of Projects	Budget 2017/18	Expenditure 2017/18
External Loans	117	R 816 832 509,00	R 180 561 413,06
NDPG	1	R 82 000 000,00	R 1 765 363,45
Provincial Grant	2	R 5 500 000,00	R 393 595,00
PTNG	8	R 640 718 000,00	R 142 762 117,63
Revenue	41	R 46 971 064,00	R 16 024 237,53
Unassigned	31	R 569 841 466,00	R 131 155 280,57
USDG	23	R 242 797 665,00	R 92 364 481,41
<b>Grand Total</b>	<b>223</b>	<b>R 2 404 660 704,00</b>	<b>R 565 026 488,65</b>

The graph below indicates the percentage budget allocation per funding source for projects in all the IZ'S.



The graph below indicates the expenditure for 2017/18 up to date versus the 2017/18 budget per funding source for the all the IZ'S projects updates received.



The table below indicates the number of projects per funding source and integration zone:

**Table B1.16: Number of projects per funding source**

Funding Source	Integration Zone					Grand Total
	1	2	3	4	5	
External Loans	19	25	37	14	22	117
NDPG	1	0	0	0	0	1
Provincial Grant	1	1	0	0	0	2
PTNG	6	2	0	0	0	8
Revenue	10	10	10	1	10	41
Unassigned	9	7	11	2	2	31
USDG	3	2	8	5	5	23
<b>Grand Total</b>	<b>49</b>	<b>47</b>	<b>66</b>	<b>22</b>	<b>39</b>	<b>223</b>

**Table B1.17: Budget allocation per funding source and IZs**

Funding Source	Integration Zone				
	1	2	3	4	5
External Loans	R 113 600 000,00	R 122 460 000,00	R 338 820 509,00	R 134 000 000,00	R 107 952 000,00
NDPG	R 82 000 000,00				
Provincial Grant	R 1 500 000,00	R 4 000 000,00			

PTNG	R 508 718 000,00	R 132 000 000,00			
Revenue	R 8 500 000,00	R 11 770 524,00	R 15 570 916,00	R 300 000,00	R 10 829 624,00
Unassigned	R 157 000 000,00	R 33 300 000,00	R 342 361 975,00	R 34 000 000,00	R 3 179 491,00
USDG	R 19 000 000,00	R 97 539 917,00	R 58 000 000,00	R 41 257 748,00	R 27 000 000,00
<b>Grand Total</b>	<b>R 890 318 000,00</b>	<b>R 401 070 441,00</b>	<b>R 754 753 400,00</b>	<b>R 209 557 748,00</b>	<b>R 148 961 115,00</b>

The table below indicate the 2017/18 expenditure to date per integration zone and funding source:

**Table B1.18: 2017/18 expenditure to date per integration zone and funding source**

	Integration Zone				
Funding Source	1	2	3	4	5
External Loans	R 22 518 567,35	R 19 689 144,35	R 84 063 468,11	R 32 564 492,63	R 21 725 740,62
NDPG	R 1 765 363,45				
Provincial Grant	R 0,00	R 393 595,00			
PTNG	R 133 172 637,94	R 9 589 479,69			
Revenue	R 2 313 914,42	R 6 096 773,88	R 2 805 546,30	R 301 001,61	R 4 507 001,32
Unassigned	R 35 693 659,10	R 5 321 637,84	R 83 060 821,95	R 5 383 803,20	R 1 695 358,48
USDG	R 1 810 321,83	R 14 670 332,84	R 32 153 206,32	R 25 679 162,19	R 18 051 458,23
<b>Grand Total</b>	<b>R 197 274 464,09</b>	<b>R 55 760 963,60</b>	<b>R 202 083 042,68</b>	<b>R 63 928 459,63</b>	<b>R 45 979 558,65</b>

From the **96** project updates received most of the project are in **implementation** stage. **158** projects have no project phase indicated. The table below indicates the number of projects, budget and expenditure per project phase.

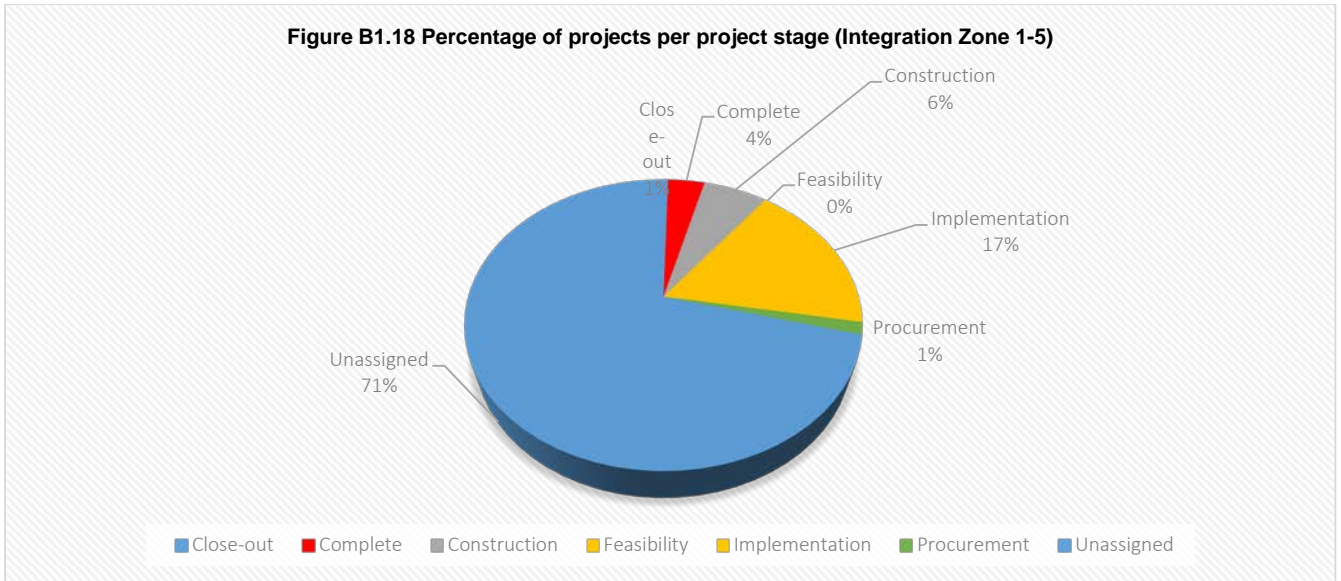
**Table B1.19: Expenditure per stage and per number of projects**

Project Stage	Number of Projects	2017/18 Budget	2017/18 Expenditure
Close-out	1	R 300 000,00	R 301 001,61
Complete	8	R 38 000 000,00	R 35 115 192,17
Construction	14	R 111 400 000,00	R 50 992 681,34
Feasibility	1	R 12 000 000,00	R 0,00
Implementation	38	R 554 845 357,00	R 151 274 554,40
Procurement	3	R 15 500 000,00	R 532 305,10
Unassigned	158	R 1 672 615 347,00	R 326 810 754,03
<b>Grand Total</b>	<b>223</b>	<b>R 2 404 660 704,00</b>	<b>R 565 026 488,65</b>

The graph below indicates the percentage of projects per project stage.

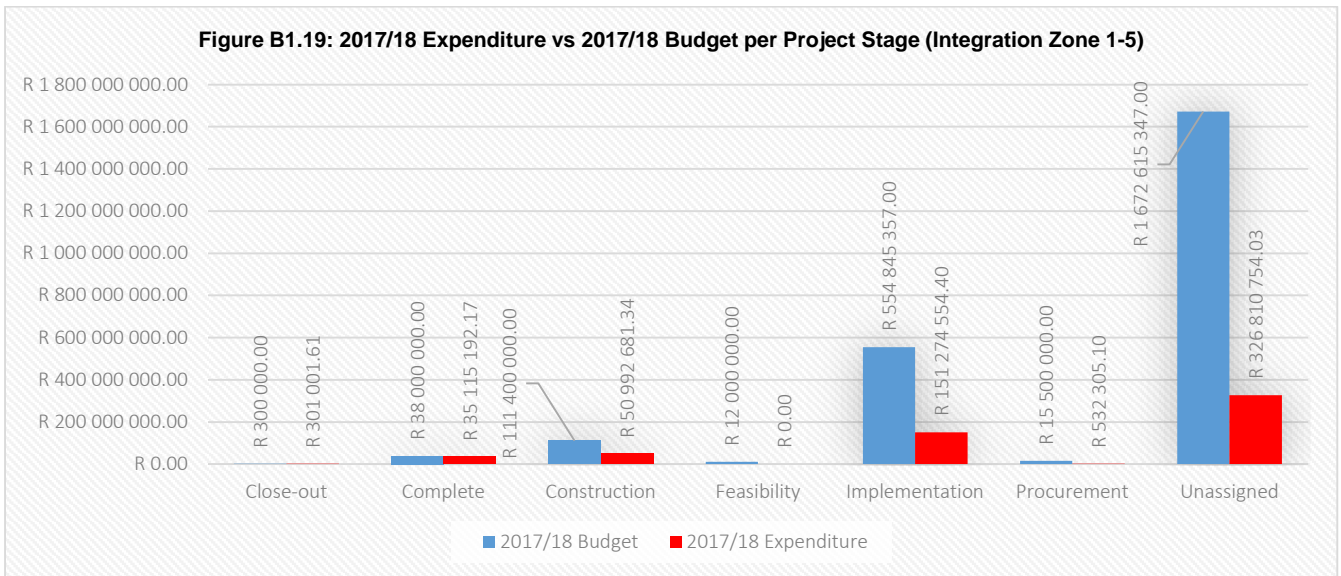


**Figure B1.18 Percentage of projects per project stage (Integration Zone 1-5)**



The graph below indicates the 2017/18 expenditure versus the 2017/18 budget of the projects per project stage.

**Figure B1.19: 2017/18 Expenditure vs 2017/18 Budget per Project Stage (Integration Zone 1-5)**



The table below indicated the number of projects per project stage and per integration zone:

**Table B1.21: Number of projects per stage**

Project Stage	Integration Zone					Grand Total
	1	2	3	4	5	
Close-out				1		1
Complete	1	3	3		1	8
Construction	2	3	6		3	14
Feasibility			1			1
Implementation	7	8	15	6	2	38
Procurement			2		1	3
Unassigned	39	33	39	15	32	158

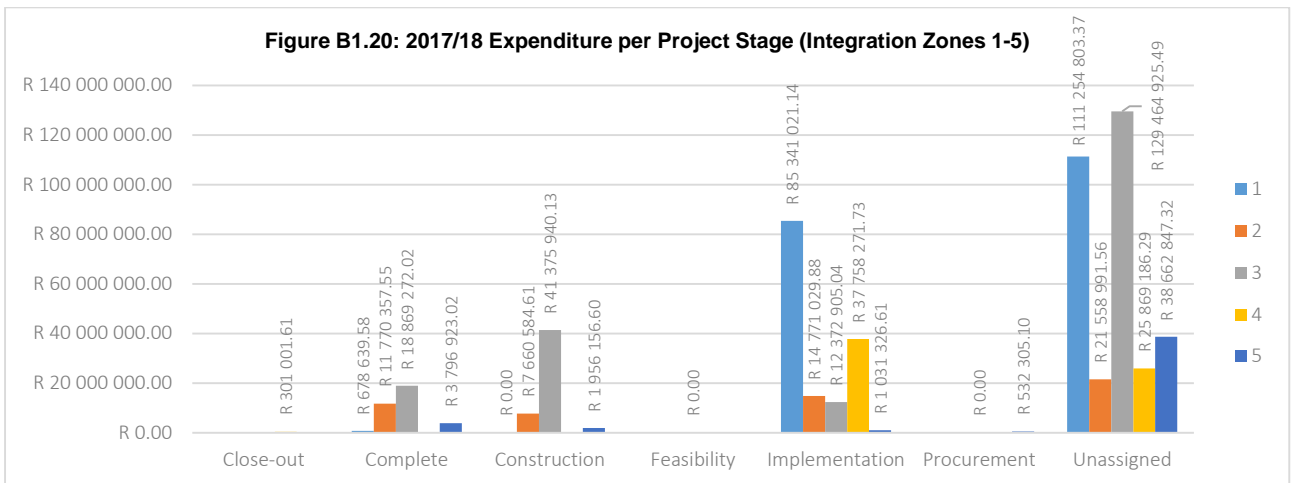
<b>Grand Total</b>	<b>49</b>	<b>47</b>	<b>66</b>	<b>22</b>	<b>39</b>	<b>223</b>
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The table below indicate the 2017/18 budget allocated per integration zone and project stage:

**Table B1.22: Budget allocation per stage**

Project Stage	Integration Zone				
	1	2	3	4	5
Close-out				R 300 000,00	
Complete	R 2 500 000,00	R 12 000 000,00	R 19 000 000,00		R 4 500 000,00
Construction	R 5 600 000,00	R 24 500 000,00	R 77 100 000,00		R 4 200 000,00
Feasibility			R 12 000 000,00		
Implementation	R 291 500 000,00	R 63 250 441,00	R 108 870 916,00	R 89 000 000,00	R 2 224 000,00
Procurement			R 12 500 000,00		R 3 000 000,00
Unassigned	R 590 718 000,00	R 301 320 000,00	R 525 282 484,00	R 120 257 748,00	R 135 037 115,00
<b>Grand Total</b>	<b>R 890 318 000,00</b>	<b>R 401 070 441,00</b>	<b>R 754 753 400,00</b>	<b>R 209 557 748,00</b>	<b>R 148 961 115,00</b>

The graph below indicate the 2017/18 expenditure up to date per integration zone and project stage:



Of the **96** update forms received, the following were indicated in terms of the % complete per stage.

Table B1.23: % completion per stage				
Project Phases	0-25% complete with current stage	25-50% complete with current stage	50-75% complete with current stage	75-100% complete with current stage
Procurement	0	0	0	0
Feasibility	0	0	0	0
Implementation	5	10	4	3
Construction	0	0	0	0
Close-out	0	0	0	1
Complete	0	0	0	0

For the updated projects, **24** projects are expected to be completed by the end of June 2018. **191** projects have no expected completion date indicated. The table below indicates the number of projects per expected completion date.

**Table B1.24: Expected completion date**

Month of expected project completion	Number of projects (IZ 1-5)
Feb-2018	2
Mar-2018	5
Apr-2018	0
May-2018	1
Jun-2018	16
Jul 2018 -Sep 2018	1
Oct 2018 - Dec 2018	1
Jan 2019 - Jun 2019	5
Jul 2019 -Jun 2020	1
Jul 2020 - Jun 2021	0
Ongoing	0
Unassigned	191

The following projects are expected to be completed before end June 2018:

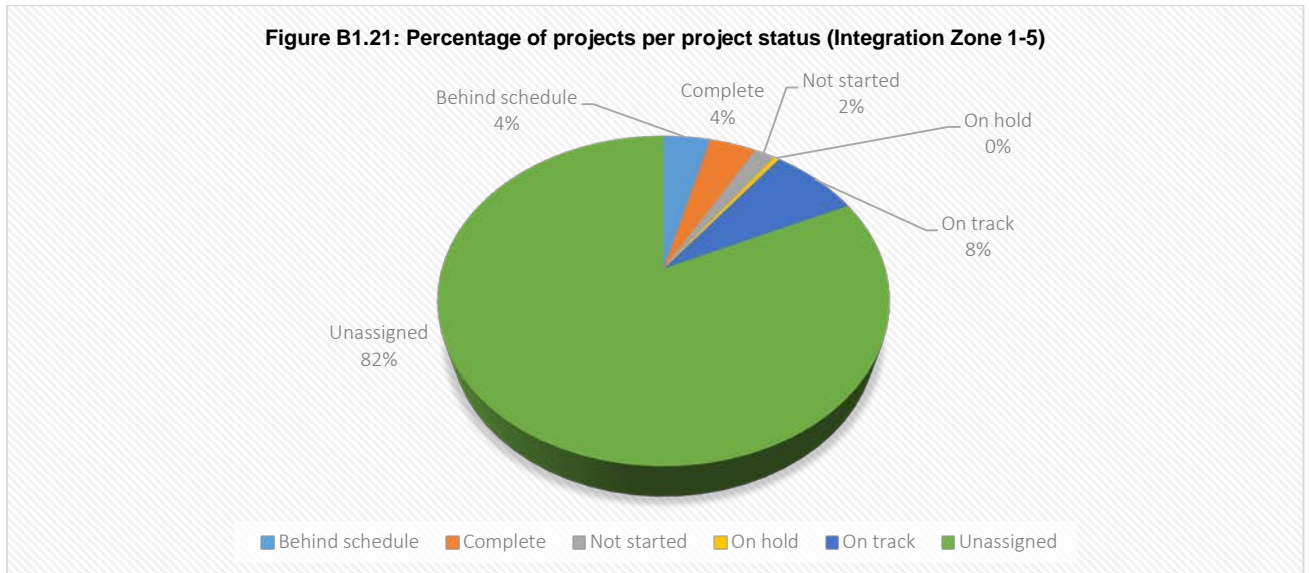
**Table B1.25: Projects to be completed before June 2018**

Integration Zone	Project Name	Department	Current Project Stage	Expected Completion Date of Project
1	IRPTN: Project designs, Planning and Management	Transport	Implementation	2018-06-30
	IRPTN: Road Infrastructure (PTNG))	Transport	Implementation	2018-06-30
	Rehabilitation Phomolong library(Daveyton)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Upgrade Kempton Park library(Kempton Park)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
2	Ped. Management: (S) Boksburg(Boksburg)	Roads and Stormwater	Implementation	2018-02-15
	Upgrade Boksburg library(Boksburg)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Upgrade Wattville youth Centre (Benoni)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Upgrade: Ablution facilities Prince George Park depot(Boksburg)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29

Integration Zone	Project Name	Department	Current Project Stage	Expected Completion Date of Project
	Workshop Refurbishment - Benoni(Benoni)	Fleet Management	Implementation	2018-03-30
	Workshop Refurbishment - Boksburg(Boksburg)	Fleet Management	Implementation	2018-03-30
	Workshop Refurbishment - Germiston(Germiston)	Fleet Management	Implementation	2018-03-30
3	Cathodic Protection of Steel Pipelines (Alberton)	Water and Sanitation	Implementation	2018-06-30
	CRM Call Centre(Germiston)	Customer Relations Management	Implementation	2018-06-29
	Recapitalisation of Libraries - Refurbishment Edenvale library	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Refurbish Kathlehong stadium(Katlehong 1)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Rehabilitation of Isaac Mokoena library(Katlehong 1)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Upgrade DH Williams Hall(Thokoza)	Sports Recreation Arts and Culture (SRAC)	Implementation	2018-06-29
	Workshop Refurbishment - Edenvale(Edenvale)	Fleet Management	Implementation	2018-03-30
4	Extention of Farrarmere Fire Station(Benoni)	Disaster & Emergency Management Services	Implementation	2018-06-29
	Mayfield Ext 1(Benoni)	Water and Sanitation	Implementation	2018-02-28
	Ped. Management (E): Completion Sidewalk Ikageng St(Etwatwa)	Roads and Stormwater	Close-out	2017-10-26
	Roads: Low Cost Housing: EastTau Drive (+ 1.2 km) and Kgabo Street (+ 1.2 km)(Daveyton)	Roads and Stormwater	Implementation	2017-11-24
	W&S:Emergency SVC to informal settlement(Corporate)	Water and Sanitation	Implementation	2018-05-25
5	Workshop Refurbishment - Brakpan(Brakpan)	Fleet Management	Implementation	2018-03-30

From the updated projects, most of the projects are **on track**. The table below indicates the number of projects, budget and expenditure per project status.

The graph below indicates the percentage of projects per project status.

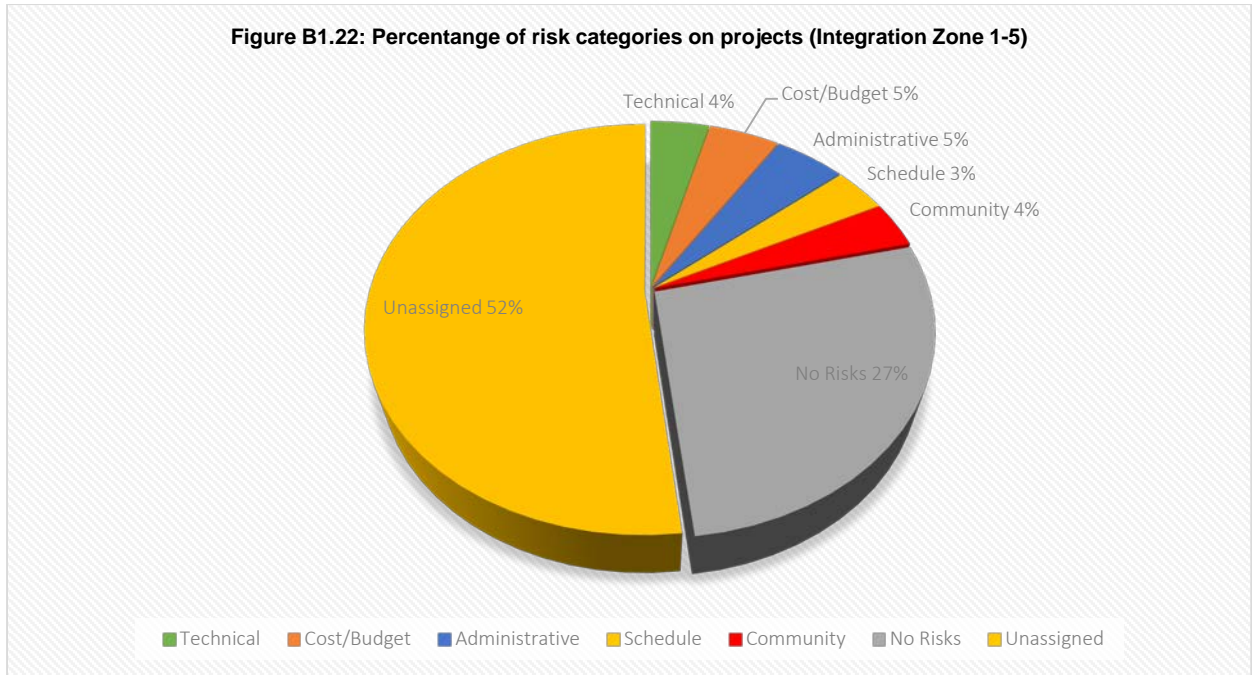


Most of the projects have outstanding information in terms of the project risk. But from the information updated it is indicated that **66** projects have no risks associated with the projects. **127** projects have no information regarding the project risks. The most common risk category is **no risks**.

**Table B1.26: Categorisation of Risk per number of projects**

Risk Categories	Number of Risks (IZ1-5)
Technical	10
Cost/Budget	12
Administrative	12
Schedule	9
Community	9
No Risks	66
Unassigned	127

**Figure B1.22: Percentage of risk categories on projects (Integration Zone 1-5)**



The table below indicates the number of risk categories per integration zone.

**Table B1.27: Number of risk per risk category and per IZ**

Risk Categories	Number of Risks (IZ1-5)	IZ1	IZ2	IZ3	IZ4	IZ5
Technical	10	2	3	2	1	2
Cost/Budget	12	1	4	3	3	1
Administrative	12	4	0	6	1	1
Schedule	9	2	3	2	1	1
Community	9	2	3	2	1	1
No Risks	66	11	16	29	4	6
Unassigned	127	30	27	27	13	30

The following list includes a summary of all the catalytic projects, the highlighted projects are the projects with risks associated with the project.



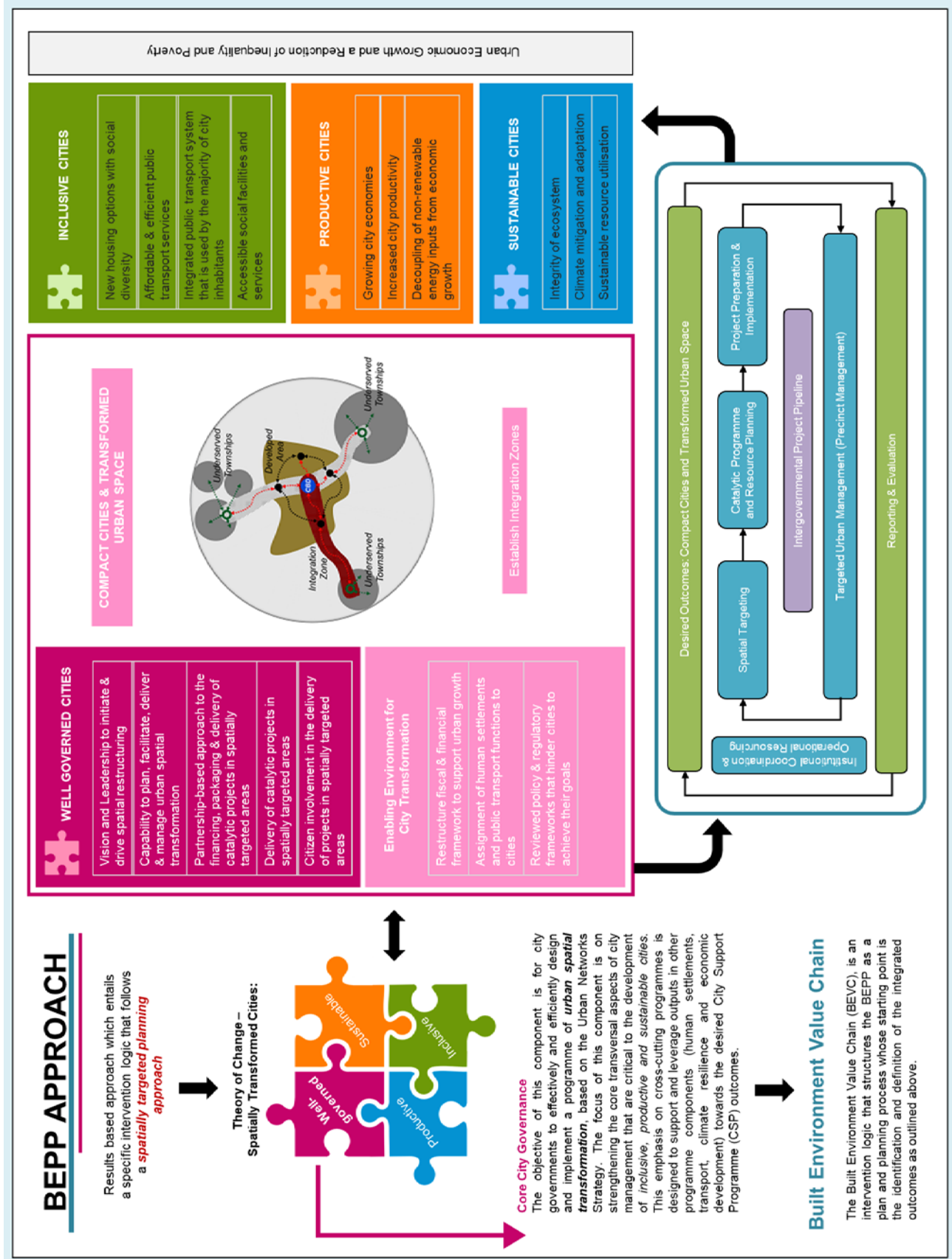
**Table B1.28: Summary of catalytic projects**

Integration Zone	Project Name	Project Description	Department	Project Status
1	Aerotropolis International Hospitality School	New project to report on. Waiting for contact person details.	Economic Development	Unassigned
	Construction of a new 4Ml Tembisa Tower (Tembisa 1)	Construct 4Ml concrete tower reservoir	Water and Sanitation	Unassigned
	Esterpark substation	Network capacity creation through the installation and upgrading of substations to unlock economic developments in the City.	Energy	Unassigned
	Extension & Upgrade Esangweni Clinic (Tembisa 1)	New clinic	Health and Social Development	Unassigned
	IRPTN: Bus Depots	Main and Sub-depots for IRPTN	Transport	Unassigned
	IRPTN: Infrastructure	9 BRT stations	Transport	Behind schedule
	IRPTN: Infrastructure and Implementing (PTNG)	BRT Trunk, Feeder upgrades, Street Lighting, NMT. etc	Transport	Unassigned
	IRPTN: Project designs, Planning and Management	DESIGNS AND SUPERVISION OF VARIOUS IRPTN WORKS	Transport	On track
	IRPTN: Road Infrastructure (PTNG)	10km trunk, 13 stations, industry buy out, 6x pedestrian bridges	Transport	Unassigned
	IRPTN: Road Infrastructure (PTNG))	Trunk route, Feeder upgrades, Street Lighting, NMT etc	Transport	On track
	Mega Project: Tembisa Ext 25 (Old Mutual Land)(Tembisa 2)	New project to report on. Waiting for contact person details.	Human Settlements	Unassigned
	New Clinic Esselen Park Tembisa (Tembisa 1)	New clinic and Paypoint.	Health and Social Development	Unassigned
	Tembisa Sewer(Tembisa 1)	Replace and upgrade 7km internal and bulk sewer pipelines	Water and Sanitation	Unassigned
	Urban Renewal: Tembisa Public space upgrade linked with NMT Ibazelo & Isithame(Tembisa 1)	Public Space Upgrade linked with NMT identified	Human Settlements	Unassigned
2	Boksburg Network enhancement	Network capacity creation through the installation of cables and minisubs to unlock economic developments in the City.	Energy	Complete
	IRPTN: Industry Transition	IRPTN Industry Negotiations	Transport	Unassigned
	IRPTN: ITS (PTNG)	Automated Fare Collection and APTMS	Transport	Unassigned
	Replace , upgrade and extent water pipelines & construct new resevoirs & towers in Germiston, Boksburg, Edenvale	New project to report on. Waiting for contact person details.	Water and Sanitation	Unassigned
	Urban Renewal: Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf 20846 Ext 30, Portion of RE Portion 192 Farm Vlakplats 138 IR	RDP walk-ups & CRU: Concept Definition/Prefeasibility and designs completed in 16/17. Execution to be phased. Servicing 100 units & construct 100 units 17/18 . Servicing 300 units & construct 300 units 18/19. Servicing 400 units & construct 400 units 19/20 & onwards.	Human Settlements	Unassigned

Integration Zone	Project Name	Project Description	Department	Project Status
	Urban Renewal: Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf 20846 Ext 30, Portion of RE Portion 192 Farm Vlakplats 138 IR(Vosloorus)	RDP walk-ups & CRU: Concept Definition/Prefeasibility and designs completed in 15/16. Execution to be phased. Servicing 200 units & construct 200 RDP units 16/17 . Servicing 200 units & construct 200 RDP units 17/18. Servicing 200 units & construct 200 RDP units 18/19 & onwards.	Human Settlements	Unassigned
3	Automotive City- Tembisa and Tsakane	Katlehong, Establishment of automotive parks in Katlehong, Tembisa and Tsakane	Economic Development	Unassigned
	Const Fire Station/House Germiston Central (Germiston)	New project to report on. Waiting for contact person details.	Disaster & Emergency Management Services	Unassigned
	Construction of a new 30ML Russel Road Reservoir (Germiston)	Construct 30ML concrete reservoir	Water and Sanitation	Unassigned
	Edenvale Munic substation	Network capacity creation through the installation and upgrading of substations to unlock economic developments in the City.	Energy	Unassigned
	EMPD Precinct Station in Primrose (Germiston)	New project to report on. Waiting for contact person details.	Real Estate	Unassigned
	ERP Phase 1(Corporate)	New project to report on. Waiting for contact person details.	Information Communication Technology (ICT)	Unassigned
	Germiston North Substation	Network capacity creation through the installation and upgrading of substations to unlock economic developments in the City.	Energy	Unassigned
	Germiston Urban Renewal - Germiston Fire Station Social Housing Project-Buildings(Germiston)	The project output includes the construction of 353 social housing units. Detailed designs have been completed in 2015/16. 144 units to be constructed in 2015/16 phase one . The project is at procurement stage, with contractor to be appointed during November 2015. Construction will commence in 2015/16 and continue in 2016/17. 209 units in phase 2 also planned for 16/17 also planned for in the budget from province.	Human Settlements	Unassigned
	Germiston: Upgrade and replace Dekema outfall sewer(Germiston)	Upgrading of 5.1km long bulk sewer gravity pipeline, 700mm diameter HDPE.	Water and Sanitation	Unassigned
	Russel Rd Bulk Water(Germiston)	Construction of 3.5km, 800mm diameter bulk water supply pipeline	Water and Sanitation	Unassigned
	Russel Road substation	Network capacity creation through the installation and upgrading of substations to unlock economic developments in the City.	Energy	Unassigned
4	Construction of a new 23ML Kempton Park Reservoir (Kempton Park)	Construct 23ML concrete reservoir	Water and Sanitation	On track

Integration Zone	Project Name		Project Description	Department	Project Status
	Daveyton 14(Daveyton)	Extension	This project output includes the design and construction for 1559 stands: - Water and Sanitation Network Systems - Roads and Stormwater Network Systems - Bathroom Facility with Solar Water Heater (Geysers)	Human Settlements	Unassigned
	Etwatwa Township Hubs	enterprise	New project to report on. Waiting for contact person details.	Economic Development	Unassigned
	Replace , upgrade and extent water pipelines & construct new resevoirs & towers in Alberton, Katlehong, Tokoza, Vosloorus		New project to report on. Waiting for contact person details.	Water and Sanitation	Unassigned

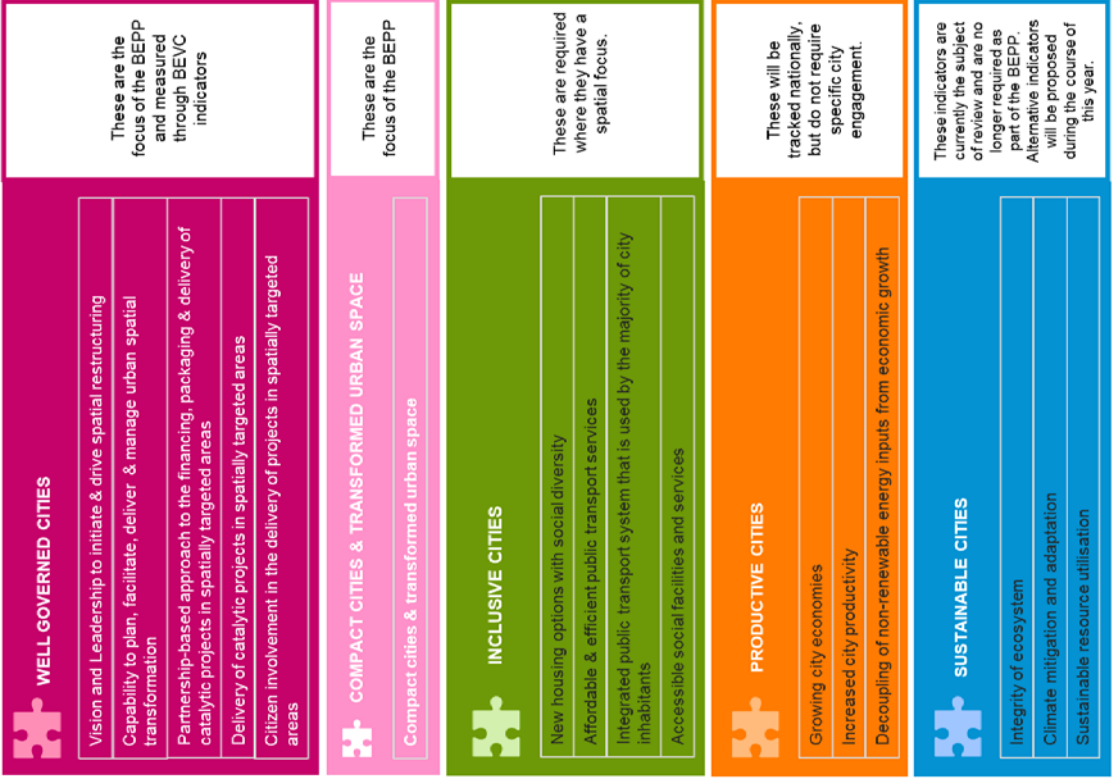
# SUMMARY OF CoE's UNDERSTANDING OF BEVC



**THE MONITORING AND REPORTING FRAMEWORK FOR THE BEPP:  
OUTCOMES-LED REPORTING**

**5 Reporting & Evaluation**

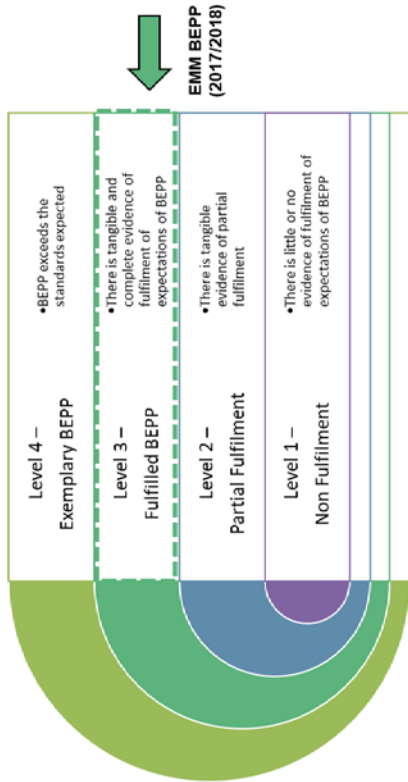
**THE BEPP INDICATORS, ARE REFLECTED AGAINST THE RELEVANT STEPS OF THE BEVC**



Code	Results statement	BEVC element	Indicator Name
WG8	Capability to plan, facilitate, deliver and manage urban spatial transformation	1 Spatial Targeting	The budgeted amount of municipal capital expenditure for catalytic programmes contained in the BEPP, as a percentage of the municipal capital budget.
WG16	Capability to plan, facilitate, deliver and manage urban spatial transformation	4 Targeted Urban Management	BEPP Evaluation Score.
WG17	Partnering with citizens, civil society, private and public sectors	2 Catalytic Programme and Resource Planning	Number of new partnerships entered into to strengthen the intergovernmental project pipeline.
	Delivery of catalytic programmes in spatially targeted areas	3 Project Preparation & Implementation	Annexure 1 & 2
	Delivery of catalytic programmes in spatially targeted areas	6 Institutional Coordination & Operational Resourcing	Forms part of BEPP Evaluation score.

## BEPP EVALUATION FRAMEWORK: PROGRESSION MODEL

A progression model has been introduced enabling a Metro to progress in terms of its capacities and capabilities, and encouraging clear accountability for the ongoing strengthening of the BEPP process and outputs over time.



The scope of the **evaluation framework** is to assess the BEPP over successive annual cycles with respect to:

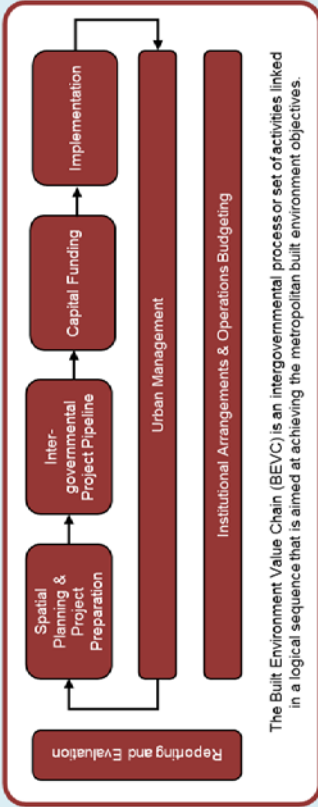
- The process of formulating its BEPP
- The quality and content of the BEPP
- The institutionalisation of the BEPP

The evaluation is calculated through a **system of weights** applied at the level of standards or assessment areas. These weights can shift over time. For example there might be greater emphasis on the BEPP process and plan for now, allowing for a **greater shift to BEPP institutionalisation**.

BEPP Component	Component Score	No. of Component Elements	Maximum Component Score Possible	Unweighted %	Component Weighting %	Weighted Score	Component Classification (in / silver / gold / platinum)
Section A: Introduction	5	3	9	55.6%	3	1.7	gold
Section B: Spatial planning and Project Prioritisation	28	22	66	42.4%	25	10.6	gold
Section C: Intergovernmental Project Pipeline	16	10	30	53.3%	30	16.0	gold
Section D: Capital Funding	9	6	18	50.0%	8	4.0	gold
Section E: Implementation	6	4	12	50.0%	10	5.0	gold
Section F: Urban Management	11	7	21	52.4%	12	6.3	gold
Section G: Institutional Arrangements & Operating Budget	4	3	9	44.4%	7	3.1	gold
Section H: Reporting & Evaluation	2	6	18	11.1%	5	0.6	silver
<b>Total Score</b>	<b>81</b>	<b>61</b>	<b>183</b>	<b>44.3%</b>	<b>100</b>	<b>44.2</b>	<b>gold</b>

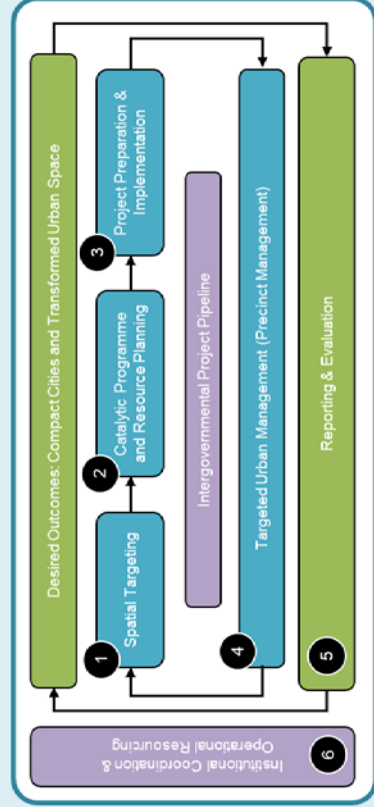
## EVOLUTION OF THE BEVC

BEPP Guidance Note: 2017/2018 – 2019/2020



Built Environment Value Chain Evolution

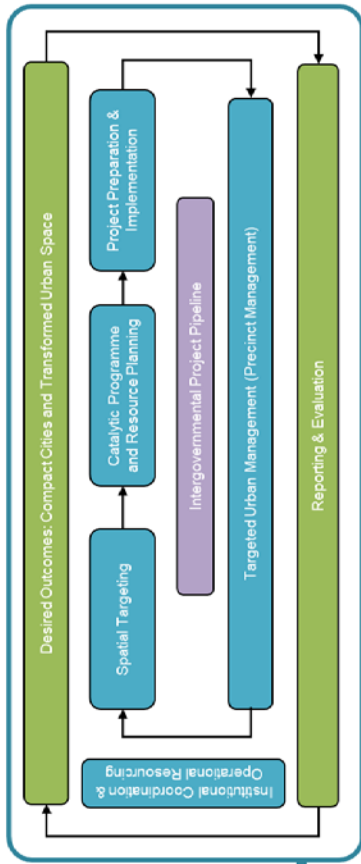
BEPP Guidance Note: 2018/2019 – 2020/2021  
Framework for the Formulation of BEPP



Institutionalisation of the BEPP



## BEPP PROCESS SUMMARY



Code	Results statement	BEPP element	Indicator Name
WG8	Capability to plan, facilitate, deliver and manage urban spatial transformation	1 Spatial Targeting	The budgeted amount of municipal capital expenditure for catalytic programmes contained in the BEPP as a percentage of the municipal capital budget.
WG16	Capability to plan, facilitate, deliver and manage urban spatial transformation		BEPP Evaluation Score.
WG17	Partnering with citizens, civil society, private and public sectors		Number of new partnerships entered into to strengthen the intergovernmental project pipeline.
	Delivery of catalytic programmes in spatially targeted areas	2 Catalytic Programme and Resource Planning	Annexure 1
	Delivery of catalytic programmes in spatially targeted areas	3 Project Preparation & Implementation	Annexure 1 & 2
	Capability to plan, facilitate, deliver and manage urban spatial transformation	4 Targeted Urban Management	Forms part of BEPP Evaluation score.
	Capability to plan, facilitate, deliver and manage urban spatial transformation	5 Institutional Coordination & Operational Resourcing	Forms part of BEPP Evaluation score.



Based on the above summary, the city has progressed significantly in relation to the requirements of and evolution the BEPP Guidance Notes. However, improvement is required on other areas such as transport and urban management section. These section lack some critical information as required by the Guidance Note. The city continues to gather as much information as possible when made available.

#### **B1.4 COORDINATED PLANNING AND INVESTMENT WITH RELEVANT STAKEHOLDERS (PROVINCIAL AND NATIONAL DEPARTMENTS / STATE OWNED ENTITIES): URBAN NETWORK AND IZ PLANNING PRIORITISATION**

The last step of the Integration Zone Planning refers to intergovernmental project pipeline (**Diagram B1.1**). The intergovernmental project pipeline of BEPP demands stakeholder engagement and coordination to ensure alignment in planning and budgeting. The following are some of the engagements that took place during the process of drafting CoE 2018/19 BEPP document.

##### **(i) THE CITY OF EKURHULENI AND THE GAUTENG PROVINCIAL DEPARTMENT OF EDUCATION**

The City of Ekurhuleni has established relationship with the Gauteng Provincial Department of Education. The two stakeholders engaged for the first time at the Gauteng Planning Commission Forum early 2017. At the forum, the City of Ekurhuleni presented Capital Prioritisation Model which caught Gauteng's interest. The suggestion was to engage with the department of education as pilot in an attempt to strengthen alignment across the spheres of government. On the two engagements held, critical points of discussion were reflected on including the following:

- \* Assisting the GDE in fast tracking applications in process with the City of Ekurhuleni.
- \* Understanding where and why the GDE has prioritised projects in relation to the BEPP Integration Zones and priority areas in terms of their pipeline of projects.
- \* Looking at areas of misalignment and continuing discussions behind GDE project prioritization in relation to the integration zones of the CoE.
- \* CoE Human Settlements Presented on locality of housing projects and where land has been set aside for education at the second engagement with GDE.

The two parties agreed to meet monthly until both reach level of confidence that assist to strengthen alignment. The intension is to explore the possibility of the Gauteng Provincial Department of Education to tap into CoE prioritisation system.

The following information has been exchanged thus far:

- \* BEPP-CIF Presentation
- \* BEPP document 2017/18 (inclusive of the CIF prioritization methodology and process)

- \* CoE MSDF 2015 and Growth and Development Strategy 2055
- \* CoE Land Use Management Scheme
- \* List of projects from GDE

The list of projects from GDE is only the partial list of projects that require assistance from the CoE in fast tracking applications and or providing assistance with removing stumbling blocks. Suggested way forward is for GDE to provide a composite list of projects across the MTREF period and reflected spatially over the BEPP integration zones as a point of departure for GDE and CoE to engage fruitfully on project prioritization.

## **(ii) THE NATIONAL DEPARTMENT OF PUBIC WORKS**

The City of Ekurhuleni has recently established relations with the National Department of Health. The engagement demonstrated willingness to work together to identify areas of integration and coordination. NDPW identify precincts within the city on which they may invest on. It is the city's responsibility to ensure that such investment is in line with the MSDF and spatial targeting methodology of the city. Although engagements between the two parties is at inception stage, the anticipation is that the end deliverables will demonstrate the benefits and importance of spheres of government to work together to optimise resources while changing the urban form.

The city of Ekurhuleni is expected to identify precinct which NDPW may consider to invest on. This may be discussed on the next meeting to be scheduled on the first week of April. At this moment, the city is therefore unable to demonstrate NDPW investment as collaboration is still immature.

## **(iii) STATE OWNED ENTITY – PRASA**

The City of Ekurhuleni and PRASA have signed MoU and Terms of Reference on which working relationship was established. An IPC was established as a forum to discuss transport related issues that affect the two parties within the space of Ekurhuleni. The committee convenes monthly and constitutes different departments within the city including City Planning Municipal Spatial Planning Division. At a meeting held in December 2017 between transport, PRASA and City Planning – Specialist Projects, it was agreed that the department of transport will extend an invitation to Specialist Projects Division as this division is responsible for compilation of BEPP.

The BEPP Guidance Note requires that the city reflects intergovernmental project pipeline from different stakeholders that invest in Ekurhuleni space. It is encouraging that that the city is able to demonstrate PRASA projects due the above mentioned established relationship. The projects are linked to financial commitment that PRASA plans to invest in different programmes such as Station Modernisation and other Technical related programmes.

#### **(iv) OTHER GAUTENG PROVINCIAL DEPARTMENTS**

The City of Ekurhuleni had several engagements in different forums with the Gauteng Planning Commission with regards to alignment related issues with the provincial departments. Even though the city has not had an opportunity to meet with the provincial departments (except education), the city managed to access provincial projects and reflected investment thereof as indicated on BEPP. Gauteng Provincial Treasury also assisted in this regard by sharing the list of projects with the city. Although the city has the ability to demonstrate intergovernmental projects pipeline, there is need to engage with the province prior to concluding or approving the list of province so as identify and discuss areas of misalignment. The discussion of this nature may assist to redirect each other towards a more transformative urban space.

#### **(v) ACSA**

The city has a good relationship with ACSA at present. To date ACSA has engaged with officials on all their upcoming plans and developments as they roll out. As projects come online a regional integration technical committee will be established to ensure harmonised planning and development at O.R.Tambo International Airport. The ACSA planned developments are in line with the City of Ekurhuleni approved Aerotropolis Master Plan.

Please see attached **Appendix C** for the evidence of consultation with relevant provincial, national and SOE sectors (meeting agenda, minutes and / or attendance registers of meetings) with regard to the finalization of the Urban Network and the prioritisation of the IZ's.

### **LOCAL AREA PLANNING**

#### **B2. LOCAL AREA PLANNING**

This section briefly deals with prioritisation of Integration Zones and Precinct. It provides more detail on local area planning, consisting of four elements, namely Precinct Planning, Inform Settlement Planning, Marginalised Area Planning and Economic Nodes Planning, as identified within the ***Integration Zone Planning Guidelines*** and specified within the Progress Evaluation Instrument Requirements (**refer Diagram B1.1**). Section B.1 dealt with Integration Zones.

#### **PRIORITISATION OF THE INTEGRATION ZONES**

The prioritisation of the integration zones is informed by the Long Term Vision of the CoE as set out in the City of Ekurhuleni Growth and Development Strategy 2055, the Spatial Development Framework of the Municipality, the CoE Capital Investment Framework reflecting the CIF identified Geographic Priority Areas and the IRPTN prioritisation principles as described in section B1 – Spatial Targeting Rational.

The prioritisation of the integration zones are as follows (**Figure B1.8**):

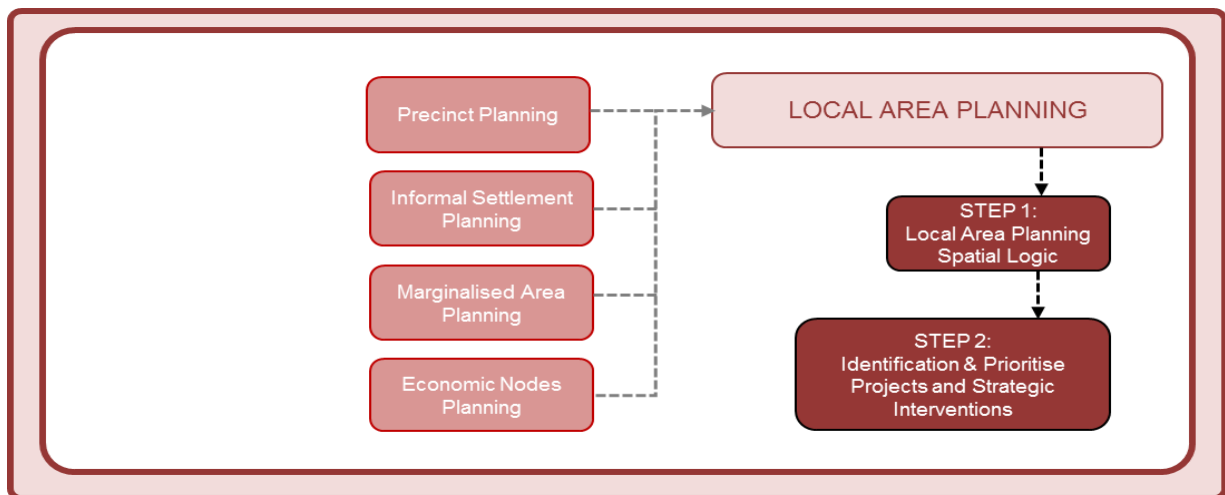
- \* Integration Zone 1: Tembisa-Kempton Park (Priority 1)
- \* Integration Zone 2: Vosloorus-Boksburg-Bartlett (Priority 2)
- \* Integration Zone 3: Katlehong-Tokoza-Alberton-Germiston (Priority 3)
- \* Integration Zone 4: Etwatwa-Daveyton-Benoni (Priority 4)
- \* Integration Zone 5: Duduza-Tsakane-KwaThema-Boksburg (Priority 5)

The city identified Integration Zone 1 as priority Integration Zone that should get preference in terms of investment and resources. However, all projects identified within Integration Zone 1 to 5, should be prioritised in terms of the Intergovernmental Project Pipeline.

### KEY PRECINCTS IDENTIFIED AND PRIORITISED

Within the CoE planning domain, three sets of precincts are identified, namely (i) City Planning Precincts, (ii) Strategic Urban Development Projects (SUDA) and (iii) Human Settlements Mega Projects. **Figure B2.1** graphically represents the prioritised Integration Zones with the **key precincts / mega projects and strategic urban development areas identified** (as per the aforementioned categories). Detailed information regarding the precincts / SUDA's / Mega Projects are included in this section.

**Diagram B2.1: Local Area Planning**



### B2.1 PRECINCT PLANNING

**Precinct Planning** forms part of the Ekurhuleni Urban Design Initiative, which represents an important element of the new spatial vision of the City of Ekurhuleni, one that is guided by the Theory of Change.

A Theory of Change, in this context, can be described as defining all building blocks required to bring about a given long-term goal. This set of connected building blocks – interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process. Built around the pathway of change, a Theory of Change describes the types of interventions that bring about the outcomes depicted in the pathway of a change map. Each outcome in the pathway of change is tied to an intervention, revealing the often complex web of activities that are required to bring about change.

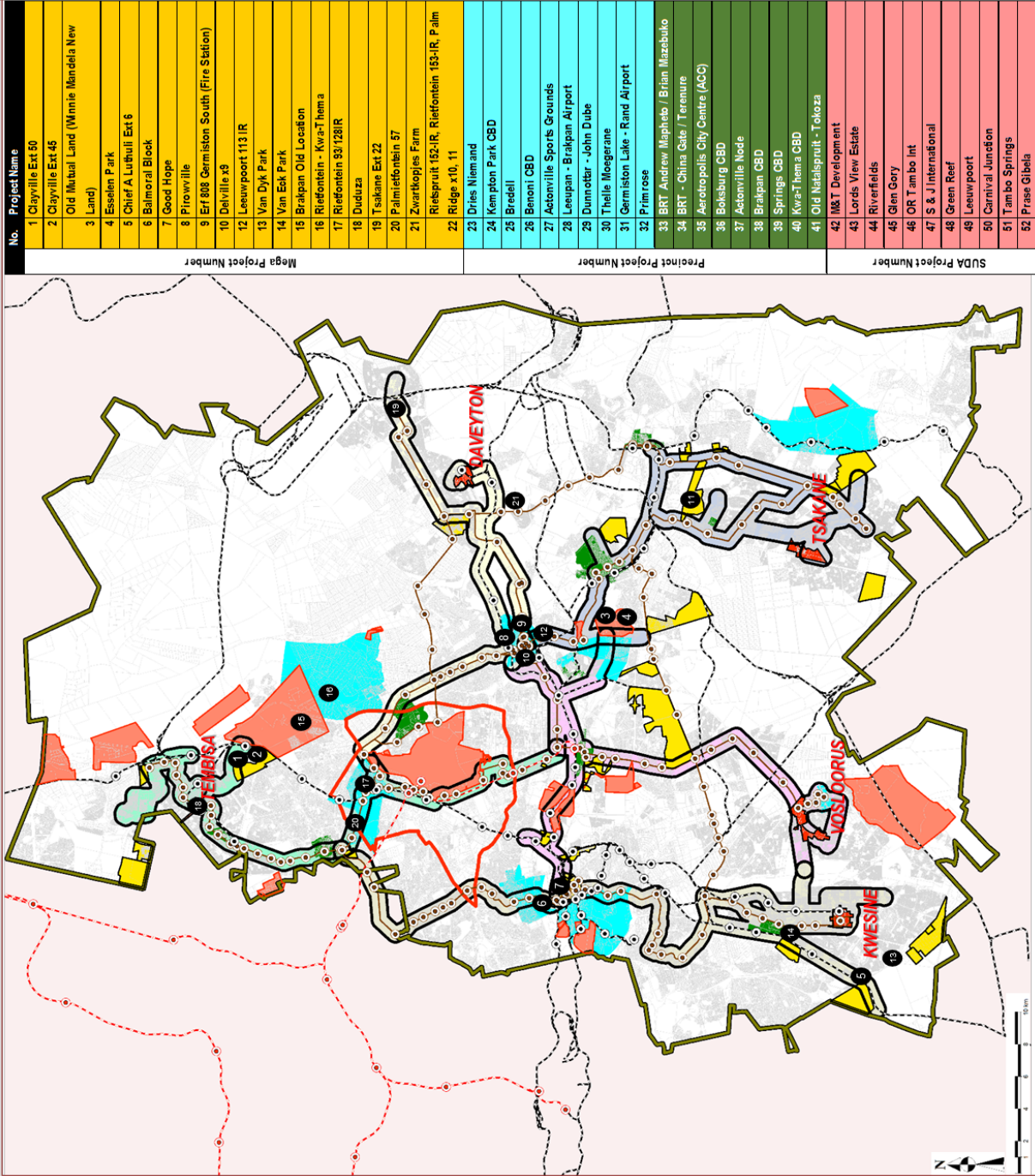
The City of Ekurhuleni Theory of Change aims to put the City of Ekurhuleni on the required trajectory through the stages identified in the CoE GDS 2055 - of being a *Delivering City*, *Capable City* and ultimately towards a *Sustainable City*. In order to achieve the ultimate state of a *Sustainable City*, the Theory of Change is based on the five pillars in the GDS, ie:



**INTEGRATION ZONES IN  
RELATION TO EMM  
PRECINCTS**

- EMM\_Boundary\_2016
- Aerotropolis Core Node
- Bufferint1
- Bufferint2
- Bufferint3
- Bufferint4
- Bufferint5
- Urban Hubs
- Mega Projects (1 - 22)
- MSP Precinct (Current) (23 - 32)
- MSP Precinct (Proposed) (33 - 41)
- SUDA (42 - 52)
- Railway & Stations
- Gautrain Railway line & Station (Current / Proposed)
- BRT Route & Stops

**Figure B2.1**



- ✳ To **Re-Urbanise** – aimed at achieving sustainable urban integration
- ✳ To **Re-Industrialise** – aimed at achieving economic growth that creates jobs
- ✳ To **Re-Generate** – aimed at achieving environmental well-being
- ✳ To **Re-Mobilise** - aimed at achieving social empowerment; and
- ✳ To **Re-Govern** - aimed at achieving effective co-operative governance.

The design policy as informed by the theory of change is going through consultation process. This policy is intended to guide and drive social, economic and spatial transformation in order to build a viable, compact, vibrant and sustainable region. In this regard, in 2016, the city's work on the conceptualisation of three key functional economic corridors was outlined as an effective way to reconfigure our urban spaces, and economic centres, namely:

- ✳ Thami Mnyele Corridor (Tembisa-to-Vosloorus);
- ✳ OR Tambo Aerotropolis Core Corridor (Kempton Park-Boksburg-Germiston); and
- ✳ Thelle Mogoerane Corridor (Alberton-Nigel).

The detail of the above strategies and initiatives begins to manifest through the formulation of a range of planning and urban design initiatives, including a number of Urban Design Precinct Plans for priority areas within the municipality. These urban design precinct plans, supported by 3D-modeling, provides a visual and spatial vision of the manner in which development in such precincts could manifest, showing the envisaged built form, the key urban design structuring elements, and spatial strategies and projects to catalyse development. The Urban Design Precinct Plans will further be underpinned by a metro-wide Urban Design Policy, which will contribute towards the establishment of a clear metropolitan (city) identity.

The City Ekurhuleni Urban Design Initiative involves three main components:

- ✳ The formulation of a **metro-wide Urban Design Policy**;
- ✳ The establishment of an **Urban Design Review Committee**;
- ✳ The formulation of **Urban Design Precinct Plans**.

### **B2.1.1 KEY PRECINCTS IDENTIFIED**

A precinct plan defines the desired development direction of the precinct and recommends a range of public realm projects to facilitate new relationships between the public and private realms. The precinct planning process envisaged for the current project is viewed as an ongoing process of local area elaboration and planning (complementing and supporting the Metropolitan and Regional Spatial Development Frameworks of the municipality) rather than merely a series of independent products.

The following Precinct Plans have been initiated by the CoE (**Figure B2.1**):

- ✳ The ***Thelle Mogoerane Precinct*** in Vosloorus, as part of the Thelle Mogoerane Corridor;
- ✳ The ***Dries Niemand Precinct*** in Kempton Park, part of the Aerotropolis Corridor;

- \* The **Kempton Park CBD Precinct**, key to both the Aerotropolis Corridor and the Thami Mnyele Corridors;
- \* The **Bredell Precinct**, central to the growth of the logistics potential and capacity of the Aerotropolis Corridor;
- \* The **Germiston Lake Precinct**, encompassing the Victoria Lake area and Rand Airport, a key Precinct in the Corridor.
- \* The **Primrose** Precinct,
- \* The **Benoni** CBD Precinct
- \* **Dunnottar** - John Dube Precinct
- \* **Leeupan** - Brakpan Airport Precinct

Following is a brief description of the nine precincts as listed above (**Figure B2.1**):

## THE THELLE MOGOERANE PRECINCT

The Thelle Mogoerane Hospital Precinct is located in the southern parts of Vosloorus, in Region F of the CoE. By virtue of its location, the precinct remains largely marginalised from mainstream urban activity in the broader City of Ekurhuleni Urban System. The investment related to the new hospital, however, does provide scope for exploring the longer term role of the areas as a new nodal area, with potential to provide a range of social and commercial opportunities, linked into the broader context through the city's IRPTN



system. The precinct area itself is relatively underdeveloped, with large tracts of vacant land, although a number of development proposals do exist for the site, such as a complex containing nurses' accommodation and a training facility related to the hospital and a proposed taxi facility.

## THE DRIES NIEMANDT PRECINCT

The Dries Niemandt Precinct is located just east of the Kempton Park Central Business District and the precinct itself straddles two administrative regions of the City, being located predominantly in Region A, with a small portion of the Precinct falling within Region B. It measures approximately 566Ha in extent, and is bounded by CR Swart Road and Edleen to the north, the main railway line to the east, the suburbs of Esther Park to the west, and Plane Street and the suburbs of Cresslawn and Spartan to the south. From a political administrative perspective, the precinct is included in two different political wards: most of the area falling within Ward 17, with the portions to the north falling within ward 16.

The precinct area currently comprises a number of public or community functions, namely:

- ✳ The **Barnard Stadium and sports fields**, which accommodate a range of sporting disciplines at different competitive levels. The stadium itself, with a capacity of 7 000 people, is the home ground of the Falcons rugby team, and this facility and the surrounding sports fields are used extensively by schools and sports clubs;
- ✳ The **Zuurfontein Cemetery** exists on the southern edge of the site. This facility has a capacity of 13 600 graves, and is expected to reach this capacity, for first internments soon;
- ✳ The **Kempton Park Golf Course** occupies a large area in the eastern part of the precinct. This is an established P18 hole parklands course with a membership of approximately 700.

The north-western parts of the precinct comprise parts of the Esther Park suburb, a low density middle-income settlement, with a private school extending from the eastern edge of this suburb. The far eastern parts of the study area contain the Festival Mall retail centre. This sub-regional shopping centre, opened in 2004 with a GLA of 68 300m<sup>2</sup>, was recently upgraded to 80 230m<sup>2</sup> of retail space. South of the Festival Mall are a number of municipal facilities, including a fire station and infrastructure depots.

## **THE KEMPTON PARK CBD**

The Kempton Park CBD Precinct is approximately 365ha in extent. It is located in the immediate vicinity of the Kempton Park CBD area, with OR Tambo International Airport, Rhodesfield and Edenvale located to the south and south-west. It is surrounded by low-density suburban area making up the rest of the broader Kempton Park area in the north and Bonaero Park in the south. To the east, the typology is dominated by agricultural small holdings (Pomona, Nortons Home Estates, Benoni North, Brentwood Park etc.). Industrial areas in this broader region include areas such as Spartan, Isando, Elandsfontein, Jetpark, Germiston and Anderbolt.

Kempton Park CBD is part of a broader economic focus area comprising the CBDs of Kempton Park, Germiston, Boksburg and Benoni. Conceptually, this economic 'triangle' of CBD nodes was identified as being the potential optimum location for future core economic focus area. Importantly, the Dries Niemandt Park area is located to the west, immediately over the railway tracks. There is a definite divide between these two spaces due to the railway line, but current precinct planning for both Dries Niemandt and Kempton Park CBD will serve to bring integration between the two.

The Kempton Park CBD Precinct is a part of Region A of CoE. Importantly, the airport (as an emerging Aerotropolis), is also located in this region. This will have a major influence on the CBD whilst, in turn, the CBD will provide key services to support this crucial economic zone. In addition, the Rhodesfield area has been identified for a major revitalization.

## **THE BREDELL PRECINCT**



The Bredell Precinct is the largest of the current set of precincts, measuring a total of 2783ha in extent. It is located to the east of the Kempton Park CBD area, and north east of OR Tambo International Airport. It primarily comprises residential area and agricultural smallholdings, and is scattered with fairly small scale commercial and industrial sites. The study area encapsulates Bredell A H also includes parts of Pomona A H.

The north of the site is most densely covered by agricultural land, with larger tracts of farming land located beyond the Bredell area to the east.

The Bredell area could principally be defined as an agricultural production area which also offers wider outdoor recreation activities such as horse riding and BMX racing. It is considered a supportive area to its more densely urbanised neighboring areas such as Kempton Park. The draft precinct Plan has looked at a spatial strategy for the Bredell area that could allow the precinct to function as a sustainable, and smart, growth area:

- \* A part of the **Aerotropolis**;
- \* A **key logistics hub** to the SADC region;
- \* An attractive place for **investors**;
- \* An **outdoor recreation/sporting hotspot**;
- \* A place for **reinforcing community interaction**.

## THE GERMISTON LAKE PRECINCT

The Germiston Lake Precinct is located in the east of CoE and is approximately 1572ha in extent. It is located in the immediate vicinity of the mining belt and as such was established directly in response to gold mining activity. The precinct is anchored by a large and attractive lake system with recreational parks surrounding it, as well as the country club to the west. Surrounding the lake as a core area, are the Rand Airport (south), the country club's golf course (west), industry such as refineries (north) and residential area with a stadium to the east. Beyond these areas, the nearby highways act as distinct barriers to the site, such as the N3 and N17 highways to the south and west, while the railway lines in the north and east also serve to physically separate Germiston from adjacent areas.

## THE PRIMROSE PRECINCT

Primrose is a dynamic precinct. Over the years the character of this area has dwindled causing the precinct to slip into urban decay and blight. The once strong activity corridor along Rietfontein Road has also started to show signs of deteriorating conditions.



The RSDF identifies strong Mixed Use Activity along Rietfontein Road which supports the high street concept. Once this High Street is realised its optimum potential will be seen. With the proposal for residential densification, public realm improvements, an array of commercial opportunities as well as night life, Primrose will transform into a robust, thriving Town Centre.

Primrose is an area which lacks recreational opportunities and in order to change this a Mashie course, Sports Precinct and “Primrose Waters View Park” have been proposed. These interventions will ultimately transform the area by providing the locals with a new recreation opportunities which lacked in the Town Centre previously. The Waters View Park will allow Primrose to differ from other Town Centres.

Residential densification as well as residential opportunities identified to the south of Primrose will ensure that ample residential opportunities are available for those within Primrose. NMT routes will ensure that Primrose is well connected internally as well as to the broader Germiston and Bedfordview regions. In terms of future sustainability, a skill training and business development hub has been identified along Main Reef Road. With the realisation of the High Street and Waters View Park, local-employment opportunities will drastically increase and allow for the upliftment of those within the precinct.

## THE BENONI CBD PRECINCT

The Benoni CBD Precinct is focused on the Central Business District (CBD) of Benoni, and an established residential area to the west. A series of three lakes; Middle Lake, Civic Lake and Kleinfontein Lake, are key landscape features defining the northern edge of the study area.

The Lakeside Mall is a key spatial and economic landmark on the study area.

The south-eastern portion of the study area is predominately vacant or mining impacted land which offers potential space for the future expansion of the Precinct.



The Benoni CBD was historically described as the “*Jewel of the East Rand*”. Its lakes, public and open spaces, and the quality of its streets for pedestrian shopping were what gave it this name. Today the Benoni CBD holds little of that character. This initial strategy looks to reclaim some of Benoni’s historic charm and identity, and provide a public space backbone on to which to drive urban regeneration.

Central to the vision for the precinct is a high quality urban environment with active, integrated hard and soft public spaces. Streets forming part of the public space system and should be well developed with supportive edges giving streets a sense of enclosure and protection

The residential base of the CBD needs to grow in order for the CBD to regain a 24 hour active atmosphere - which supports increased safety and developmental growth. The Benoni CBD has two primary public transport networks - taxi and rail. The integration of these two networks should be addressed to improve connectivity and access both locally and regionally.

## THE DUNNOTTAR PRECINCT

The Dunnottar Precinct area is located within the Nigel CCA in the South Eastern corner of the municipality covering an approximate area of 2013 Hectares (Ha). The precinct is predominantly an agricultural area with vast tracts of undeveloped land along both a sensitive and scenic ecological landscape. The precinct is surrounded by low density residential and agricultural settlements of diverse income groupings. These include: Kwa-Thema, Duduza, Springs, Duduza and Dunnottar, all to the west of the precinct.



The Dunnottar precinct can be viewed as having a broader role of stitching the Nigel, Duduza and Springs CCA while at the same-time serving as a gateway into Ekurhuleni from the east. Proposed development broadly include the multiple road proposals as a way of making the area more permeable and regionally connected, the ecological corridors as an asset and integrator for Dunnottar and tracks land available for greenfield development.

The land to the east of the station within the Dunnottar precinct area side has been identified for affordable housing and together with Provincial Housing, the release of housing with economic opportunity in the vicinity of an existing transport node will complement each other. As the economic findings indicate, the demand will materialise if housing is aligned with the development around the station, then sufficient thresholds will be formed in order to develop a TOD node.

## WATTVILLE – LEEUPAN PRECINCT



The Wattville-Leeupan Precinct is 587ha in extent and is well located, as it is situated within Gauteng's eastern development corridor, which is supported by the N12, N17 highways and an extensive railway network; and includes a prominent waterbody, the Leeupan and its associated natural open space.

The vision of the Wattville – Leeupan precinct is to transform this area, through integrating its unique resources into the urban fabric, where a mix of land uses can contribute to Transit Oriented Developments (TODs), enabling people to live, work and socialise in the same vicinity whilst enjoying improved public transport mobility, quality public places and protected, well-managed open spaces.

Leeupan is an asset and should be understood as a major regional park in Ekurhuleni. Large portions of the park are sterilised and are being dumped on, with the fenceline being broken down to favour pedestrian movement. It therefore becomes important to investigate carefully how to get a win-win in terms of development opportunities that would assist in funding comprehensive management of the pan as an environmental and social asset.

In addition to the nine precinct plans highlighted above, one other current precinct plan is identified, the Actonville Sports Grounds<sup>10</sup> Precinct.

Subsequently, the CoE has identified 9 precinct to be investigated. The table below is a summary of the ten current and nine proposed precincts (refer Figure B2.1)

**Table B2.1: Current and Proposed Precincts**

City Planning	
Current Precinct Plans (10)	Proposed Precinct Plans (9)
Thelle Moegerane <sup>1</sup>	Boksburg CBD <sup>1</sup>
Dries Niemand <sup>2</sup>	Springs CBD <sup>2</sup>
Kempton Park CBD <sup>3</sup>	Old Natalspruit – Tokoza <sup>3</sup>
Bredell <sup>4</sup>	Brakpan CBD <sup>4</sup>
Germiston Lake - Rand Airport <sup>5</sup>	Aerotropolis City Centre (ACC) <sup>5</sup>
Primrose <sup>6</sup>	Actonville Node <sup>6</sup>
Benoni CBD <sup>7</sup>	Kwa-Thema CBD <sup>7</sup>
Dunnottar - John Dube <sup>8</sup>	BRT Andrew Mapheto / Brian Mazebuko <sup>8</sup>
Leeupan - Brakpan Airport <sup>9</sup>	BRT - China Gate / Terenure <sup>9</sup>
Actonville Sports Grounds <sup>10</sup>	

### **B2.1.2 STRATEGIC URBAN DEVELOPMENT AREAS**

Strategic Urban Development areas (SUDs) entail strategically located vacant areas designated by the local government for future growth and development. The area is chosen due to its strategic location,

the services available in the area, and/or local zoning regulations or comprehensive plans. These areas are used as priority funding areas and can represent both infill development and urban expansion. Within the EMM, eleven SUDs are identified and are as following (**Figure B2.1**):

- Badenhorst Estate (Carnival Junction)
- Glen Gory Residential Node
- GreenReef Development
- Leeuwpoot Housing
- M&T Development
- O.R. Tambo International Airport Precinct
- Prasa Gibela
- Riverfields
- S & J Industrial
- Tambo Springs Inland Port
- Lords View Estate

Following is a brief description of the eleven SUDs.

### **CARNIVAL JUNCTION**

Badenhorst Estate is located within Ward 52 and forms part of the designated Carnival City Regional Node. It is situated to the east of the K109/R23 (Rangeview Road) in the vicinity of the Apex industrial areas. It is furthermore bordering onto the residential neighbourhoods of Leachville, Dalpark, Wattville, and Larrendale. The Land Development Area is also in relative close proximity to the Benoni CBD, Brakpan CBD, Boksburg, the N12, N17 and N3 Highways

The Badenhorst estate is an extensive, large scale mixed use development that is anticipated to develop in phases over the development horizon of 15 to 20 years. The first phase of this development will be Dalpark Ext 19 that contains a number of planned commercial uses with tenants such as a Makro, Build-It and Hyundai Dealership.

#### **Land use categories:**

- Special for (Automotive and Related use, Retail & Wholesale, Themed Retail, Substation, light industries, Offices and Commercial.
- Residential 3
- Residential 4
- Business 2
- Agricultural
- Industrial 2
- Private Open Space and Public Open Space

The proposed Badenhorst Estate development will generate and provide job opportunities to surrounding residential communities, such as Wattville, Dalview and Brakpan. Also it will strengthen an emerging mixed-use node centered on the N17-Rangeview Road interchange, which currently comprises the Carnival City Casino and a commercial area located on the north-western quadrant of this interchange (Carnival Mall).

## GLEN GORY RESIDENTIAL NODE

The proposed development is located on the corner of Glen Gory Road and Elm Road, Benoni. The development is situated in what is referred to as the Glen Gory Residential node, towards which the areas of Rynfield, Northmead, Farrarmere, Crystal Park and Daveyton are developing. The development, being 37.40 ha, will be a world class node in which it will be incorporating a regional mall, a lifestyle mall, a value mark centre, big box retailers such as a Builders Warehouse and a Makro. The retail component will consist of a potential tenant mix that will mirror the lifestyle that we all aspire to, including retailers such as a Checkers, Woolworths, Edgars, Foschini and Pick 'n Pay. Up-market brands as well as other great South African brands will also be secured. The mall will also incorporate a Piazza for showcasing of events, concerts and other community festivities as well as an office node consisting of medical suite and offices.

**Table B2.2: Glen Gory Proposed Land Use Mix**

Erf Number	Land Use	Size
Erf 798 Valkhoogte Ext 13	"Special" for shops, business premises, place of instruction, place of refreshment, place of amusement, social halls, hotel and institutional	18.5556 ha
Erf 799 Valkhoogte Ext 13	"Special" for automotive retail, warehouse retail, and place of refreshment	1.7216 ha
Erf 800 Valkhoogte Ext 13	"Special" for business premises, hotel and institutional	0.8988 ha
Erf 801 Valkhoogte Ext 13		4.8512 ha

## GREENREEF DEVELOPMENT

The Living Africa Group owns in excess of 600 ha (phase 1 comprises of 348 ha) of prime land within the central Ekurhuleni area. **GREENREEF** is converting an old gold-reef mining area into a greenbelt. GreenReef is intended to be developed as a Smart City, which will be capable of competing on a global scale. It is an inspiring example of how mining land, made fallow by mine-workings that have subsequently been reworked and removed, can be rehabilitated and integrated back into the city system, thus knitting together the segregated towns and neighbourhoods that remain a legacy both of mining and apartheid planning. This metro-fit concept will retain the best from the past, develop for the needs of today and ensure that the project is sustainable for tomorrow.

GreenReef is an economically inclusive and socially integrated mixed-use/mixed income Innovation District. It is set to transform Ekurhuleni through the development and fusion of a new CBD hub within the Ekurhuleni proposed City Core, high-density residential precincts, innovative, knowledge-

based, technology and manufacturing industries as well as state-of the art basic, vocational and tertiary education facilities. The project is being designed to embrace sustainable 21st century urban living that is ecologically sensitive to its environment. This will be achieved through an interconnected network of open spaces and natural areas, parks, reserves and wetlands where native plant vegetation naturally manages storm water, reduces flooding risk and improves water quality.

**Table B2.3: GreenReef Proposed Land Use Mix**

Description	Percentage Split %	Floor Hectares	Area	Notes
Residential	73	152.5		This includes 1,2, 3 Bedroom apartments and student apartment
Retail	7	14		
Office	4	8.5		
Commercial Floor	7	15		This includes micro manufacturing, Maker Hub, Service Based Retail
Institutional	8	17.5		This includes University, Colleges, Primary & Secondary Schools
Other	14	140		This include roads; parks/open spaces and propose station
Total	100	384		
# of Residential Units		23 462		

## LEEUWPOORT HOUSING

The proposed Leeuwpoot Housing Development (4 032.63ha) consists of 3 Townships, namely: Reiger Park Extention 19 and Parkdale Extension 7, the land parcels (Portion 51 and the Remaining Extent of the farm Leeuwpoot No. 113 IR) and the Remaining Extent of the farm Leeuwpoot No. 113 IR) are earmarked for the development of affordable housing. This townships (Reiger Park Extension 19 and Parkdene Extension 7) forms part of the larger “Leeuwpoot North” development which will comprise approximately 4 621 residential units and erven on the former mining land.

Leeuwpoot South – proposed Sunward Park Ext 23 (Remaining Extent of the Farm Leeuwpoot No. 113 IR) is earmarked for the development of a mixed income development. This township forms part of the larger “Leeuwpoot” development which will comprise a total of approximately 13 532 residential units and erven on the former mining land.

The proposed project is located North and South of Boksburg CBD which is typical mixed use business area consisting of government and commercial offices, retail, residential units and commercial and warehouses as well as civic facilities.

The City of Ekurhuleni earmarked the land for the development at various densities and far various levels of affordability to be a missed use and mixed income development in line with the principles of breaking New Ground. Thus the Remaining extent of the farm Leeuwpoot No. 113IR) is earmarked for the development of affordable housing.

## M & T DEVELOPMENT

The M&T development (Twenty one Industrial Park) will be focusing only in the Townships that fall within the Urban Edge. There is more land that is still available outside the urban edge and it will only be profiled as soon as the urban edge is amended. With regard to location all townships that falls within the urban edge are strategically located and straddle the R21 Albertina Sisulu Freeway to the east and west between Pretoria and OR Tambo Internal Airport. The Olifantsfontein interchange on the R21 Freeway is situated centrally within the Twenty One developments.

Proposed Land Use Mix:

- Medium density residential dwelling units (90 units per ha)
- Mixed Land-use (Business, retail, showrooms, residential
- "Business 1"
- Office
- "Industrial 1"
- Industrial 2"
- "Special" for Warehousing and distribution
- "Special "for Industrial uses and buildings
- Open Space (Public open space and Private open space)
- Educational

## **OR TAMBO INTERNATIONAL AIRPORT PRECINCT**

The O.R.Tambo International Airport precinct (1551, 7 ha) consists of various current and future projects been developed by ACSA as well as other role players within the precinct such as the Gauteng IDZ. The projects mostly comprise of enhancing capacity as well as developing O.R.Tambo International Airport into a more efficient transport hub for southern Africa in line with the Aerotropolis Master Plan.

Proposed Land Use Mix:

The land uses contained within the precinct range from Industrial, Hotel, Commercial, Retail, Transport, Logistics, Warehousing, Roads and various other airport related facilities.

## **PRASA GIBELA**

The Passenger Rail Agency of South Africa (PRASA), in joint venture with Gibela Rail Transport Consortium (Pty) Ltd has embarked on a refurbish and replace campaign in order to transform and modernise all of its current rolling stock. Gibela (61% Alstom owned) has been awarded the rolling stock contract by PRASA to build and deliver 600 trains made up of 3 600 coaches to South Africa's metro rail networks between 2015 and 2025. Prasa-Gibela has establish a rail manufacturing plant (106 ha in extend) for the manufacturing of the new rolling stock of approximately 3 500 train carriages. The project

will improve the current state of trains in South Africa. The trains it will provide as excellent service that is safe and secure to people who make use of the public railway system.

Gibela's head office has now relocated from Woodmead to the plant, moving management closer to the manufacturing site. Construction of the Manufacturing plant should be completed by March 31, The factory site will include a car-body-shell building, a fitting building, a warehouse building, a testing and commissioning building, a central administration complex, a training centre and a 1.25 km dynamic test track.

According to the Gibela consortium has to deliver 600 new X'Trapolis Mega commuter trains (3 600 cars) to the Passenger Rail Agency of South Africa (PRASA) in a R59-billion deal signed in 2014. Local parts content on the 580 trains to be built in South Africa is promised to be between 65% to 70%, by volume. Construction of the Dunnottar plant is currently more than 80% completed.

The number of construction workers at the building site is currently around 1 000, with 78% of this number employed from the communities surrounding the Dunnottar plant. Local small, medium-sized and microenterprises earned around R128-million from construction work on the plant last year.

There are eight automated welding robots that have also been installed. Commissioning of the first cathedral – a structure where the trains' sub-assemblies are 'married' – is scheduled for the middle of the year.

Plant employees currently number more than 460, with 363 involved in rolling stock manufacturing, and 99 with maintenance and service activities. The number of employees inside the plant is expected to increase to 625 by the end of March. Gibela will have to build two train cars a day at the peak of production in 2019.

**Table B2.4: PRASA GIBELA Proposed Land Use Mix**

Land Use	Erf Numbers	Land Use Size	Number of Erven
Industrial 1	2415, 2416, 2420	77.903 ha	3
Business 2	2414	1.027 ha	1
Public open space	2417, 2418	18.771 ha	2
Transportation Roads	2419	1.330 ha	1
		5.590 ha	

## RIVERFIELDS DEVELOPMENT

The Riverfields development (1 900 Ha) is a mixed-use development strategically located northeast of the existing Kempton Park CBD and the Albertina Sisulu Freeway (R21) between O.R. Tambo International Airport and Tshwane. The Riverfields Development commenced in 1998 and combines a number of current and proposed developments.

The Riverfields Development commenced in 1998 and the developments listed below have been completed or in the planning stage:

1. Glen Erasmia Boulevard (430 residential stands) and Zimbali Cluster Development

2. Gleneagle Estate (392 residential stands), 4 cluster developments (to be developed) Clubhouse, tennis court, squash court and extensive parks
3. The Gleneagle Office Park which is currently being serviced and is practically sold out
4. Plumbago Business Park, which is fully serviced and in the process of being developed. John Deere and Blue Sky Logistics have already taken occupation.
5. Plumbago Logistics Park, which is currently being serviced. Tenants include DB. Schenker Logistics SA Head Office.
6. The Riverfields Retail Mall will be established on the south-western intersection of the R21 and R25. Applications for the township establishment have been approved and is in the process of being phased.
7. The Remainder of the Riverfields Development is being conceptualised in an Urban Development Framework which is currently being created and contains mixed uses for the whole of the area as indicated in the next section.

**Table B2.5: Riverfields Proposed Land Use Mix**

	No of Erven	No of Units	Proposed GLA
Distribution/Industry	-	-	2,519,841m2
Extended Golf Estate	-	-	-
High Density Residential	-	1925	-
High Tech Mixed Use	-	-	-
Low Density Residential	933	-	-
Medium Density Residential	-	-	-
Mixed Use	-	-	139,077m2
Mixed use/Retail	-	-	78,507m2
Natural Open Space/ Wetland	-	-	-
Office	-	-	73,963m2
Planned Open Space	-	-	93,417m2
PWV Reserve	-	-	-
Quarry	-	-	-
Road network	-	-	-
Social & Institutional	-	-	90,021m2
Special	-	-	445,626m2

## **S&J INDUSTRIAL PRECINCT**

The S&J Industrial development is strategically located in the mining belt on part of the remainder of Portion 2 of farm Elandsfontein 90-IR and Portion 531 Elandsfontein 108 IR that is located between the N3 and Germiston. The development is in application phase which includes the following proposed developments:

1. Jupiter X8 (approximately 40HA)
2. Jupiter X9 (approximately 160HA)
3. Simmerfield X2 (approximately 10HA)

The development (Jupiter Ext.8, 9 & Simmerfield X2) is owned by Redefine Properties Ltd. (45%), The Pivotal Property Fund Ltd. (45%) and Abland (10%).



Due to the nature of the development and the specific uses (manufacturing and warehousing), as well as the developable bulk, the potential exists to create a number of new business contributing to Industry Agglomeration (at least 5).

Proposed Land Use Mix:

- Industrial
- Warehouse, distribution, logistics centers
- Commercial (retail, restaurants, personal service industries etc)
- Offices
- Conference facility
- Private open space

## TAMBO SPRINGS INLAND PORT

The proposed Tambo Springs Inland Port (Remaining Extent of Portion 37(a portion of Portion 34) of the Farm Tamboekiesfontein 173 IR - better known as Magagula Height Extension 1) was identified as the Gauteng- Durban Freight Corridor's most important inland port. The Project is part of the Strategic Infrastructure Programme (SIP 2) which is led by the national government and Transnet. Tambo Springs Inland Port was identified by Transnet as a solution for the required freight capacity expansion. The identified site will be developed as an Intermodal terminal and associated logistics hub. The development will comprise of roads and rail facilities, trucking and intermodal yards, warehousing, customs clearance facilities and other uses subservient to an Inland Port and Logistics Hub.

This Inland port is in line with the Gauteng spatial model and is located along the existing N3 freeway and the K146 and K148 PWV K-routes. The site forms part of the Gauteng-KZN 2050 programme and has other strategic and beneficial linkages. The project has the support of Transnet who have signed a Memorandum of Understanding (MOU) with the City of Ekurhuleni and the Gauteng Provincial Government on the 25th October 2013. The MOU allows for collaboration and co-operation of all the parties towards the envisaged inland port.

The development has commenced on the process of installation of bulk infrastructure services. Transnet has not yet announced the bidder for the development of the terminal however all the internal processes have been completed.

**Table B2.6: Tambo Springs Proposed Land Use Mix**

<b>Proposed Land Use</b>	<b>Land size of each land</b>
--------------------------	-------------------------------

" <b>SPECIAL</b> "-for railway purposes including rail siding, arrivals and departures yards, maintenance depot and subservient uses.	59.71 ha
" <b>INDUSTRIAL</b> "- for industries, offices, commercial purpose, showroom, motor dealers, panel beaters, builders yard, service industries, fitment Centre, motor workshop as well as other related and subservient uses.	21.85ha
" <b>SPECIAL</b> "-for transportation center including railway facilities, container depot, inland port, logistic hub, Intermodal terminus. truck staging. security access control, ablution facilities. administration and offices. stacking space for containers, as well as other related and subservient uses.	24.17ha
" <b>SPECIAL</b> "-for transportation center including railway facilities. container depot, inland port, logistic hub, intermodal terminus. truck staging, security access control, ablution facilities. administration and offices. Stacking space for containers, custom clearance. industrial 1 as well as other related and subservient uses.	307.12ha
" <b>SPECIAL</b> "- for custom clearance and associates uses as well as warehousing .	5.50ha
" <b>PRIVATE ROADS</b> " for access, access control and municipal services	24.12ha
" <b>PRIVATE OPEN SPACE</b> " for parks, garden, nature reserves, botanical gardens, conservation, heritage sites, monuments, historical buildings, play parks, open space, squares and building used in conjunction with municipal purposes and cemetery.	93.76ha

## LORDS VIEW INDUSTRIAL ESTATE

Lords View provides a prime location to help reduce transportation costs and streamline the supply-chain process. Chloorkop has been selected for the Lords View Logistics Park due to its centrality, its excellent road infrastructure and proximity to a large labour force. With the increased global competition and transportation costs the location of your company distribution Centre or manufacturing base becomes vitally important in cost management. The Lord Trust provides a prime location in Lords View to help reduce transportation costs and streamline the supply-chain process. Lords View has been planned as an environmentally friendly and eco-sensitive industrial and logistics park and makes use of the latest developments in cleaner greener township development.

Chloorkop Ext 66 is 25.6 hectares consisting of 21 erven and was launched as phase 1 of the Lords View Logistics Park. The remaining townships Chloorkop Ext 64, 68 and 69 and Klipfonteinview Ext 5 are 70.86 hectares and consist of 51 erven and will be launched as phases 2, 3, 4 and 5 of the Lords View Industrial Park. Future phases will be launched as market demand dictates.

All of the identified SUDs represents private sector projects and are reflected within the intergovernmental project pipeline accordingly.

### **B2.1.3 HUMAN SETTLEMENTS**

#### **INFORMAL SETTLEMENT PLANNING**

The following section highlights the Planning / Development of Prioritised Informal Settlements and Informal Sector Upgrading Strategy.

#### **B2.3.1 PLANNING / DEVELOPMENT OF PRIORITISED INFORMAL SETTLEMENTS**

The City of Ekurhuleni is currently experiencing a high housing backlog estimated at **590 603** and consisting of:

- 164 718 in Informal Settlements;
- 200 973 In Backyards;
- 213 667 In the national Needs Register formerly known as the Waiting List; and
- 11 245 In Hostels.

During the course of 2017/2018, the Department of Human Settlements embarked on an assessment of all informal settlements located within the CoE area of jurisdiction. All settlements were categorised accordingly:

- fully informal,
- upgraded
- transitional (SG Plan completed)

**Figure B2.2** graphically represents the informal settlements, listing all falling within / partially within the Integration Zones, whilst **Figure B2.3** graphically represents and lists all informal settlements falling outside of the Integration Zones.

Two **Informal Settlement Upgrading** programmes are being implemented concurrently within the City of Ekurhuleni. The first consisting of the **CoE Mega Projects Programme** of which 31 of out the 101 Informal Settlement within the CoE are prioritised. The second programme consists of the **CoE National Upgrading Support Programme (NUSP)**, representing 33 Informal Settlement within the CoE. Following is a brief summary of each.

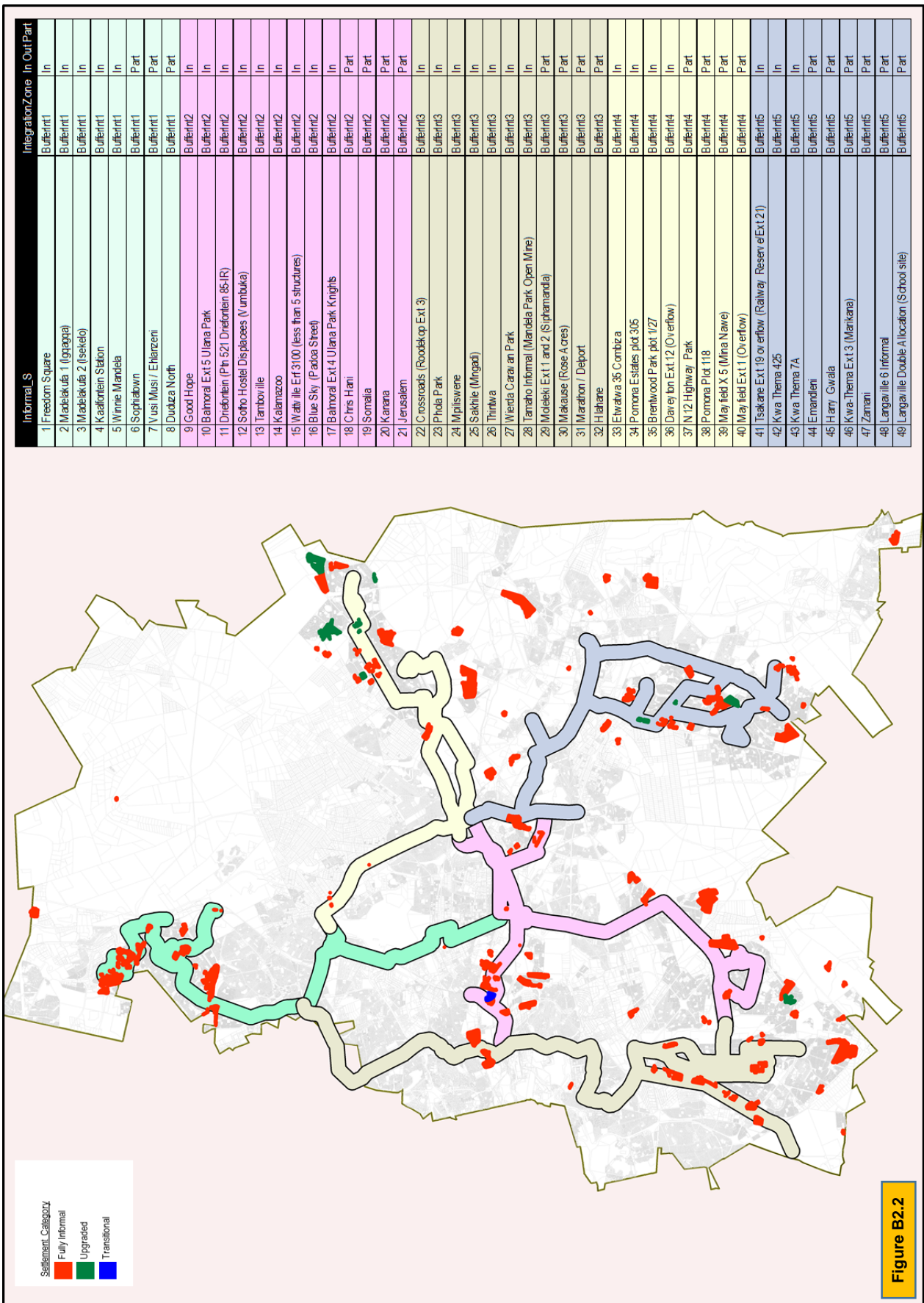
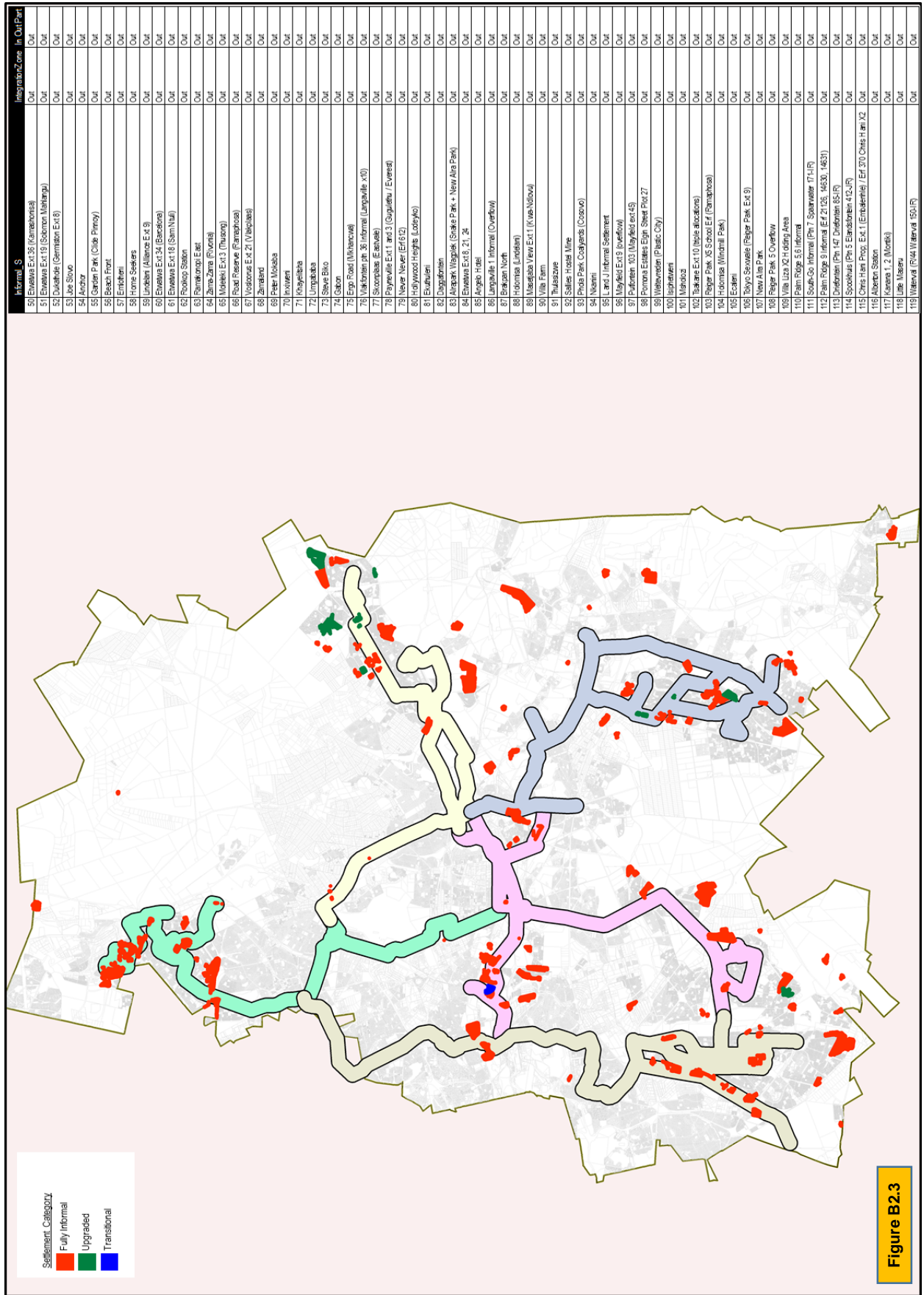


Figure B2.2



Informal S	Integrated Zone	In Our Park
51 Enevoa Ext 15 (Koromohio)	Out	Out
52 Enevoa Ext 18 (Solomon (Matariki))	Out	Out
52 Dohrahe (Gerrard Ext 8)	Out	Out
53 Joe Sova	Out	Out
54 Anchor	Out	Out
55 Garden Park (Oake-Priddy)	Out	Out
56 Beach Front	Out	Out
57 Einohere	Out	Out
58 Home Seekers	Out	Out
59 Lancelot (Alliance Ext 9)	Out	Out
60 Enevoa Ext 34 (Bancroft)	Out	Out
61 Enevoa Ext 18 (Saini Nahi)	Out	Out
62 Pookoi Station	Out	Out
63 Pamekongi Ext	Out	Out
64 Zama Zama (Fivona)	Out	Out
65 Molekei Ext 3 (Thuong)	Out	Out
66 Road Reserve (Ramphose)	Out	Out
67 Vostorus Ext 21 (Vikolae)	Out	Out
68 Zimaband	Out	Out
69 Peter Mokeba	Out	Out
70 Inveread	Out	Out
71 Hapayaha	Out	Out
72 Umptaha	Out	Out
73 Sheve Biko	Out	Out
74 Gaton	Out	Out
75 Ergo Road (Maverua)	Out	Out
76 Vikatorin pth 36 Informal (Langaville x10)	Out	Out
77 Skoopaka (E. aineke)	Out	Out
78 Poyeville Ext 1 and 3 (Guguletu / Everest)	Out	Out
79 Newer Newer (Erf 612)	Out	Out
80 Hollywood Heights (Loseyo)	Out	Out
81 Eruksen	Out	Out
82 Dagafman	Out	Out
83 Aitapu Viapua (State Park - New Air Park)	Out	Out
84 Enevoa Ext 8, 21, 24	Out	Out
85 Angelo Hotel	Out	Out
86 Langaville 1 Informal (Overflow)	Out	Out
87 Braujan North	Out	Out
88 H-domas (Lundani)	Out	Out
89 Masigaba View Ext 1 (Kwa-Ndovwi)	Out	Out
90 Villa Farm	Out	Out
91 Taurasave	Out	Out
92 Sakes Hotel Mile	Out	Out
93 Pinda Park Collyers (Cocou)	Out	Out
94 Neerini	Out	Out
95 Lam J Informal Settlement	Out	Out
96 Mayfield Ext 8 (Eveflow)	Out	Out
97 Pukorin 103 (Mayfield ext 4.6)	Out	Out
98 Pionna Estates Elgin Street Plot 27	Out	Out
99 Walewale (Plastic Coy)	Out	Out
100 Isakavani	Out	Out
101 Mwendu	Out	Out
102 Taurua Ext 10 (Isale Alodifone)	Out	Out
103 Peger Park JS Street Ext (Ramphose)	Out	Out
104 Pionna (Mintall Park)	Out	Out
105 Estari	Out	Out
106 Tokyo Sewale (Peger Park Ext 9)	Out	Out
107 New Air Park	Out	Out
108 Peger Park 5 Overflow	Out	Out
109 Villa Liza X2 Holding Area	Out	Out
110 Palm Ridge 5.6 Informal	Out	Out
111 South-Co Informal (Pm 7, Spearvale 17, H/R)	Out	Out
112 Palm Ridge 9 Informal (Erf 2106, 4630, 14831)	Out	Out
113 Chononi (Pm 147, Chononi 85, R)	Out	Out
114 Sookous (Pm 5, Eandobeni 42, R)	Out	Out
115 Chris-Han Prop. Ext 11 (Emakelhe / Erf 270 Chris-Han X2)	Out	Out
116 Alboron Station	Out	Out
117 Kanera 1, 2 (Moriki)	Out	Out
118 Lile Masaru	Out	Out
119 Walewale (Pm 4 Walewale 150, R)	Out	Out

Figure B2.3

## CoE MEGA PROJECTS PROGRAMME<sup>2</sup>

The **Table B2.7** below is a summary of the Projected Five-Year Roll-Out Plan for the identified Mega Projects Informal settlements.

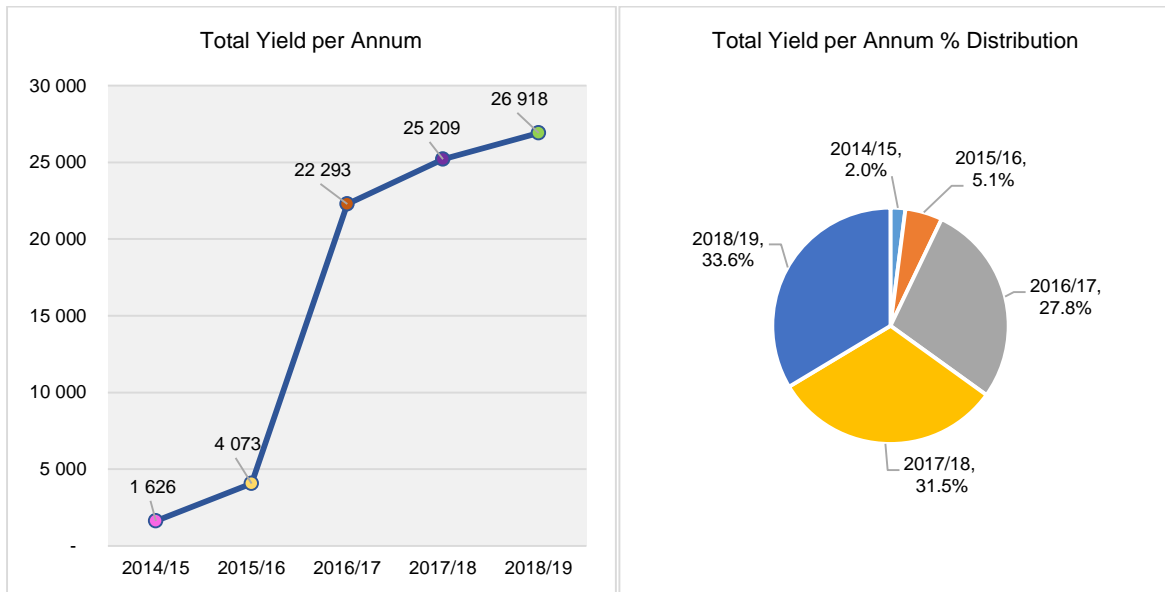
**Table B2.7: Mega Projects Informal Settlement Five-Year Roll-Out Plan**

PROJECT	TOTAL YIELD	2014/15	2015/16	2016/17	2017/18	2018/19
<b>TEMBISA URBAN DEVELOPMENT TRIANGLE</b>						
Clayville Ext 45	3 222	Implementation 200 Units	761 Units	761 Units	761 Units	761 Units
Clayville Ext 71	4 500	Township Establishment	Service Installation	1 500	1 500	1 500
Esselen Park	7 195	Township Establishment	Service Installation	2 400	2 400	2 395
Tembisa Ext 25	1 650	Township Establishment	Service Installation	550	550	550
Heartlands	3 000	Township Establishment	Service Installation	1 000	1 000	1 000
<b>Total</b>	<b>19 567</b>	<b>200</b>	<b>761</b>	<b>6 211</b>	<b>6 211</b>	<b>6 206</b>
<b>SOUTHERN CLUSTER</b>						
Leeuwpoort	15 867	Township Establishment	Service installation	1 500	1 500	1 500
Palmietfontein Ptn 57	4 558	Township Establishment	Service Installation	1 519	1 519	1 520
Rietspruit/ Rietfontein	9 049	Township Establishment	Land Acquisition	Service Installation	2 000	2 000
Palm Ridge ext. 10 and 11	1 632	Township Establishment	Land Acquisition	Service Installation	816	816
Zwarkoppies	7 000	Township Establishment	Land Acquisition	Service Installation	Service Installation	2 000
Germiston	12 063	Planning	Service Installation and Construction 250 Units	4 000	4 000	3 813
<b>Total</b>	<b>50 169</b>	<b>0</b>	<b>250</b>	<b>7 019</b>	<b>9 935</b>	<b>11 649</b>
<b>EASTERN CLUSTER</b>						
John Dube 2	12 295	Township Establishment	Services Installation	4 100	4 100	4 095
Brakpan Old Location	4 000	Feasibility Study	Township Establishment	1 901	1 901	1 903
Chief Luthuli Ext. 6	7 274	606 (Plus 1 527 Already Built)	1 667	1 667	1 667	1 667
Tsakane Ext 22	6 400	820	1 395	1 395	1 395	1 395
<b>Total</b>	<b>3 1674</b>	<b>1 426</b>	<b>3 062</b>	<b>9 063</b>	<b>9 063</b>	<b>9 063</b>
<b>Total EMM</b>	<b>101 410</b>	<b>1 626</b>	<b>4 073</b>	<b>22 293</b>	<b>25 209</b>	<b>26 918</b>

<sup>2</sup> Source: City of Ekurhuleni - A Programme Plan – A Proposed Suite Of Mega Projects (November 2014)

The Mega Projects located within the IZs are graphically represented on **Figure B2.4** and **Figure B2.5** illustrates the Mega project located within the marginalised areas. The planned development yield for the entire the City of Ekurhuleni area amounts to **101 410 units** over the 5 year period (2014-2019) as illustrated in **Figure B2.6**.

**Figure B2.6: Mega Projects Total Yield per Annum and % Distribution**





No.	Project Name	Integration Zone	In/Out	Part
1	Clayville Ext 50	Out	Out	
2	Clayville Ext 45	Out	Out	
3	Old Mutual Land (Winnie Mandela New Land)	Bufferin1	Part	
4	Eseelen Park	Bufferin1	Part	
5	Chief A. Luthuli Ext 6	Bufferin4	Part	
6	Balmoral Block	Bufferin2	Part	
7	Good Hope	Bufferin2	Part	
8	Prowville	Bufferin2	Part	
9	EF 808 Germiston South (Fire Station)	Bufferin3	Part	
10	Delville x9	Out	Out	
12	Leeuipoort 113 IR	Bufferin2	Part	
13	Van Dyk Park	Out	Out	
14	Van Eck Park	Out	Out	
15	Braikpan Old Location	Out	Out	
16	Rietfontein - Kwa-THEMA	Bufferin5	Part	
17	Rietfontein 93/128R	Bufferin5	Part	
18	Duduza	Bufferin5	Part	
19	Tsakane Ext 22	Out	Out	
20	Palmietfontein 57	Bufferin3	Part	
21	Zwartkoppes Farm	Bufferin3	Part	
	Riespruit 152-IR, Rietfontein 153-IR, Palm Ridge x10, 11	Out	Out	

Mega Project Number

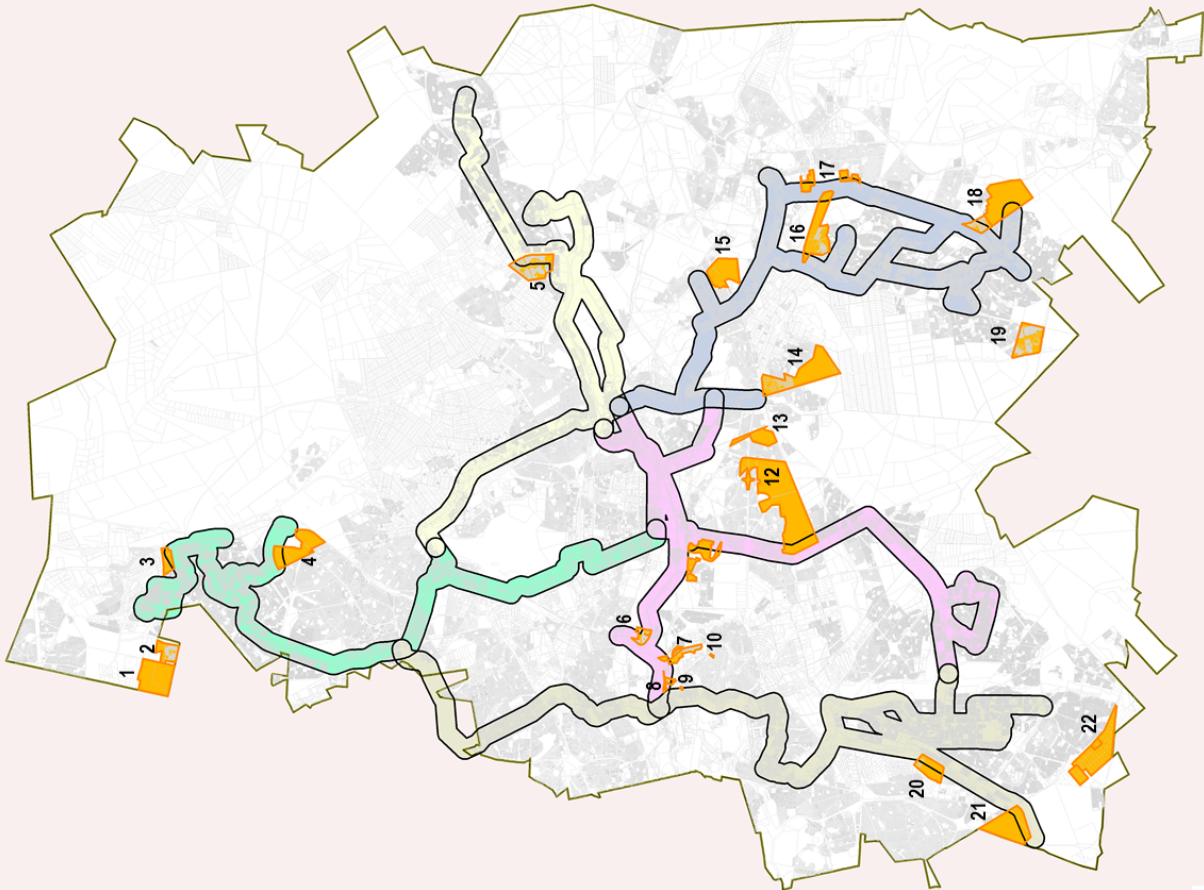


Figure B2.4

No.	Project Name	In	Out	Part
1	Clayville Ext 50	Out		
2	Clayville Ext 45	Out		
3	Old Mutual Land (Winnie Mandela New Land)	Bufferint1		Part
4	Esselen Park	Bufferint1		Part
5	Chief A Luthuli Ext 6	Bufferint4		Part
6	Balmoral Block	Bufferint2		Part
7	Good Hope	Bufferint2		Part
8	Pitrowville	Bufferint2		Part
9	Erf 808 Germiston South (Fire Station)	Bufferint3		Part
10	Delville x9	Out		Out
12	Leeuwpoot 113 IR	Bufferint2		Part
13	Van Dyk Park	Out		Out
14	Van Eck Park	Out		Out
15	Brakpan Old Location	Out		Out
16	Rietfontein - Kwa-Thema	Bufferint5		Part
17	Rietfontein 93/128IR	Bufferint5		Part
18	Duduza	Bufferint5		Part
19	Tsakane Ext 22	Out		Out
20	Palmietfontein 57	Bufferint3		Part
21	Zwartkopjes Farm	Bufferint3		Part
	Rietspruit 152-IR, Rietfontein 153-IR, Palm			
22	Ridge x 10, 11	Out		Out

Mega Project Number

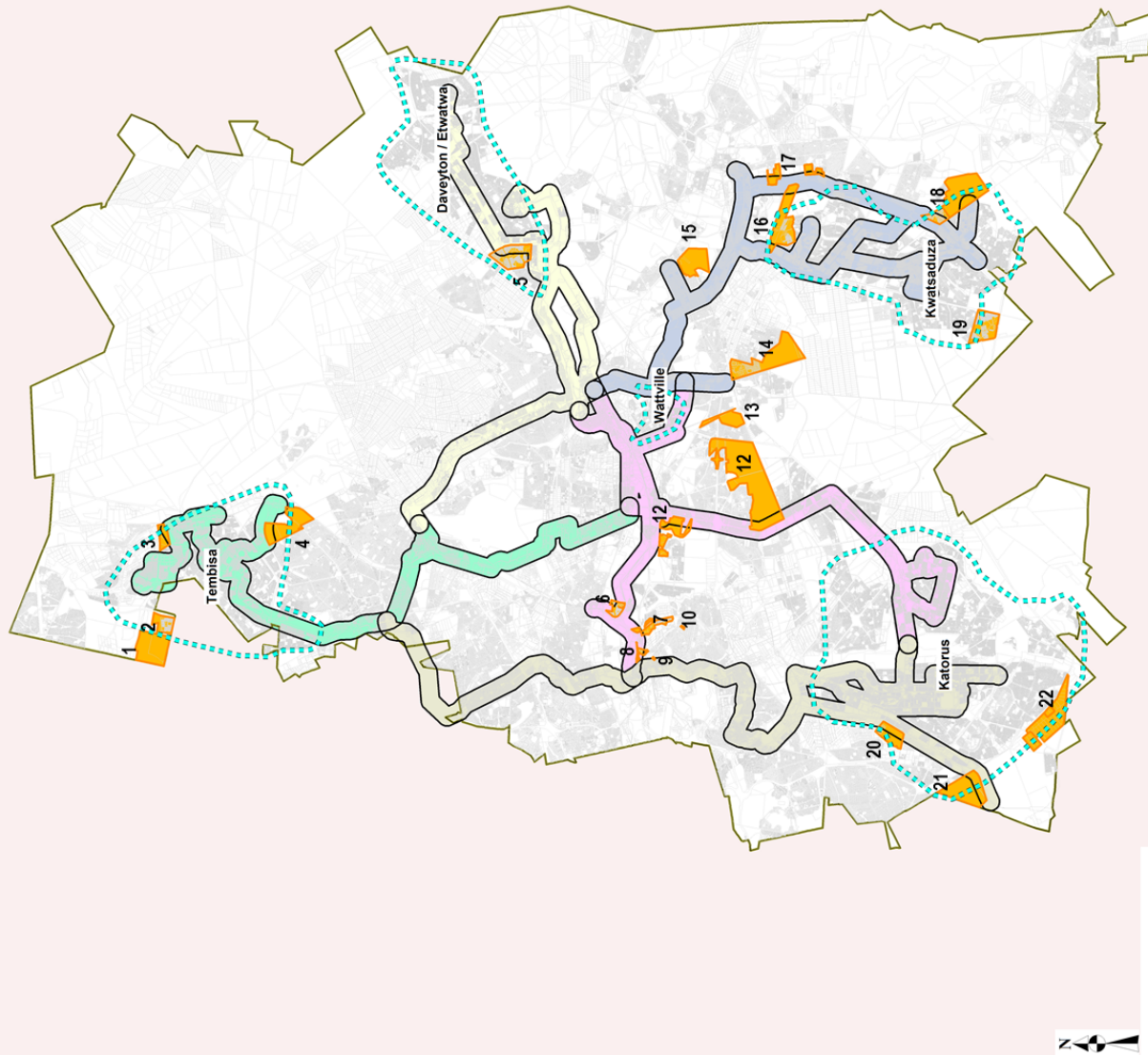


Figure B2.5

### **EMM NATIONAL UPGRADING SUPPORT PROGRAMME<sup>3</sup>**

In term of the NUSP, **Table B2.8** below is a summary of the 33 identified **Informal Settlements** located within Ekurhuleni. **Figure B2.7** graphically represents the NUSP settlements located within the IZ's, and **Figure B2.8** the NUSP settlements located within the Marginalised Areas. From the table it is evident that the majority of settlements have to be relocated – 30 in total. This is predominantly due to the land on which they are currently residing being undevelopable for various reasons, such as being underlain with dolomite or within a floodline. CoE is particularly challenged to find suitable and developable land close to urban areas for the relocation of informal settlements, which creates a immense challenge.

With reference to the NUSP categories, two of the 33 settlements had already been upgraded by the time of completing the NUSP project assessment during 2017. Only three settlements can be fully upgraded in their current location (in-situ). Twenty-one of the settlements have to be provided with interim services. Of the latter group, certain pockets of the settlements can be upgraded in-situ, while smaller sections – such as those within a provincial road reserve – have to be relocated.

Based on a household survey, the percentage of potential beneficiaries of subsidised housing are relatively low. Therefore, when upgrading is considered, the emphasis should be on integrated housing solutions that comprise a high percentage of rental stock in order to accommodate the many 'non-qualifiers'. The Upgrading of Informal Settlement Programme (UISP) could be combined with full top structure solutions for a larger impact. See **Annexure A** for comprehensive NUSP 2017 report findings.

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<sup>3</sup> Source: City of Ekurhuleni NUSP Executive Summary (July 2017), Participatory Based Planning Support Informal Settlement Upgrading

**Table B2.8: NUSP Informal Settlements**

SETTLEMENT NAME	EXTENT (HA)	EMM REGION	EMM WARD	HOUSE-HOLDS	NUSP CATEGORY
Driefontein	3.5	A	93	398	Interim Services (B1), Relocation (C)
Makause (Rose Acres)	>53	A	21	9153	Interim Services (B1), Relocation (C)
Jerusalem	69	A	33	3558	Relocation (C)
Joe Slovo	17.3	A	34	1279	Interim Services (B1), Relocation (C)
Reiger Park 5 School Erf (Ramaphosa)	1.3	A	42	179	Interim Services (B1), Relocation (C)
Ramaphosa Road Reserve	74.6	A	33,42	2154	Relocation (C)
Tokyo Sexwale (Reiger Park Ext 9)	173.8	A	34	2157	Interim Services (B1), Relocation (C)
Kaalfontein Station	19.6	B	100	282	Relocation (C)
Sophia Town	13.4	B (partially in CoJ)	11,12,91	1166	Interim Services (B1), Relocation (C)
Winnie Mandela 1	1.1	B	1		Interim Services (B1), Relocation (C)
Winnie Mandela 2	1.1	B	1		Interim Services (B1), Relocation (C)
Winnie Mandela 3	3.7	B	1		Interim Services (B1), Relocation (C)
Winnie Mandela 4&5	10.5	B	3,89	2146	Interim Services (B1), Relocation (C)
Winnie Mandela 6	41	B	3,89		Interim Services (B1), Relocation (C)
Winnie Mandela 7	22	B	2,3		Interim Services (B1), Relocation (C)
N12 Highway Park	18.6	C	24	1945	Interim Services (B1), Relocation (C)
Umgababa	8.1	C	25,26	364	Relocation (C)
Beach Front	5.2	D	30,31,97	692	Interim Services (B1), Relocation (C)
Emandleni	25.3	D	30	3675	Interim Services (B1), Relocation (C)
Msholoji	23.2	D	73	615	Interim Services (B1), Relocation (C)
Payneville Ext 3/ Gugulethu Everest	98.5	D	72	3031	In-situ upgrade (A), Relocation (C)
Weltevreden	7.2	D	97	319	Interim Services (B1), Relocation (C)
Kwa Thema Ext 3 Enkanini		E			Upgrade complete

Kwa Thema Ext 3 Marikana	71.1	E	77	972	Interim Services (B1), Relocation (C)
Vlakfontein Ptn 36 Informal	25.3	E	81	800	Upgrade complete
Nkanini	4.2	F	21	282	In-situ upgrade (A)
Thusong/ Moleleki Ext 3	16.8	F	60	631	In-situ upgrade (A), Relocation (C)
Phola Park Coalyards	3.3	F	57	537	Interim Services (B1), Relocation (C)
Rooikop Station	8	F	40	533	Interim Services (B1), Relocation (C)
Sakhile (Mngadi)	12.4	F	51,59,101	657	Interim Services (B1), Relocation (C)
Tamaho Informal (Mandela Park Open Time)	20.6	F	52	1600	Relocation (C)
Thulasizwe	6.7	F	64	147	Relocation (C)
Waterval	0.9	F	53	100	Relocation (C)
<b>TOTAL</b>				<b>39 910</b>	

In addition to the above listed housing projects, the CoE Human Settlements Department has compiled a comprehensive demand database on the Informal Settlements by conducting a detailed informal settlements household survey. Accordingly CoE has developed an **Allocation Strategy**<sup>4</sup> to link the informal settlements with possible projects with targeted beneficiary communities. The **Allocation Strategy** of informal settlements is listed in the tables below, classified according to the following projects:

- MEGA Human Settlements projects
- Serviced Stands Projects
- BNG or Top Structure Human Settlements Projects
- Human Settlements Proposed Projects
- Human Settlements Proposed Projects: *Land Identified for Feasibility*

<sup>4</sup> Source: City of Ekurhuleni Metropolitan - Human Settlements Beneficiary Allocation Strategy and Policy Guidelines



Integration Zone	In/Out	Part	SETTLEMENT NAME	Category
Bufferint2	In		Driefontein	Interim Services (B1), Relocation (C)
Bufferint3	Part		Makause (Rose Acres)	Interim Services (B1), Relocation (C)
Bufferint2	Part		Jerusalem	Relocation (C)
	Out		Joe Slovo	Interim Services (B1), Relocation (C)
	Out		Reiger Park 5 School Erf (Ramaphosa)	Interim Services (B1), Relocation (C)
	Out		Ramaphosa Road Reserve	Relocation (C)
	Out		Tokyo Sexwale (Reiger Park Ext 9)	Interim Services (B1), Relocation (C)
Bufferint1	In		Kaalfontein Station	Relocation (C)
Bufferint1	Part		Sophiatown	Interim Services (B1), Relocation (C)
Bufferint1	In		Winnie Mandela 1	Interim Services (B1), Relocation (C)
Bufferint1	In		Winnie Mandela 2	Interim Services (B1), Relocation (C)
Bufferint1	In		Winnie Mandela 3	Interim Services (B1), Relocation (C)
Bufferint1	In		Winnie Mandela 4&5	Interim Services (B1), Relocation (C)
Bufferint1	In		Winnie Mandela 6	Interim Services (B1), Relocation (C)
Bufferint1	In		Winnie Mandela 7	Interim Services (B1), Relocation (C)
Bufferint4	Part		N12 Highway Park	Interim Services (B1), Relocation (C)
	Out		Umgababa	Relocation (C)
	Out		Beach Front	Interim Services (B1), Relocation (C)
Bufferint5	Part		Emandleni	Interim Services (B1), Relocation (C)
	Out		Msholoz	Interim Services (B1), Relocation (C)
	Out		Payneville Ext 3, Gugulethu Everest	In-situ upgrade (A), Relocation (C)
	Out		Weltevreden	Interim Services (B1), Relocation (C)
Bufferint5	Part		Kwa Thema Ext 3 Enkelenini	Upgrade complete
	Part		Kwa Thema Ext 3 Marikana	Interim Services (B1), Relocation (C)
	Out		Viafontein Ptn 36 Informal	Upgrade complete
	Out		Nkanini	In-situ upgrade (A)
	Out		Thusong/Moleleki Ext 3	In-situ upgrade (A), Relocation (C)
	Out		Phola Park Coalwards	Interim Services (B1), Relocation (C)
	Out		Rooikop Station	Interim Services (B1), Relocation (C)
Bufferint3	In		Sakhile (Mingadi)	Interim Services (B1), Relocation (C)
Bufferint3	In		Tamaho Informal (Mandela Park Open Time)	Relocation (C)
	Out		Thulasizwe	Relocation (C)
	Out		Waterval	Relocation (C)
			TOTAL (33)	

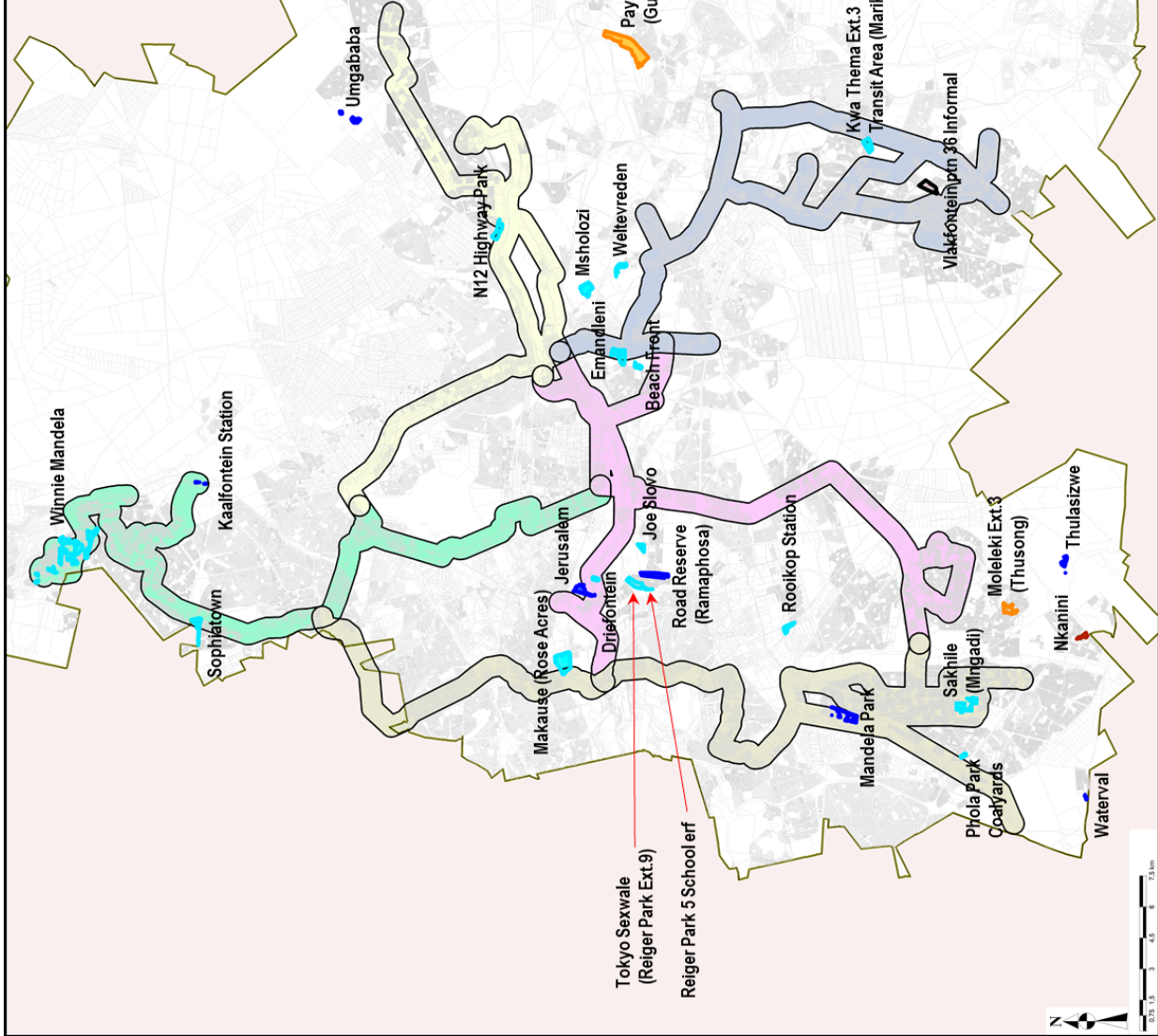


Figure B2.7

Integration Zone	In/Out/Part	SETTLEMENT NAME	Category
Bufferint2	In	Driefontein	Interim Services (B1), Re location (C)
Bufferint3	Part	Makause (Rose Acres)	Interim Services (B1), Re location (C)
Bufferint2	Part	Jerusalem	Re location (C)
	Out	Joe Slovo	Interim Services (B1), Re location (C)
	Out	Reiger Park 5 School Erf (Ramaphosa)	Interim Services (B1), Re location (C)
	Out	Ramaphosa Road Reserve	Re location (C)
	Out	Tokyo Sexwale (Reiger Park Ext 9)	Interim Services (B1), Re location (C)
Bufferint1	In	Kaalfontein Station	Re location (C)
Bufferint1	Part	Sophia Town	Interim Services (B1), Re location (C)
Bufferint1	In	Winnie Mandela 1	Interim Services (B1), Re location (C)
Bufferint1	In	Winnie Mandela 2	Interim Services (B1), Re location (C)
Bufferint1	In	Winnie Mandela 3	Interim Services (B1), Re location (C)
Bufferint1	In	Winnie Mandela 4&5	Interim Services (B1), Re location (C)
Bufferint1	In	Winnie Mandela 6	Interim Services (B1), Re location (C)
Bufferint1	In	Winnie Mandela 7	Interim Services (B1), Re location (C)
Bufferint4	Part	N12 Highway Park	Interim Services (B1), Re location (C)
	Out	Umgababa	Re location (C)
	Out	Beach Front	Interim Services (B1), Re location (C)
Bufferint5	Part	Emandleni	Interim Services (B1), Re location (C)
	Out	Msholzi	Interim Services (B1), Re location (C)
	Out	Payneville Ext 3/ Gugulethu Everest	In-situ upgrade (A), Re location (C)
	Out	Weltevreden	Interim Services (B1), Re location (C)
Bufferint5	Part	Kwa Thema Ext 3 Enkani	Upgrade complete
	Out	Kwa Thema Ext 3 Marikana	Upgrade complete
	Out	Vlakfontein Ptn 36 Informal	In-situ upgrade (A)
	Out	Nkani	In-situ upgrade (A), Re location (C)
	Out	Thusong/ Moleleki Ext 3	Interim Services (B1), Re location (C)
	Out	Phola Park Coal yards	Interim Services (B1), Re location (C)
	Out	Rookop Station	Interim Services (B1), Re location (C)
Bufferint3	In	Sakhile (Mngadi)	Interim Services (B1), Re location (C)
Bufferint3	In	Tamaho Informal (Mandela Park Open Time)	Re location (C)
	Out	Thulasizwe	Re location (C)
	Out	Waterval	Re location (C)
		TOTAL (33)	

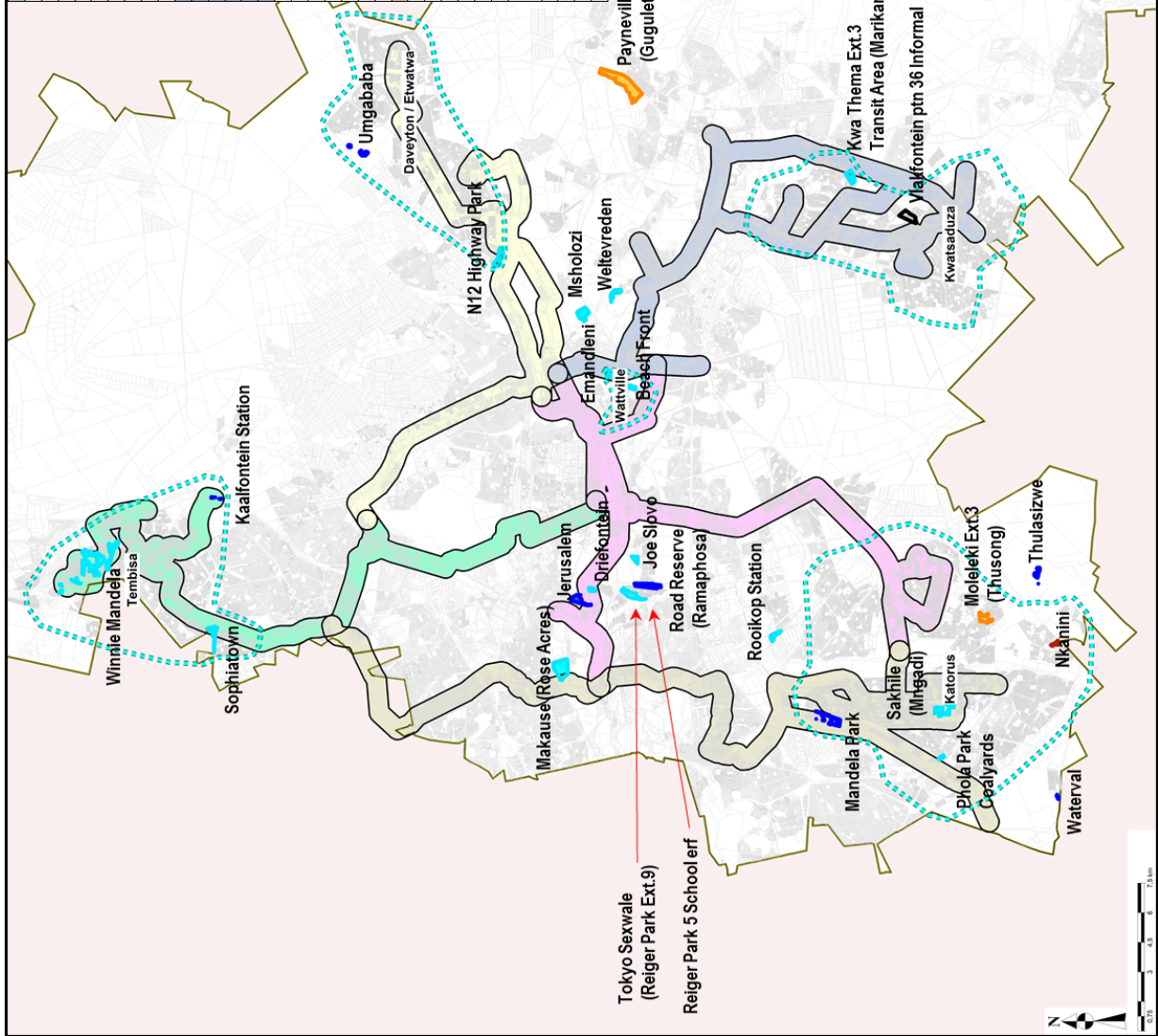


Figure B2.8



**Table B2.9: Allocation Strategy for the CoE Human Settlements Programmes**

Allocation Strategy for the CoE MEGA Human Settlements projects															
Mega Project	Property Description	Total Yield	RDP/BNG (High Density)	Social Housing	Flisp	Bonded	CRU	Beneficiaries	Number of HH	Potential Qualifiers	Income Exceeds R3500	non Qualifiers	Demand database ;Backyard and Military veterans in the neighboring areas	Excess or overflow	IDP Year of Implementation
Esselen Park (Witfontein)	63 Witfontein 15-IR R/39 Witfontein 15-IR	7195	3,595	1,440	1,440	720	0	Isiphetweni	83	23	2	58			2016-2021
								Vusi Musi / Ehlanzeni	8257	1453	131	6673			
								Kaalfontein Station	282	13	12	257			
								Inxiweni	39	11	0	28			
								Sophia Town	667	90	9	568			
<b>Total</b>								<b>8622</b>	<b>1489</b>	<b>145</b>	<b>6988</b>	<b>5561</b>	<b>0</b>		
Tembisa Ext 25	R/101 Olifantfontein	1571	1,257	314	0	0	0	Winnie Mandela Double allocations first	5537	1033	264	4240			2016-2021
<b>Total</b>									<b>5537</b>	<b>1033</b>	<b>264</b>	<b>4240</b>	<b>274</b>	<b>0</b>	
Brakpan Ext 13	Rem of Weltevreden 118-IR	7547	3,774	1,512	1,511	750	0	Never Never (Erf 612)	104	25	2	77			2016-2021
								Weltevreden	319	5	0	314			
								Brakpan North	136	5	0	131			
								Daggafontein	1649	639	77	933			
<b>Total</b>								<b>2208</b>	<b>674</b>	<b>79</b>	<b>1455</b>	<b>6794</b>	<b>0</b>		
John Dube village Ext 1	R/51 Grootfontein 165 IR R/41 Grootfontein 165 IR	12295	6,147	2,459	2,459	1,230	0	Zamani	785	373	27	385			2016-2021
								Alrapark Wagplek (Overflow from Alra Park Project)	1020	555	18	447			
								Lanagaville Ext 1 (Overflow from Langaville ext 4 Project)	395	189	33	173			
								Lanagaville Ext 6	2073	915	103	1055			
								Langaville double allocation	731	160	14	557			
<b>Total</b>								<b>5004</b>	<b>2192</b>	<b>195</b>	<b>2617</b>	<b>9908</b>	<b>0</b>		
Mayberry Ext 2	57 Palmietfontein 141-IR	3687	1,844	737	738	368	0	Mpiliswene	1869	336	23	1510			2016-2021
								Sakhile Mngadi	881	158	21	702			
								Thintwa/Emalahleni	400	123	39	238			
<b>Total</b>								<b>3150</b>	<b>617</b>	<b>83</b>	<b>2450</b>	<b>2987</b>	<b>0</b>		
Van Dyk Park Ext 2	73 Leeuwpoot 113 IR	3350	1,675	670	670	335	0	Watville Erf 3100	16	1	2	13			2016-2021
								Beach Front	692	118	15	559			
								Tamboville	14	2	1	11			
<b>Total</b>								<b>722</b>	<b>121</b>	<b>18</b>	<b>583</b>	<b>3211</b>	<b>0</b>		
Clayville Ext 45, 50, 71, 76-80	Clayville 45, 50, 71, 76-81	14328	6067	2634	5627	0	0	Freedom Square	1568	249	22	1297			2016-2021
								Madelakufa 1 (Iqgagqa)	671	256	31	384			

								Madelakufa 2 (Isekelo)	2122	490	67	1565										
								Tswlopele Ext 8	1325	276	62	987										
								Sithokga	250			250										
<b>Total</b>									<b>5936</b>	<b>1271</b>	<b>182</b>	<b>4483</b>	<b>12875</b>	<b>0</b>								
Tsakane Ext 22/23	7 Vlakfontein 161 IR	6400	4,480	0	1,280	640	0	Tsakane Ext 10	4548	1607	250	2691			2016-2021							
<b>Total</b>									<b>4548</b>	<b>1607</b>	<b>250</b>	<b>2691</b>	<b>4543</b>	<b>0</b>								
Chief Luthuli Ext 6	Chief Luthuli Ext 6	7274	3,637	1,454	1,455	728	0	Gabon	1879	601	29	1249	6644		2016-2021							
<b>Total</b>									<b>1879</b>	<b>601</b>	<b>29</b>	<b>1249</b>	<b>6644</b>	<b>0</b>								
Leeuwpoot	Rem Leeuwpoot 113 IR Ptn 51 Leeuwpoot 113 IR	19,453	1,957	5,752	3,099	1,932	5,010	Hlahane	303	34	0	269			2016-2021							
								Joe Slovo	1228	460	101	667										
								Ulana Settlement	1300	379	125	796										
								Crossroads	332	102	15	215										
<b>Total</b>									<b>3163</b>	<b>975</b>	<b>241</b>	<b>1947</b>	<b>18237</b>	<b>0</b>								
Palm Ridge Ext 10 & 11	89; 56-58; 31-33 Rietspruit 152 IR	5,211	2,605	0	2,606	0	0		0			0	5211	0	2016-2021							
<b>Total</b>									<b>88311</b>	<b>37038</b>	<b>16972</b>	<b>20885</b>	<b>6703</b>	<b>5010</b>	<b>0</b>	<b>82244</b>	<b>21261</b>	<b>2981</b>	<b>58002</b>	<b>76245</b>	<b>0</b>	

Allocation Strategy for the CoE Serviced Stands Projects												
EMM Project Name	Region	CCC	Ward 2016	Project Yield	Beneficiary Community	Number of HH	Potential Qualifiers	Income Exceeds R3500	Non Qualifiers	Demand database ;Backyard and Military veterans in the neighboring areas	Access or overflow	IDP FY
Allinace Ext 9	Eastern Region	Springs	71	634	Lindelani	4136	1865	337	1934		-1568	2017/18
Balmoral Ext 4	Southern Region	Boksburg	21	1089	Ulana Park Ulana (Knights)	3506	1788	407	1311		-1106	2017/18
Chief Alberts Luthuli Ext 4	Eastern Region	Benoni	110	326	Home Seekers	552	93	29	430	204	0	2017/18
Holgatfontein Mckenzieville	Eastern Region	Nigel	88	600	Alra Park Wagplek	1020	555	18	447	27	0	2017/18
Langaville Ext 4	Eastern Region	Brakpan	81	209	Lanagville Ext 1	395	189	33	173		-13	2017/18
Palm Ridge Ext 9	Southern Region	Palm Ridge	58 & 61	3213	Palm Ridge Ext 5 & 6, Tokoza Hostel 2 & 3	5055	2914	334	1807		-35	2017/18
Paynville Ext 1	Eastern Region	Springs	75	1115	Paynville Ext 1 & 3 (Gugulethu Everest)	5985	613	27	5345	475	0	2017/18
<b>Total</b>				<b>7186</b>		<b>20649</b>	<b>8017</b>	<b>1185</b>	<b>11447</b>	<b>706</b>	<b>-2722</b>	

Allocation Strategy for the CoE BNG or Top Structure Human Settlements Projects

Project	Region	Ward	Project Yield	Beneficiary	Number of HH	Potential Beneficiaries	Income Exceeds R3500	Non Qualifiers	Demand database ;Backyard and Military veterans in the neighboring areas	Access or overflow
Chief Albert Luthuli Ext 3	Eastern	110	538	Beach Front	692	118	15	559	405	0
Chief Albert Luthuli Ext 4	Eastern	110	652	Home Seekers	552	93	29	430	530	0
Cool Breez	Eastern	98	302	Cool Breez				0	302	0
ERPM Village	Southern	33	3862	Angelo Hotel	748	77	16	655	3769	0
Etwatwa Ext 18	Eastern	65	761	Etwatwa Ext 18 (Sam Ntuli)	872	361	7	504	393	0
Kwa-Thema Ext 3	Eastern	111 & 77	2600	Kwa-Thema Ext 3 Marikana	1223	312	84	827	2204	0
Lanagaville Ext 10	Eastern	111 & 81	3122	Vlakfontein ptn 36 Informal	851	396	33	422	2693	0
Masechabaview Ext 4	Eastern	98	904	Cool Breez				0	904	0
Mayfield Ext 1	Eastern	96	350	Mayfield Ext 1	2551	750	27	1774		-427
Mayfield Ext 32 and 34	Eastern	25	1477	Mayfield Ext 9	450	120	20	310	1337	0
				N12 Highway	1945	580	75	1290		-655
				Putfontein 103	681	189	10	482		-199
Mayfield Ext 5	Eastern	96	358	Mayfield Ext 5 (Mina Nawwe)	56	22	0	34	336	0
Mayfield Ext 6	Eastern	96	585	Mayfield Ext 6	310	92	4	214	489	0
Mckenziville Ext 2	Eastern	88	1200	Alra Park Wagplek	1020	555	18	447	627	0
Moleleki Ext 1 and 2	Southern	60 & 63	945	Moleleki Ext 1 and 2 (Siphamandla)	439	137	22	280	786	0
Palm Ridge Ext 9 (phase 1, 2 and 3)	Southern	58 & 61	2490	Palm Ridge Ext 5 & 6	5055	2914	334	1807		-758
Payneville Ext 1	Eastern	75	2194	Payneville Ext 1 and 3 (Gugulethu / Everest)	5985	613	27	5345	1554	0
<b>Total</b>			<b>22340</b>		<b>23430</b>	<b>7329</b>	<b>721</b>	<b>15380</b>	<b>16329</b>	<b>-2039</b>

Allocation Strategy for the CoE Human Settlements Proposed Projects												
Name of Township	CCC	Ward	Project size (Total Yield)	Res 1	Units	Beneficiaries	Number of HH	Potential Beneficiaries	Income Exceeds R3500	Non Qualifiers	Demand database ;Backyard and Military veterans in the neighboring areas	Access or overflow
Alliance ext 9	Benoni	71	634		634	Lindelani kingsway	4136	1865	337	1934		-1568
Apex ext 12	Benoni	29	2000	617	1770	Emandleni	3675	1159	165	2351	676	0
Balmoral Extension 5	Boksburg	21	1213	323	890	Ulana Park;	1300	379	125	796	709	0
Birchleigh North Ext 4 (ESSLEN PARK)	Kempton Park	91	7195	518	6677	Ulana Knights;	3506	1788	407	1311	0	-2195
						Vusimusi/ Ehlanzeni	8257	1453	131	6673	5611	0
						Isiphetweni	83	23	2	58	0	-25
						Kaalfontein Station	282	13	12	257	0	-25
Clayville Ext 45 rezonings	Kempton Park	1				Winnie Mandela	5537	1033	264	4240	0	-1297
Comet Village	Boksburg	33	3300		3300	Angelo Hotel	748	77	16	655	3207	0
Dalmore Ext 8	Boksburg	33				Driefontein	398	55	49	294	0	-104
						Jerusalem	2528	381	103	2044	0	-484
Dalpark Ext 25	Brakpan		2240	1224	1016	Holomisa (Lindelani)	3174	1104	109	1961	1027	0
Daveyton ext 14	Benoni	24, 110, 70 & 69	1559	1559		Daveyton Backyarders				0	1559	0
Delville Ext 9	Germiston		112	0	112	Social Housing				0	112	0
Ekuthuleni		74				Ekuthuleni	1062	278	15	769	0	-293
Erf 808 Germiston South (Fire Station)	Germiston	35	353	0	353	Social Housing				0	353	0
Esther Park Ext 34	Kempton Park	104	1724	0	1724	Tembisa and Kempton Park Waiting List				0	1724	0
Germiston Ext 4 (DRIEHOEK)	Germiston	36	257	0	257	Dukathole	3531	1462	151	1918	0	-1356
Germiston Ext 47 (MINING BELT)	Germiston	98	1824	0	1824	Makause	9153	1947	619	6587	0	-742
Germiston Ext 48 (MINING BELT)	Germiston	98	1504	0	1504	Makause	9153	1947	619	6587	0	-1062
Goodhope (Germiston ext 44)	Germiston	93	800	0	800	In-Situ Good hope	1876	537	154	1185	109	0
Harry Gwala	Benoni	30	900			Harry Gwala	772	176	5	591	719	0
John Dube Ext 1	Nigel	111, 98	10295	4353	5942					0	10295	0
Kwa Thema Ext5	Springs	77	2547			Kwathema ext 3 title holders	1223	312	84	827	2151	0
Langaville Ext 12 (Vlakfontein 20)	Brakpan	111	2850	1741	1059	Nkanini	282	69	0	213	2781	0
						Kwathema ext 3 (Marikana)	1223	312	84	827	0	-396
Mayberry Ext 2 (PALMIETFONTEIN 57)	Alberton	94	3687	0	3687	Mpilisweni	1869	336	23	1510	3328	0
						Thintwa/Emalaheni	400	123	39	238	0	-162
Mayfield Ext 45	Benoni	25	758	758		N12 Highway	1945	580	75	1290	103	0
						Putfontein 103	681	189	10	482		
Mayfield Ext 46	Benoni	25	577	577		N12 Highway	1945	580	75	1290	0	-78
Parkdene Ext 7 (Leeupoort Development)	Boksburg	34 & 93	2856	497	2359	Joe slovo				0	2856	0

Payneville 1	Springs	75	1115	1115	1115	Guguletu everest	5985	613	27	5345	475	0
Payneville 3	Springs	72	828	828		Guguletu everest	5985	613	27	5345	188	0
Phola Park	Alberton	53	500	0	500	Phola Park informal settlements	675	553	1	121	0	-54
Pomona Ext 213	Kempton Park	25	470	81	389	Kempton Park Waitin list				0	470	0
Primrose Ext 20 (ROSE ACRES)	Germiston	21	1630	486	1144	Makause	9153	1947	619	6587	0	-936
Reiger Park Ext 19 (Leeupoort Development)	Boksburg	34 & 93	1764	342	1422	Joe Slovo	1228	460	101	667	1203	0
Reiger Park Ext 24 (Angelo deep)	Boksburg	93	1068	57	1011	Ulane	1300	379	125	796	564	0
						Ramaphosa School Erf	611	259	28	324	0	-287
Reiger Park Ext 25 (Klippoortjie)	Boksburg	93	2557	1089	1472	Ramaphosa School Erf	611	259	28	324	2270	0
						Ramaphosa Road Reserve	2104	758	102	1244	0	-860
Sallies Village Ext 1 (ERGO ROAD)	Brakpan	74 & 105	1231	814	417	Ergo road	1118	424	60	634	747	0
Terrenure Ext 79	Kempton Park	104	404	0	346	Kempton Park and Tembisa Waiting List				0	404	0
Villa Liza Ext 4	Boksburg	99	3635	1461	2174	Somalia	1940	806	37	1097	2792	0
						Villa Liza Ext 2 Holding Area	1481	1039	21	421	0	-1060
<b>Total</b>			<b>64387</b>	<b>18440</b>	<b>43898</b>		<b>101296</b>	<b>25441</b>	<b>4921</b>	<b>70934</b>	<b>46433</b>	<b>-12408</b>

**Allocation Strategy for the CoE Human Settlements Proposed Projects. Land Identified for Feasibility**

Project Land description	CCC	Ward	Project size (Total Yield) To be added upon finalisation of the planning process	Beneficiaries	Number of HH	Potential Beneficiaries	Income Exceeds R3500	Non Qualifiers	Demand database ;Backyard and Military veterans in the neighboring areas	Access or overflow
Rem Benoni 77-IR	Benoni	37		Msholozzi, Daveyton and Etwatwa Waiting list	615	213	34	368	To be upon finalisation of the planning process	To be upon finalisation of the planning process
Erf 318- 351 & 356 – 361 General Albertspark Ext 1	Alberton	94		Alberton waiting List; Social Housing Qualifiers				0		
R/46 & 112 Leeuwpoot 113 IR (Sports facilities)	Boksburg	32		Boksburg and Vosloorus Waiting List				0		
Erf 18383 and 6519 Vosloorus Ext 9	Vosloorus	45		Little Maseru	274	35	0	239		
				Nguni Hostel				0		
Erf 862-863 & 865-866 Maplenton Ext 10	Boksburg	95		Vosloorus waiting list	25	0	0	25		
112 Klippoortjie AH (Reiger Park Ext 25)	Boksburg	43		Ramophosa	2104	758	102	1244		
44 Finaalspan 144-IR	Boksburg	31		Vosloorus Waiting List				0		
Rem of Ptn Vlakfontein 69 IR	Benoni	24		N12 Informal Settlement	1945	580	75	1290		
R/153 Zuurfontein 33-IR	Benoni	17		Kempton Park Waiting List				0		
372 General Albertspark Ext 2	Alberton	94		Alberton Station, Alberton Waiting List; Social Housing Qualifiers				0		
Wattville-Transnet Land	Benoni			Actonville/Wattville Communities				0		
230 Driefontein 87-IR	Boksburg	21		Driefontein	398	55	49	294		
				Jerusalem	2528	381	103	2044		
314-605; 611-637; 789 Van Eck Park Ext 2	Brakpan	31		Tsakane and Brakpan Waiting List				0		
Erf 853 Tedstoneville	Germiston	35		Dukathole	3531	1462	151	1918		
Erf 325 Daggafontein	Springs	76		Daggafontein overflow	1649	639	77	933		
Erf 815 & 891 Germiston South Ext	Germiston	35		Dukathole	3531	1462	151	1918		
R/40 Rietfontein 63-IR	Kempton Park	92		Back yard dwellers				0		
R/2 Elandsfontein 90-IR	Germiston	93		Marothon Delpport	2583	430	70	2083		
Ptn 172 Vlakplaats 138-IR	Boksburg	45		Somalia	1940	806	37	1097		
Ptn 331 Zuurfontein 33-IR	Benoni	17		Kempton Park Waiting List				0		
Erf 354 Kwanele	Alberton	59		Access routes to the Kwa Mazibouko Hostel Project						
Erf 355 Kwanele	Alberton	59								
Erf 3433 Likole Ext 2	Alberton	59		Kwa-Mazibuko Hostel Upgrade Right of Way				0		
Erf 3440 Likole Ext 2	Alberton	59		Kwa-Mazibuko Hostel Upgrade Right of Way				0		
28 Witfontein	Kempton Park	100		Tembisa Waiting List				0		
Erf 20846 Vosloorus Ext 30	Vosloorus	45		Vosloorus Waiting List				0		
Ptn 11 Olifantsfontein 402 - IR	Tembisa CCA	89		Winnie Mandela; Tembisa Waiting List	5537	1033	264	4240		

#### **B2.1.4 PRIORITISED INTERVENTIONS**

*Section B2.1.4 will be updated for May submission; therefore still reflects 2017/18 information.*

No detailed prioritised interventions, related to land release proposals, opportunities, risk mitigation etc. is currently available for the precincts, SUD's and mega projects. Refer section E for EMM land release strategy.

Although, the following section indicates the CAPEX projects located within the precincts, SUDs and mega projects as listed above are prioritised according to the following eight (8) categories:

- \* Priority 1: Integration Zone 1: Housing Precincts
- \* Priority 2: Integration Zone 2: MSDF Precincts
- \* Priority 3: Integration Zone 3: Housing Precincts
- \* Priority 4: Integration Zone 3: MSDF Precincts
- \* Priority 5: Integration Zone 4: MSDF Precincts
- \* Priority 6: Integration Zone 4: Precincts in remainder of integration zone 4
- \* Priority 7: Integration Zone 5: Housing Precincts
- \* Priority 8: Integration Zone 5: MSDF Precincts
- \* Priority 9: Housing Precincts (Outside Integration Zones) : Remainder
- \* Priority 10: MSDF Precincts (Outside Integration Zones): Remainder
- \* Priority 11: Precincts in Economic Nodes (Outside Integration Zones): Economic Node: Aerotropolis Core
- \* Priority 12: Precincts in Marginalised Areas (Outside Integration Zones): Remainder
- \* Priority 13: Precincts in all other projects not allocated to a Spatial Targeting Area: City-wide projects

**Table B2.12** lists two projects per Priority Categories (as listed above) with the highest monetary value allocated within the Intergovernmental Project Pipeline. **Figure B2.1.4** graphically represents the spatial locations of the identified projects as listed within Table B2.12.

#### **B2.1.5 PROOF OF CONSULTATION: PRECINCT PLANNING**

Please see attached **Appendix D** for the evidence of consultation with relevant provincial, national and SOE sectors (meeting agenda, minutes and / or attendance registers of meetings) with regard to precinct planning. Different stakeholders were consulted for different precincts.



Table B2.12: Prioritised Capex Projects Local Area Planning

MAP NO.	Department	Project	Capitalisation Investment Framework Category	Source Funding	of	Capital Budget 2017/18	Capital Budget 2018/19	Capital Budget 2019/20	MTREF Total 2017/18 2019/20
<b>Integration Zone 1: Housing Precincts</b>						-	R 1,000,000	R 10,000,000	R11,000,000
1	Waste Management	Facilities, Upgrade and construction of facilities: Eselen Park(Kempton Park)	Economic Development	Unassigned		R-	R-	R 10,000,000	R10,000,000
2	Waste Management	Facilities, Upgrade and construction of facilities: Eselen Park(Kempton Park)	Economic Development	007 - CRRF Capital Replacement Reserve Fund		R-	R 1,000,000	R-	R 1,000,000
<b>Integration Zone 2: MSDF Precincts</b>						<b>R 9,956,000</b>	<b>R 25,734,000</b>	<b>R 9,836,000</b>	<b>R 65,526,000</b>
3	Energy	Brakpan Revenue enhancement(Brakpan)	Economic Development	007 - CRRF Capital Replacement Reserve Fund		R 5,000,000	R 6,000,000	R-	R11,000,000
4	Energy	Brakpan Network enhancement(Brakpan)	Economic Development	015 - Borrowings		R 4,500,000	R 5,000,000	R-	R 9,500,000
<b>Integration Zone 3: Housing Precincts</b>						-	<b>R 100,000</b>	<b>R 1,000,000</b>	<b>R 1,100,000</b>
5	Sports Recreation Arts and Culture (SRAC)	Rehabilitate Eden Park stadium	Urban Restructuring	Unassigned		R-	R 100,000	R1,000,000	R 1,100,000
<b>Integration Zone 3: MSDF Precincts</b>						<b>R 39,168,000.00</b>	<b>R 66,917,200.00</b>	<b>R 80,525,000.00</b>	<b>R 186,610,200.00</b>
6	Transport	Replace Municipal buses (Operational Equipment)	Urban Restructuring	015 - Borrowings		R-	R39,000,000	R-	<b>R39,000,000</b>
7	Energy	Russel Road substation(Germiston)	Economic Development	015 - Borrowings		R 5,000,000	R10,000,000	R 20,000,000	<b>R35,000,000</b>
<b>Integration Zone 4: MSDF Precincts</b>						<b>R 5,370,000</b>	<b>R2,300,000</b>	<b>R 3,439,000</b>	<b>R 11,109,000</b>
8	Human Settlements	Vehicles(Operational Equipment)	Urban Restructuring	001 - Council Funding		R 4,500,000	R 2,300,000	R-	R 6,800,000
9	Human Settlements	Vehicles(Operational Equipment)	Urban Restructuring	Unassigned		R-	R-	R2,800,000	R 2,800,000
<b>Integration Zone 4: Precincts in remainder of integration zone 4</b>						<b>R 9,000,000</b>	<b>R 7,000,000</b>	<b>R -</b>	<b>R 16,000,000</b>
10	Ekurhuleni Metro Police Department (EMPD)	Const Benoni Precinct (Benoni)	Urban Restructuring	015 - Borrowings		R 9,000,000	R 7,000,000	R-	R16,000,000

MAP NO.	Department	Project	Capitalisation Investment Framework Category	Source Funding	of	Capital Budget 2017/18	Capital Budget 2018/19	Capital Budget 2019/20	MTREF Total 2017/18 - 2019/20
<b>Integration Zone 5: Housing Precincts</b>						<b>R 3,352,000</b>	<b>R -</b>	<b>R 15,000,000</b>	<b>R 18,352,000</b>
11	Real Estate	Refurbishment of Lettable Facilities, Kwa Thema Police Station	Economic Development	Unassigned		R 3,352,000	R-	R 15,000,000	R18,352,000
<b>Integration Zone 5: MSDF Precincts</b>						<b>R 500,000</b>	<b>R -</b>	<b>R -</b>	<b>R 500,000</b>
12	Roads and Stormwater	Ped. Management (E): Completion of Sidewalk Dube St (Benoni)	Urban Restructuring	007 - CRRF Capital Replacement Reserve Fund		R 500,000	R-	R-	R 500,000
<b>Housing Precincts (Outside Integration Zones) : Remainder</b>						<b>R 116,793,992</b>	<b>R 29,340,000</b>	<b>R 14,000,000</b>	<b>R 160,133,992</b>
13	Human Settlements	Palm Ridge Extension 9(Katlehong 2)	Urban Restructuring	005 - Urban Settlement Development Grant		R71,793,992	R-	R-	R71,793,992
14	Energy	Edenpark substation(Alberton)	Economic Development	007 - CRRF Capital Replacement Reserve Fund		R20,000,000	R15,000,000	R-	R35,000,000
<b>MSDF Precincts (Outside Integration Zones): Remainder</b>						<b>R 328,850,000</b>	<b>R 217,170,000</b>	<b>R213,500,000</b>	<b>R 759,520,000</b>
15	Council General	Provision for Bulk Infrastructure(Benoni)	Economic Development	015 - Borrowings		R 303,650,000	R 181,000,000	R-	R 484,650,000
16	Council General	Provision for Bulk Infrastructure(Benoni)	Economic Development	Unassigned		R-	R-	R 175,000,000	R 175,000,000
<b>Precincts in Economic Nodes (Outside Integration Zones): Economic Node: Aerotropolis Core</b>						<b>R 10,000,000</b>	<b>R -</b>	<b>R -</b>	<b>R 10,000,000</b>
17	Ekurhuleni Metro Police Department (EMPD)	Const Kempton Park Precinct (Kempton Park)	Urban Restructuring	015 - Borrowings		R10,000,000	\$-	\$ -	R10,000,000
<b>Precincts in Marginalised Areas (Outside Integration Zones): Remainder</b>						<b>R 6,000,000</b>	<b>R4,000,000</b>	<b>R 2,000,000</b>	<b>R 12,000,000</b>
18	Ekurhuleni Metro Police Department (EMPD)	Const Tembisa Precinct (Tembisa 1)	Urban Restructuring	015 - Borrowings		R 6,000,000	R 4,000,000	R-	R10,000,000
19	Ekurhuleni Metro Police Department (EMPD)	Construction of Etwatwa Precinct (Etwatwa)	Urban Restructuring	Unassigned		R-	R-	R2,000,000	R 2,000,000
<b>Precincts in all other projects not allocated to a Spatial Targeting Area: City-wide projects</b>						<b>R 8,000,000</b>	<b>R8,000,000</b>	<b>R 2,000,000</b>	<b>R 18,000,000</b>

MAP NO.	Department	Project	Capitalisation Investment Framework Category	Source Funding of	Capital Budget 2017/18	Capital Budget 2018/19	Capital Budget 2019/20	MTREF 2017/18 2019/20	Total -
20	Ekurhuleni Metro Police Department (EMPD)	Const Precinct Edleen(Kempton Park)	Urban Restructuring	015 - Borrowings	R 8,000,000	R 8,000,000	R-	R16,000,000	
21	Ekurhuleni Metro Police Department (EMPD)	Construction of Kingsway / Lindelani Precinct (Daveyton)	Urban Restructuring	Unassigned	R-	R-	R2,000,000	R 2,000,000	

## B2.1.4 ECONOMIC NODES PLANNING

In line with the new Integration Zone Planning Guidelines and 2017/18-2019/20 BEPP Guidance Notes, economic nodes are identified separately for the Integration Zones and are prioritised accordingly. The following table is a summary of the most predominant economic nodes within the City of Ekurhuleni, consisting of a core node, urban hubs, CBDs, secondary nodes, shopping centres and industrial areas. It is noted that the economic nodes are viewed as the main employment nodes.

**Table B2.15: Economic Node Summary**

Economic Nodes	Description
Core Node	Aerotropolis Core Node
Urban hubs	<ul style="list-style-type: none"> <li>▪ Tembisa CCC2</li> <li>▪ Vosloorus CCC4</li> <li>▪ Kwesini CCC4</li> </ul>
CBDs	<ul style="list-style-type: none"> <li>▪ Daveyton CCC2</li> <li>▪ Tsakane CCC4</li> <li>▪ Brakpan</li> <li>▪ Springs</li> <li>▪ Alberton</li> <li>▪ Nigel</li> </ul>
Secondary node	<ul style="list-style-type: none"> <li>▪ Kempton Park</li> <li>▪ Edenvale</li> <li>▪ Germiston</li> <li>▪ Boksburg</li> <li>▪ Benoni</li> <li>▪ Winnie Mandela Node</li> <li>▪ Oakmoor Station Node</li> <li>▪ Tembisa Station Node</li> <li>▪ Swazi Inn Node</li> <li>▪ Leralla Station Node</li> <li>▪ New Natalspruit Hospital</li> <li>▪ Naledi Shopping Centre</li> <li>▪ Chris Hanı Crossing</li> <li>▪ Admin Triangle</li> <li>▪ Pilot Station</li> <li>▪ Motse wa Lijane Shopping Centre</li> <li>▪ UNISA Campus</li> <li>▪ Etwatwa CCC</li> <li>▪ Daveyton Mall</li> <li>▪ Kwa-Thema CCC</li> <li>▪ Ekhaya Shopping Centre</li> <li>▪ Tsakane Mall</li> <li>▪ Duduza CCC</li> </ul>
Shopping centre (Super Regional / Regional / Small Regional)	<ul style="list-style-type: none"> <li>▪ Eastgate Shopping Centre</li> <li>▪ Westgate Shopping Centre</li> <li>▪ East Rand Mall</li> <li>▪ East Rand Galleria</li> <li>▪ Festival Mall</li> <li>▪ Mall @ Carnival</li> <li>▪ Lakeside Mall – Benoni</li> <li>▪ Chris Hanı Crossing</li> <li>▪ Meadowdale Mall</li> <li>▪ The Avenues</li> <li>▪ Tsakane Mall</li> <li>▪ East Rand Retail Park</li> <li>▪ Sunwards Lifestyle Centre</li> <li>▪ Newmarket Mall</li> <li>▪ Birch Acres Mall</li> <li>▪ OT Tambo International Airport</li> <li>▪ K90 Shopping Centre</li> <li>▪ Mayfield Square</li> <li>▪ Alberton City Shopping Centre</li> </ul>
Industrial areas	<ul style="list-style-type: none"> <li>▪ Alrode</li> <li>▪ Anderbolt</li> <li>▪ Balmoral</li> <li>▪ Benoni South</li> <li>▪ Boksburg East</li> <li>▪ Chloorkop</li> <li>▪ Clayville</li> <li>▪ Commercia</li> <li>▪ Driekoek</li> <li>▪ Klipfontein</li> <li>▪ Lilianton</li> <li>▪ Mapleton</li> <li>▪ Meadowdale</li> <li>▪ Nestadt</li> <li>▪ Pomona</li> <li>▪ Prosperita</li> <li>▪ Raceway Industrial Park</li> <li>▪ Rietfontein</li> </ul>

- Dunswaart
- Elandsfontein
- Elandshaven
- Germiston South
- Gosforth Park
- Henville
- Isando
- Jet Park
- Junction Hill
- Jupiter
- Roodekop
- Roxton
- Sebenza
- Spartan
- Sterkfontein
- Tunney
- Vlakplaats
- Vosterkroon
- Wadeville
- Witfontein

**B2.4.1 NODAL CATEGORISATION**

All of the CBDs within the City of Ekurhuleni is identified as declining economic nodes, with the exclusion of the Edenvale CBD. The urban Hubs are all emerging nodes. While the industrial areas are viewed as established nodes.

**B2.4.2 INTERVENTION STRATEGY - ECONOMIC NODES**

Following is an example of the intervention strategy (precinct plan) for the redevelopment of the Kempton Park CBD, which is identified as a declining CBD:

The Kempton Park CBD Precinct plan focuses on the Central Business District (CBD) of Kempton Park, and the surrounding support Zone. The Kempton Park CBD Precinct falls within Region A of Ekurhuleni. Importantly, the airport (as an emerging Aerotropolis core) is also located in this region. This will have a major influence on the CBD whilst, in turn, the CBD will provide key services to support this crucial economic zone. In addition, the Rhodesfield area has been identified for a major revitalisation, and a plan and process is in place to guide this vision.

Kempton Park CBD is part of a broader economic focus area comprising the CBDs of Kempton Park, Germiston, Boksburg and Benoni. Conceptually, this economic ‘triangle’ of CBD nodes was identified as being the potential optimum location for future core economic focus area.

The Kempton Park CBD Precinct plan development vision and philosophical approached is informed by the following elements:

Complete Streets		Places pedestrians, cyclists and public transit users on equal footing with car drivers. The initiative is dualistic in its intentions: it aims to improve quality of life by creating streets that are both great public spaces and sustainable transportation networks.
Densification	&	While the two are related, densification refers to an intensified or compressed concentration of people living in a given area to achieve compaction.
Intensification		

	Intensification refers to augmenting or boosting production /activity on an existing brownfields site.
Urban Renewal	Urban renewal pertains to the up-cycling of land in an area experiencing urban decay e.g. an old or outdated city centre. It typically involves the redevelopment of areas within a large city, and involves the clearance of slums.
Place-Making	Place making promotes environments for people and environment, not just cars or malls. It acknowledges the importance of lively neighbourhoods and inviting public spaces such as squares, piazzas, parks & streets that will attract people because they are pleasurable or interesting. In addition, its goals are to create ownership and a certain pride of place among residents, users and visitors. Importantly, the natural landscape often plays an important role not only in the process of designing these spaces, but also their functionality.

The redevelopment of the CBD aims to achieve the following:

- A 24 hour CBD to serve locals and internationals across the board – from entertainment offerings to hospitality, habitat, convenience, mobility and accessibility
- A convenient and world-class medical tourism (e.g. cosmetic, specialised maternity etc.) destination with research and technology to support
- A PPP - - space/enabler
- A place of entrepreneurial opportunity
- A market base (e.g. produce from Bapsfontein located nearby)
- A place for public gathering (e.g. having a civic square with basement parking – similar to Beyers Naude Square)

### **B3. ALIGNMENT OF PUBLIC TRANSPORT AND HOUSING PLANS**

The City of Ekurhuleni has embarked on the development of a more sustainable transport management approach which include an integrated public transport network namely IRPTN (Integrated Rapid Public Transport Network). The IRPTN is currently the main focus for the municipality's transport plans. The long-term plan is constantly reviewed, to align with new developments or changes in strategic policy.

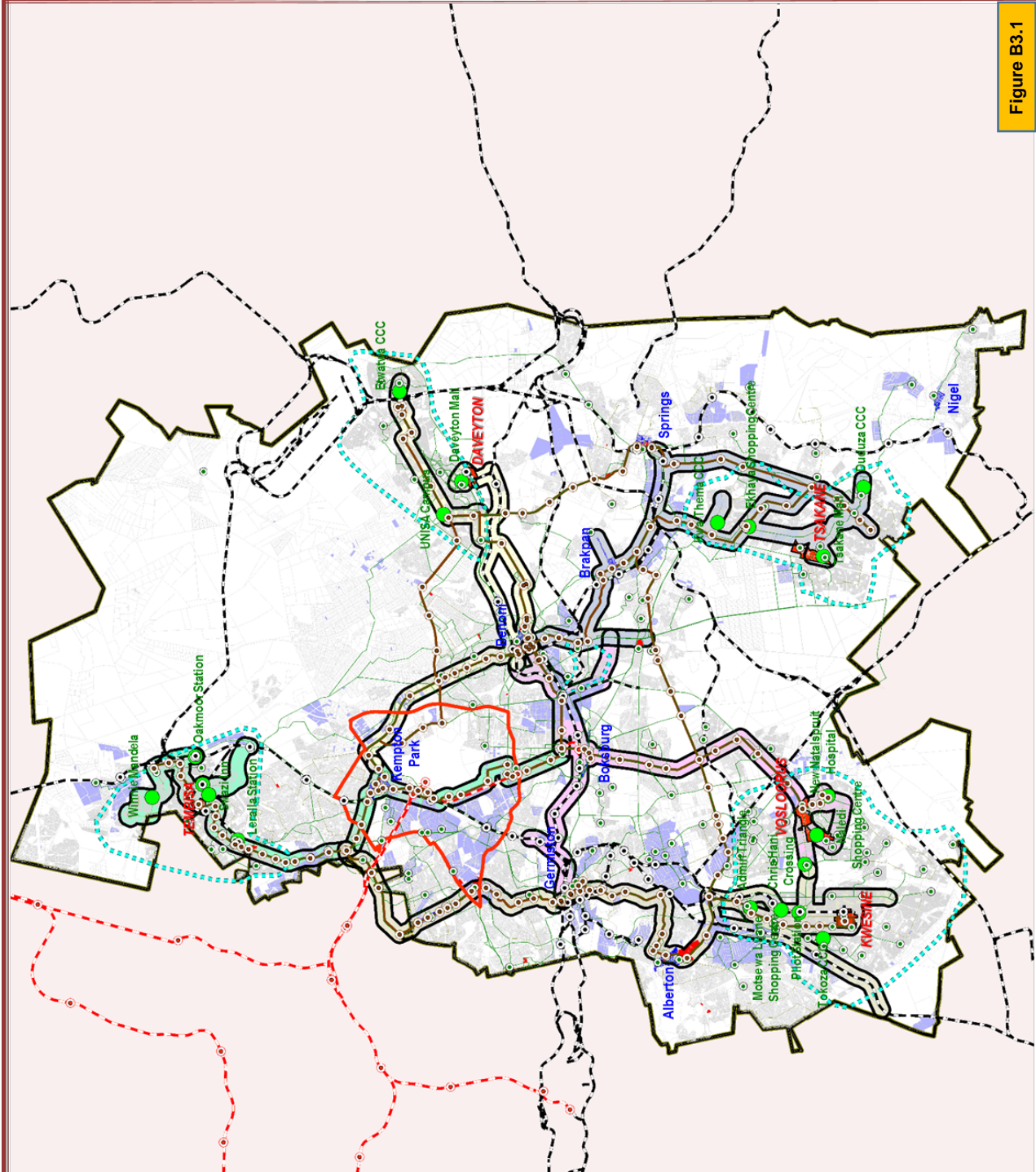
**Figure B3.1** indicates the IRPTN main BRT routes and the feeder routes compared to the CoE top priority targeted areas, which includes the integration zones, prioritized marginalized areas and established employment nodes. From Figure B3.1 it is evident that the transport plans of the municipality serve all the integration zones, marginalized areas and most of the employment nodes. Expansion or additional feeder routes can be considered for future planning in order to cover all the industrial areas which are currently not being served by the IRPTN network.

Most of the housing project in the CoE are located within the marginalised areas, which is served by the proposed IRPTN network. Strengthening the alignment of public transport and future housing plans, future housing project should primarily be informed by the CoE MMIZ Model findings, ensuring future housing project are located within the Urban Network footprint.



**TRANSPORT  
COMPARED TO  
PRIORITY AREAS**

- Integration Zone 1
- Integration Zone 2
- Integration Zone 3
- Integration Zone 4
- Integration Zone 5
- EMM Boundary 2016
- Aerotropolis Core Node
- Urban Hubs
- Industrial Areas
- CBD / Inner Cities
- Shopping Centre
- Secondary Node
- Railway & Stations
- Gautrain Railway line & Station (Current / Proposed)
- BRT Route & Stops
- Minibus Taxi Route & Stops



**Figure B3.1**

### B3.1 HUMAN SETTLEMENTS DEMAND PROJECTIONS

The housing demand projections were identified per region, up to 2040. The table below is a summary of the housing demand projections per region up to 2040. .

**Table B3.1: Housing Demand, 25 Year Cumulative Forecast per Region**

Region	2020	2025	2030	2035	2040
Region A	16 177	31 655	46 295	60 002	72 721
Region B	27 408	53 689	78 590	101 936	123 626
Region C	9 716	20 216	31 565	43 833	57 097
Region D	6 743	13 387	19 886	26 203	32 306
Region E	11 434	23 169	35 176	47 423	59 882
Region F	21 658	43 465	65 342	87 214	109 010
<b>Total Ekurhuleni</b>	<b>93 136</b>	<b>185 582</b>	<b>276 853</b>	<b>366 611</b>	<b>454 642</b>

Source: Demacon CIF Task 5: 25 Year Land Take Up Report

The table below is a summary of the housing demand for the 10 year cumulative forecast per housing typology.

**Table B3.2: Housing demand, 10 Year Cumulative Forecast per Housing Typology**

Housing Typology	Region A	Region B	Region C	Region D	Region E	Region F	EMM
Subsidy (BNG)	13 017	25 239	11 641	5 879	13 129	22 472	91 376
CRU	1 446	2 804	1 293	653	1 459	2 497	10 153
FLISP/GAP & Social	3 982	8 747	3 094	1 898	3 486	6 661	27 867
FLISP/GAP & Affordable	3 567	5 895	1 788	1 788	2 392	4 709	20 139
Bonded	9 643	11 004	2 401	3 169	2 703	7 126	36 046
<b>Total</b>	<b>31 655</b>	<b>53 689</b>	<b>20 216</b>	<b>13 387</b>	<b>23 169</b>	<b>43 465</b>	<b>185 582</b>

Source: Demacon CIF Task 5: 25 Year Land Take Up Report

### B3.2 PUBLIC TRANSPORT DEMAND PROJECTIONS

During the household travel survey conducted in 2013 the modal shares for all trip purposes in CoE were captured per area and is indicated below, the largest % of the municipality's population walk or use cars as their main mode of transport followed by the use of taxis.

Home Transport Analysis Zone	Main mode - % of trips made by residents of TAZ					
	Train	Bus	Taxi	Car	Walk	Other
Alberton	0.0%	3.4%	3.2%	87.7%	5.1%	0.7%
Bedfordview-Edenvale	0.0%	0.7%	1.6%	87.0%	9.2%	1.4%
Benoni	1.4%	1.9%	17.1%	53.6%	23.3%	2.7%
Boksburg	5.3%	4.3%	12.4%	54.7%	18.4%	5.0%
Brakpan	1.1%	5.7%	7.7%	64.8%	16.8%	3.9%
Daveyton	4.4%	8.0%	20.4%	12.7%	45.8%	8.7%
Duduza		2.1%	28.0%	17.5%	46.5%	6.0%
Ekurhuleni East	17.3%	8.9%	36.4%	2.7%	34.7%	
Ekurhuleni North	5.6%	5.8%	25.2%	15.7%	44.8%	2.9%
Etwatwa	2.1%	4.7%	18.7%	8.5%	55.6%	10.4%
Germiston	7.1%	9.4%	11.6%	46.1%	22.8%	2.9%
Katlehong	7.1%	10.2%	28.2%	11.3%	38.7%	4.5%
Kempton Park	2.7%	3.7%	7.6%	69.3%	13.5%	3.2%
Kwa Thema	0.8%	0.5%	31.0%	15.7%	50.1%	1.8%
Nigel	1.2%	1.6%	15.7%	49.4%	27.9%	4.2%
Springs	2.9%	6.9%	11.6%	59.5%	16.3%	2.8%
Tembisa	15.5%	0.9%	24.3%	15.3%	37.1%	6.9%
Thokoza	8.0%	5.2%	28.0%	8.1%	47.8%	2.9%
Tsakane	0.2%	4.3%	36.4%	14.5%	42.7%	1.9%
Vosloorus	0.6%	7.1%	36.1%	21.7%	30.9%	3.6%
<b>Ekurhuleni MM</b>	<b>5.0%</b>	<b>4.9%</b>	<b>21.5%</b>	<b>32.1%</b>	<b>32.3%</b>	<b>4.2%</b>

It is indicated in the business plan of the IRPTN that a trend has been observed over a long time that the number of bus and rail passengers in CoE is reducing . It remains to be shown whether these passengers are converting to using taxis or are using private vehicles. Another trend is that the number of trips in private vehicles in CoE is increasing at a rate (4.5% p.a.) ahead of the population growth rate of CoE (2.5% p.a.).

The Household Travel Survey conducted in 2013 has led to the estimation that there are 290 000 citizens regularly using public transport (40 000 rail, 10 000 bus, 240 000 taxi) during the morning peak period (06:00 – 09:00) and a further 410 000 citizens who walk significant distances (35 000) or use private vehicles (375 000), some of whom could convert to become public transport passengers if the circumstances were conducive. It can thus be deduced that of these 700 000 commuters during the peak period, 58,6% can be targeted for converting into public transport passengers. Of this 58,6%, the number of net converts to using IRPTN might only be as low as 2%, or 14 000 peak-period passengers,

but that would translate into, for instance, approximately 9 000 fewer passenger cars if these are all current private car users.

The implementation of the IRPTN will influence the mode share of public transport. CoE should execute the exercise to determine the public demand projections per mode and area as part of the next CITP cycle.

### **B3.3 ACHIEVING MODAL ALIGNMENT AND LAND USE INTEGRATION**

National legislation is being formulated to guide and strengthen modal alignment, integration within public transport networks and integration of land uses. The *Integrated Transport Planning Draft Bill: The Discussion Paper (15 February 2017)* is currently in process.

The vision for this legislation proposal is to ensure that the transport sector is equipped with an all-inclusive medium to long term and systematically integrated multi-modal transport plan(s) to guide sustainable transport investment in the Republic of South Africa to provide for mobility choices that are affordable, safe, accessible, efficient and environmental sensitive transport infrastructure & services, to meet current and tomorrow's developmental needs; just in time; to optimally support and enable government development strategies in response to societal needs and economic growth.

**Objective 2** of the proposed legislation entails the facilitation of alignment of transport planning with land use planning; population dynamics and taking into account the economic vision of a specific area.

Within the context of the CoE , a *Modal Integration Strategy and Action Plan for the City of Ekurhuleni* was compiled in June 2008. The vision for CoE, as indicated in the aforementioned plan, is an integrated public transport system, consisting of various modes of transport (Gautrain, Metrorail, BRT, Bus, Minibus Taxi and even Monorail and Light Rail), that enables a person to move easily from one place to any other place, with seamless transfers in the CoE Area. Following is a brief summary of the elements highlighted within the plan.

#### **Transport Operational Integration**

Effective operational integration will act as catalyst for the transformation of public transport in CoE in general, whereby the quality of existing services, vehicles and facilities will be stimulated to improve over time, in response to higher expectations from travellers, linked to improved levels and quality of service experienced by commuters within the system and at nodes. Operational integration is aimed at addressing the following aspects namely:

- Network Integration
- Physical Integration at Transport Nodes and Development of Transit Precincts
- Through Ticketing

- Information Integration
- Technical Integration

## STRATEGY IMPLEMENTATION AND ACTION PLANS

### Network Integration

The approach that has been followed in compiling a strategy for modal integration in Ekurhuleni consists of the identification of four corridors mainly on existing roads that covers all the development nodes in CoE. Because of the extensive rail network that serves the entire urban complex of the CoE area linking the disadvantaged communities of Tembisa, Katorus and Daveyton-Etwatwa to all four core areas of economic activity as well as all the CBD areas except for Edenvale, it has been agreed to identify road-based rapid transit corridors that is not in direct competition with the origin destination pairs served by existing rail.

The four corridors identified took into account information on the existing GSPTN, main commuter movements, the busiest taxi and bus routes, proposed corridors in previous studies, suggested HOV lanes, existing and future developments. These corridors are described below and are illustrated on **Figure B3.2**<sup>5</sup>:

- Corridor 1: Tembisa – Chloorkop Industrial - Kempton Park West, Modderfontein / Edenvale - Germiston - Alberton - Wadeville / Alrode Industrial areas - Kathlehong
- Corridor 2: Kempton Park – ORTIA / Jetpark – Benoni – Boksburg East – Sunward Park – Vosloorus
- Corridor 4: Kempton Park – Benoni – Brakpan – Kathlehong and Brakpan – Kwa Thema
- Corridor 5: Daveyton – Springs

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<sup>5</sup> Source.: *Modal Integration Strategy and Action Plan, June 2008*



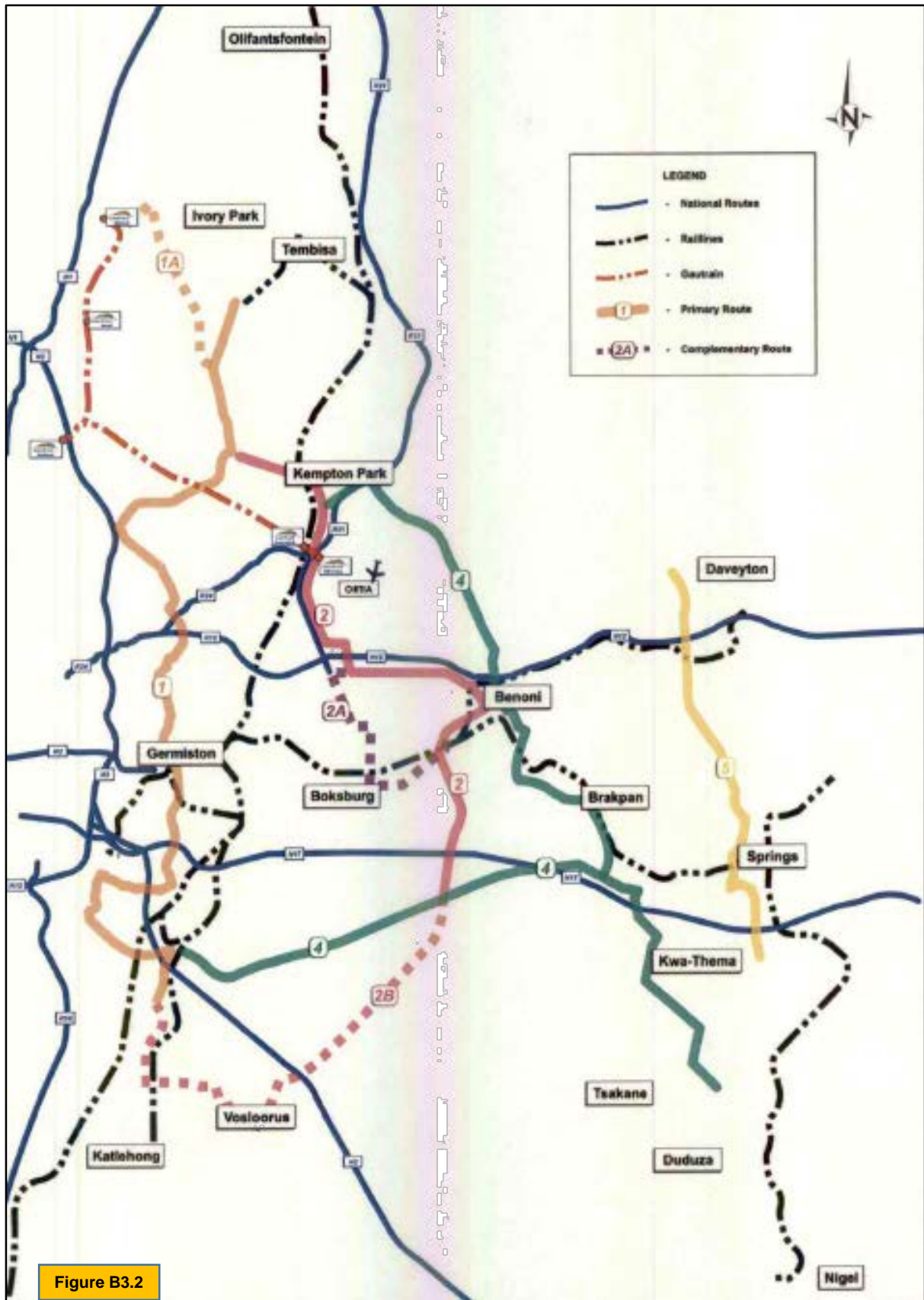


Figure B3.2

## PHYSICAL INTEGRATION AT TRANSPORT NODES

In each corridor, several nodes with the highest potential for implementation were identified measuring each against the following criteria:

- Regional accessibility
- Availability of land
- Surrounding network and interconnectivity
- Status of rail/ road operations
- Status of public transport planning
- Low cost of implementing versus potential impact
- Complexity of implementation
- Passenger Volumes
- Existence and conditions of facilities
- Existing land use composition surrounding the node

The identified nodes are listed below and illustrated in **Figure B3.3**:

### Corridor 1:

- Leralla Station
- Germiston Station
- Natalspruit Hospital Node

### Corridor 2:

- Kempton Park Station
- Rhodesfield Gautrain and SARCC / Metrorail Stations
- Isando Stations
- East Rand Mall node
- Dunswart Station
- Boksburg – East Station
- Northmead Station
- Vosloorus Node

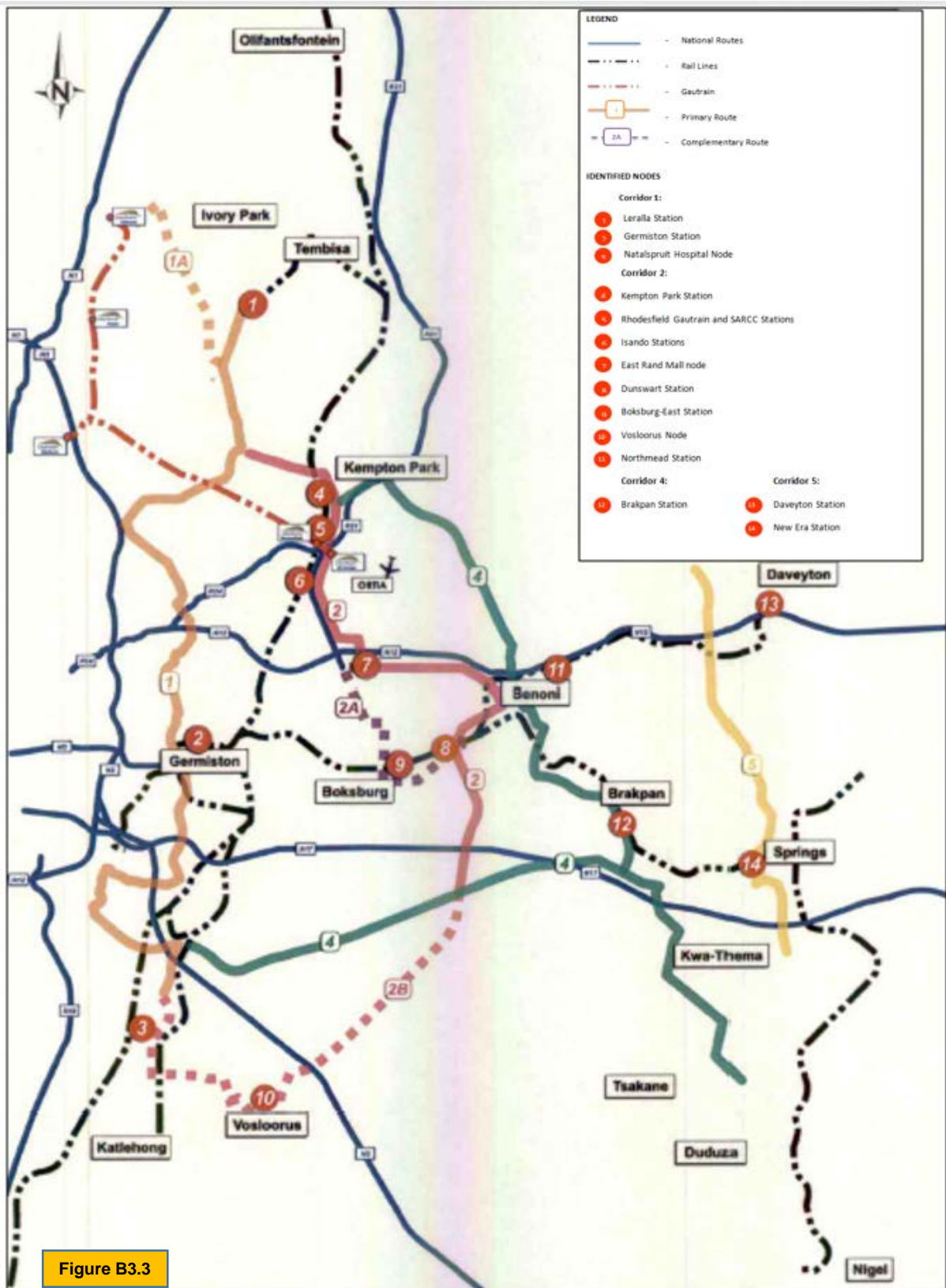
### Corridor 4:

- Brakpan Station

### Corridor 5:

- Daveyton Station
- New Era Station





For each Station / node, strategies were developed for the short, medium and long term to address the generic objectives, as well as action plans to meet the strategies.

The following generic issues were identified as part of the implementation of the strategy at the identified Stations and nodes.

- Improve safety, security and cleanliness at the station/node.
- Provide Non-Motorized Transport (walkways/ pedestrian access and cycling paths)
- Improve urban design/ landscaping at stations

Most of the identified generic issues refer to the short terms due to the general poor state of the public transport systems. Kempton Park Station is used as an example of the process followed for each one of the identified Stations and nodes. The action plans are listed in relation to the station, as illustrated on **Figure B3.4**.

### **KEMPTON PARK STATION:**

#### **Strategies:**

##### **Short term strategies**

- Improve safety, security and cleanliness at the subway
- Investigate the closure of the pedestrian bridge from the western access and recommend best solution for passenger movement from western side of railway line
- Upgrade the subway to provide for cycling
- Provide bicycle storage facilities at Station

##### **Medium term strategies:**

- To construct the Road Based Rapid Transport Station facility on Pretoria Road in front of the Kempstar Mall
- Relocate and upgrade the informal taxi rank
- Provide cycling paths from the CBD and the residential areas to the Station
- Provide bicycle maintenance facility at the station

##### **Long term strategies:**

- To revitalize the CBD and provide for high density residential development
- To investigate the feasibility of the Kempstar Mall and Festival Mall in relation to the CBD uses.

#### **Action Plans:**

##### **Short term (1-3 years) action plans:**

- Employ security guards to safeguard the subway for the duration of the rail operation
- Provide energy saving lights, paved surface and regular cleaning services at the subway
- Request SARCC/ Metrorail or Intersite to investigate the re-opening of the pedestrian bridge to improve access from the western side of the railway line
- Provision of paved, undercover walkways from informal taxi rank to Station entrance
- Prepare an integrated Non-Motorized Transport (NMT) action plan for the station precinct and feeding area

- Provide facility where bicycles can be parked safely

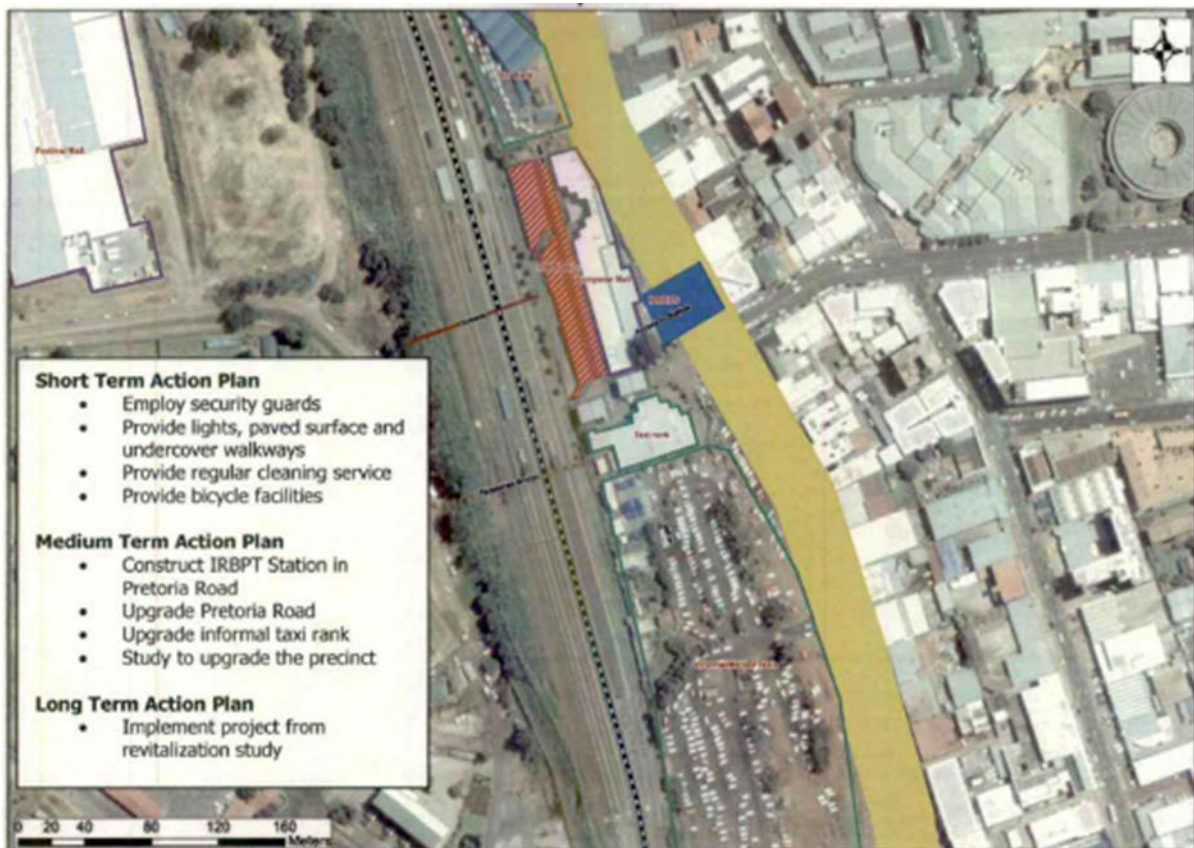
**Medium term (3 - 5 years) action plan:**

- Constructing the Mass Transit Transfer facility on Pretoria Road, in front of the Kempstar Mall
- Upgrade Pretoria Road to accommodate the Rapid Transit System
- Extend NMT routes to cover wider area in Kempton park
- Provide maintenance facility for bicycles at Station
- Possible relocation and upgrade of informal taxi rank closer to the entrance of the Station
- Undertake a study to determine what can be done in terms of low cost high impact projects to revitalize the CBD, starting closest to the Station

**Long term (5 – 10 years) action plan:**

- Implementing projects identified in the revitalization study

**Figure B3.4: Action Plans for Kempton Park Station**



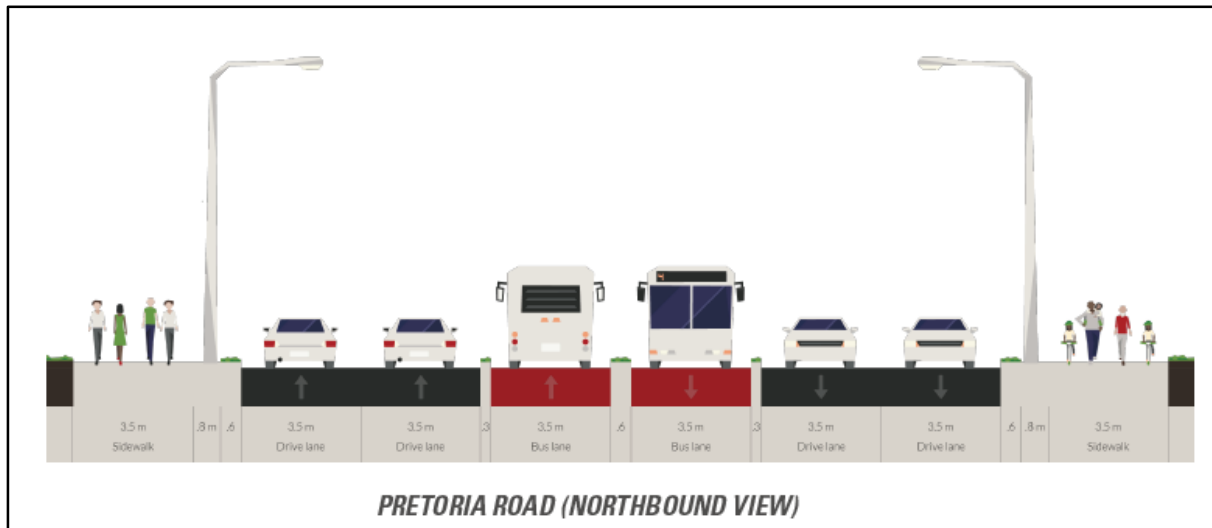
Source: *Modal Integration Strategy and Action Plan, June 2008*

Kempton Park Station revitalization project will influence the Pretoria Road Precinct, which is the gateway pedestrian precinct to the Kempton Park CBD. Its location along a significant public transport corridor (Gautrain Feeder Bus and Integrated rapid Public Transport Network, PRASA Metrorail and minibus-taxi services) strengthens its function as an important economic and activity centre in the CBD.

There are a number of factors influencing traffic circulation within and through the precinct. The Pretoria Road Precinct must find the correct balance between public and private transport, while also promoting and creating high quality pedestrian environment.

Pretoria Road will accommodate all commuters, whether using private and public transport, with specified bus lanes as well as cycling lanes and 3.5m sidewalks for pedestrians.

**Figure B3.6: Integrated Rapid Public Transport Network**



Source: *Modal Integration Strategy and Action Plan, June 2008*

It is critical for the success of the Pretoria Road Precinct to increase the role of the NMT as one of the key transport modes, integrate NMT as an essential element of public transport, and provide safe NMT infrastructure for the development and promotion of NMT.

## THROUGH TICKETING

A general approach towards rolling out a through-ticketing initiative in the CoE may include some of the following:

- For the CoE transport planners and decision makers to have full understanding of the scope, scale and implications of implementing a through-ticketing system in CoE in terms of the national framework discussed above
- To consider and monitor the state of readiness and programs of key-players, such as the banking industry and technology vendors, to make products available to operators and passengers, to enable the efficient implementation of a through-ticketing system in CoE
- Address issues related to the requirement of upgrading or phasing out so-called legacy system and consider incentives for operators to do so
- Agree with role-players a programme for the implementation of a through-ticketing system
- Secure the necessary funding for the implementation
- Commence with the roll-out

- “need-to-know” fact and benefits in parallel with the roll-out process

### **Action Plans:**

In support of the approach to integrated ticketing proposed in the paragraphs above, it is suggested that the following be done over a period of three years, also providing inputs into the CoE’s new Integrated Rapid Transport initiative:

- An audit to determine the scope, scale and implications of implementing a through-ticketing system in CoE. This audit should also include the state of readiness of key role-players to participate in such a system and provide realistic timeframe for the successful implementation of the through-ticketing system for the CoE
- Planning of the implementation of the various components of the through-ticketing system, including extensive consultation with role-players and stakeholders
- Roll-out and implementation of the through-ticketing system, which would inter alia include:
  - Adaptation of facilities and amenities
  - Acquiring and installation of technology (hardware and software)
  - Development of a data base for public transport travel data
  - Commercial agreements
  - Testing and commissioning system
  - Running a marketing and information campaign mainly aimed at users
  - Launching the system

### **INFORMATION INTERGRATION**

A general approach towards creating an integrated information system in the CoE may include some of the following:

- For the CoE transport planners and decision-makers to have full understanding of the scope, scale and implications of implementing such a system on a daily basis
- To consider and monitor the state of readiness and changes in transport programmes by communicating and updating the information
- To make sure various transport information communicates to each other through a central information hub and that operations and information is checked often to ease out potential lack of communications
- Agree with role-players a programme for the implementing a system agreeing the format of the system and the point where information is communicated to
- Secure the necessary funding for the implementation
- Commence with the roll-out
- Run an information and marketing campaign to inform users of the implications, key “need-to-know” facts and benefits in parallel to the roll-out process

### **Action Plans:**

In support of the approach to develop an integrated information system, it is suggested that the following be done, also providing inputs into the CoE's new Integrated Rapid Transport Network Initiative:

- An audit to determine the scope, scale and implications of implementing and Integrated Information in CoE. This audit should also include the state of readiness of key role-players to participate in such a system and provide realistic timeframe for the successful implementation and integration of information
- Planning of the implementation of the various components of the system, including extensive consultation with role-players and stakeholders
- Roll-out and implementation of the integration information system, which would inter alia include:
  - A central information hub with the required amenities
  - Acquiring and installation of technology (hardware and software)
  - Development of travel maps for the public transport user
  - Commercial agreements
  - Testing and commissioning of the system
  - Running a marketing and information campaign mainly aimed at users
  - Launching the system

### **TECHNICAL INTEGRATION**

Taking into consideration existing initiatives such as the Taxi Recapitalization, Metrorail rolling-stock refurbishment and the Gautrain, agreement should be reached on minimum standards for vehicles and rolling-stock to be used to provide public transport services in the CoE, with respect to inter alia:

- General vehicle accessibility (i.e. floor heights, steps, pneumatic suspension, etc.)
- Levels of accessibility for the mobility impaired
- Seating-standing ratios
- Quality seating
- Ambient temperatures (air-conditioning and heating)
- Quality of ride
- Noise levels within vehicles
- Safety and security features
- Travel information available
- Levels of emissions harmful to the natural environment

### **Action Plans:**

A project encompassing all of the aspects mentioned in the previous paragraph will have to be launched. It may be more feasible to initially start with the bus fleets operated in the CoE and then gradually extending this to the taxi industry as more integrated designs of the subsidized provincial bus contracts are implemented and progress is made with the IRPTN for the CoE.

The technology integration in the passenger rail sector can most probably only be a longer-term objective and may have to be dealt with separately from the road-based modes.

In addition to the above mentioned *National Legislation and Modal Integration Strategy and Action Plan for City of Ekurhuleni*, the CoE has established a *Land Use and Transport Integration Committee* (in terms of the National Land Transport Act, 2009) to oversee future transport and land use related planning initiatives.

The Land Use and Transport Integration Committee (LUTI) was established as a sub-committee of the CoE Intermodal Planning Committee (IPC). Following are some key highlights of the committee role and responsibilities.

**Purpose of LUTI:**

- To facilitate the integrated planning of land use and transport projects that have been identified by the CoE, Gautrain Management Agency (GMA), Transnet and the Passenger Rail Agency of South Africa (PRASA).
- To encourage the coordination of multimodal and intermodal planning across the various transportation modes within CoE.
- To coordinate the integration of infrastructure and land use development around transit nodes.

**Goals of LUTI:**

- To jointly identify and assess transit nodes where intermodal planning and development should be encouraged.
- To integrate the planning of land uses and transportation along transport corridors and around transit station nodes in Ekurhuleni.
- To ensure that developments around transit nodes adhere to the principles of Transit Oriented Development (TOD).

The Committee consist of the following role players:

- Transport
- Human Settlements
- City Planning
- Economic development
- PRASA
- GMA
- Transnet

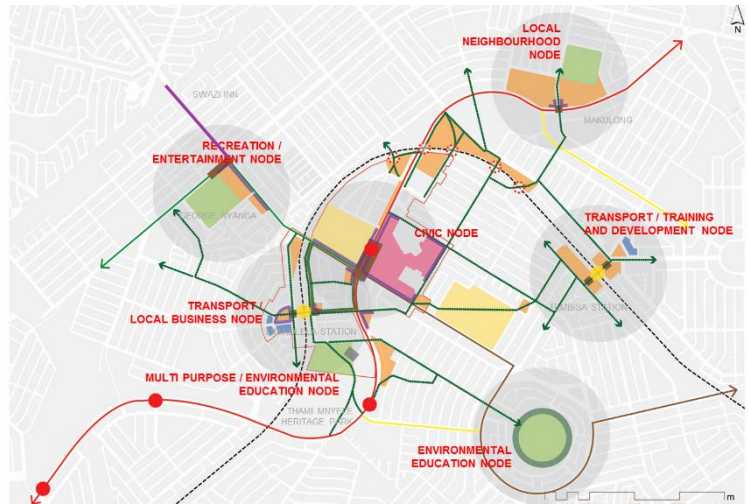
Future transportation and land use planning within the CoE will primarily be guided by the national *Integrated Transport Planning Bill*, the *Modal Integration Strategy and Action Plan for CoE* and overseen



by the Land Use and Transport Integration Committee to ensure the alignment of planned housing and transport investment projects to the top priority targeted areas.

### B3.4 MODAL ALIGNMENT AND HOUSING INTEGRATION CASE STUDY

The current IRPTN (Integrated Rapid Public Transport Network) project being implemented by CoE integrates various modes of transport including mini-bus taxis, buses, rail and non-motorised transport to improve the quality of public transport by improving accessibility, commuter security, reducing journey times and making public transport more affordable to more commuters. The IRPTN stations incorporated the TOD development principles, ensuring optimum land use integration.



The *Tembisa Hub* development, located within Integration Zone 1, is a good examples of modal alignment and land use (housing) integration. Following is a brief description of the *Tembisa Hub* development.

#### TEMBISA HUB DEVELOPMENT

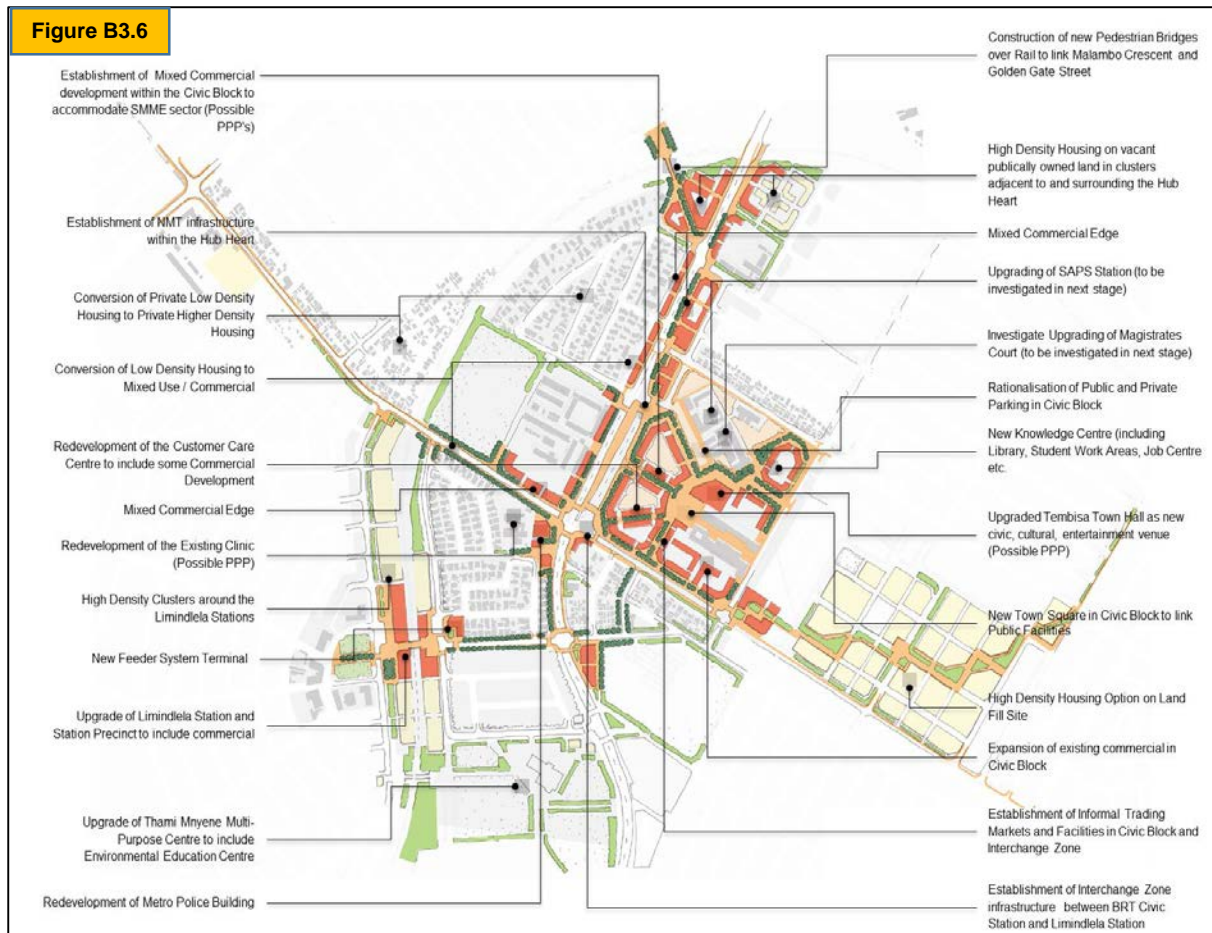
The *Tembisa Hub*<sup>6</sup> development concept focus on modal alignment and integration of public transport networks. The Hub “Heart”, or core, of the Tembisa Hub, comprises of the Civic Centre Block and the land immediately adjacent to it. The Hub Heart includes both Public Transport Nodes, consisting of Rail and the Phase 1 BRT, land currently zoned for non-residential purposes as well as parts of adjacent residential neighbourhoods (refer **Figure B3.6**).

The proposed introduction of new major public transportation infrastructure and services (BRT system) along Andrew Mapheto Drive starts to reinforce connection between the activity and between the Hub and population residing within the Tembisa Integration Zones outside of the Hub. The trunk PT infrastructure and services, consisting of the BRT Route and the BRT terminal station will set up a new movement patterns in and around the Civic Centre Block.

Mixed use is encouraged throughout the Hub Heart in mixes appropriate to location within the Hub Heart. Public Service uses will form the core of the heart and will be mixed with Retail and Offices in

<sup>6</sup> Source: Phase 2: Draft Concept Framework Tembisa Hub Plan (THP), 2015

the Civic Block whilst retail and/or office and high density residential mixes should occur around the edges of the Heart. This would include new build residential as well as the conversion of existing low density residential to higher densities and or commercial uses. Ground floor land uses within the interchange zone and along primary movement and pedestrian routes within the Heart and leading to the Heart should be retail or service oriented to maximise active street frontage in the Hub Heart.



In this option a primary “town square” adjacent to the Town Hall anchors are proposed. This integrates the public service core with the retail and office components and is linked directly into the BRT station via a pedestrian mall and into surrounding sub precincts via pedestrian lanes. The square is linked to the interchange zone via pedestrian routes along Andrew Mapheto Drive and Hadebe Street.

### B3.5 PROOF OF CONSULTATION: TRANSPORTATION AND HOUSING ALIGNMENT

Please see attached **Appendix E** for the proof of consultation with relevant provincial, national and SOE sectors (meeting agenda, minutes and / or attendance registers of meetings) regarding spatial targeting and transportation planning alignment:

#### **B4. URBAN NETWORK SUMMARY (CITY WIDE PROJECTS)**

- Integration Zones
- Marginalised Areas
- Economic Nodes
- Public Transport Modes
- All planes projects (precincts, SUDA, Mega Projects)
- Proposed IZ land use

#### **B5. PROJECT PREPARATION**

The Capital Investment Framework (CIF) is a key contributor to the formulation and development of the CoE Integration Zones and guides prioritisation of Municipal capital projects through focusing investment into identified areas in order to achieve targeted spatial transformation for the CoE. The CoE CIF is also an infrastructure planning policy tool that is utilised within the Built Environment Performance Plan with regard to spatial transformation through guiding and focusing investment into strategic spatial areas.

The Capital Prioritisation Model (CPM) is an instrument utilised in the implementation of the CIF in alignment with the annual budget process set out by the CoE Finance Department in order to strategically prioritise the CoE multi-year capital budget. The CPM strives to align and co-ordinate the following into the prioritisation process:

- Project Management,
- IDP needs analysis, and
- SDBIP

The CPM also:

- Incorporates the geographic priority areas (GPAs) and Integration Zones in providing for a spatial rationalisation of the budget,
- Establishes a set process for implementation as aligned to the budget process, and
- Guides and familiarises departments with the capital project prioritisation process and requirements.

Collective action and collaboration between essential departments with an identified strategic involvement in the budget process (i.e. Finance, Strategy and Corporate Planning (IDP), EPMO, Human Settlements, Economic Development, Environment and City Planning) is enabled and facilitated, thereby promoting alignment of departmental functions, strategic policies and sector plans.

Once the Capital Budget has been formally approved, projects are put out to tender, aligned to the timeframes required for timeous commencement of each project, and procedures and guidelines are followed as set out in the Metro's Supply Chain Management Policy and requirements of the MFMA.

During the implementation of projects the EPMO Department is responsible for project management and quality control. All applicable stakeholders are involved by means of technical meetings, project steering committee meetings and monthly site meetings (where relevant). Progress reports, including expenditure, challenges, job creation etc. are submitted on a monthly basis.

## **B6. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET**

The following section highlights the planning alignment between BEPP, the Integrated Development Plan (IDP) and Spatial Development Framework (SDF). Secondly the Private Real Estate and Financing Sector relevant to the spatial targeting areas.

### **B6.1 PLANNING ALIGNMENT BETWEEN BEPP, IDP AND SDF**

As indicated in Section A2, joint interactive planning and budgeting at the metro level, particularly in terms of aligning the planning and delivery of provincial and national infrastructure, including public entities should be realised through BEPP.

### **B6.2 PRIVATE REAL ESTATE AND FINANCE SECTORS**

It is critical that strategic partnerships are formed by the city and a comprehensive stakeholder consultation programme is effected in order to sustain the progress gained to date. This is due to the fact that work on major projects such as the City of Ekurhuleni Aerotropolis hinges on the development of a comprehensive value proposition for the regional economy of Ekurhuleni and the broader Gauteng Global City Region by leveraging its inherent areas of potential, sectors of competitiveness and its economic infrastructure so that investment is attracted and to also spatially reconfigure the city towards a sustained economic path.

Towards this objective, the Aerotropolis Project Office in collaboration with other relevant CoE departments engage stakeholders to discuss pivotal matters related to the impact of the Aerotropolis. These engagements also allow the city to gain an understanding of current challenges being experienced by its stakeholders and how it could possibly intervene in order to unblock them.

Some of the stakeholders engaged to date include the Ekurhuleni Business Association, Business Unity South Africa, Bidvest, Avis, SANRAL, PRASA and DENEL among others.

Engagements to date with the external role players yielded information indicating investments into the CoE from Airports Company South Africa (ACSA), the Gauteng Growth and Development Agency, and Passenger Rail Agency South Africa (PRASA). Ongoing interaction with external role players is proposed and required to feed into modelling for the CIF on income geography.

An Aerotropolis Planning Committee has been established which consists of all CoE departments, relevant ACSA departments as well as other spheres of government who sit on the relevant streams of expertise within the committee. An official MOU and Terms of Reference has been signed between CoE and ACSA regarding the Aerotropolis. A pledge of support has also been signed by the City of Ekurhuleni and Gauteng province with regards to the Aerotropolis Project. Further engagements are taking place with Schipol Area Development Company (SADC) based in the Netherlands for assistance regarding Ekurhuleni's Aerotropolis as well as with SAA (South African Airways) and numerous Government institutions.

Integral to developing a comprehensive CIF is the inclusion of external role players in the form of National and Provincial Government, Parastatals and agencies. The external role players have been identified as having a stake within the CoE in terms of financial investment, major projects and development growth (socially, economically and physically), which projects have been listed as supporting and complementary projects. The following table provides a summary of major private investment projects where the city has partnered with the Private Sector in order to facilitate economic development, job creation and empowerment.

## SECTION C

### C CATALYTIC URBAN DEVELOPMENT PROGRAMME AND PREPARATION

#### C1. CATALYTIC URBAN DEVELOPMENT PROGRAMME PREPARATION

The summarised Intergovernmental Project Pipeline for the metro is given below. Please refer to **Annexure 2** for a detailed breakdown of the Intergovernmental Project Pipeline, and to **Annexure 1** for the Catalytic Urban Development Programme Register.

**Table C1.1: Summarised Intergovernmental Project Pipeline**

Category	MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
Integration Zone 1 : Tembisa-Kempton Park	R 5 049 781 552	R 535 642 000				R 5 585 423 552
Integration Zone 2 : Vosloorus-Boksburg-Bartlett	R 4 119 117 268	R 458 080 000				R 4 577 197 268
Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston	R 2 802 518 192	R 296 043 000				R 3 098 561 192
Integration Zone 4 : Etwatwa-Daveyton-Benoni	R 464 688 171	R 1 387 615 000				R 1 852 303 171
Integration Zone : 5 Duduza-Tsakane-KwaThema-Boksburg	R 553 706 000	R 37 900 000				R 591 606 000
Marginalised Area - Informal Settlements	R 947 750 000	R 531 525 000				R 1 479 275 000
Marginalised Area - Other	R 1 036 523 644	R 0				R 1 036 523 644
Economic/Employment Node	R 1 785 481 563	R 0	R 3 500 000 000		R 52 400 000 000	R 57 685 481 563
City-Wide Projects	R 1 336 000 000	R 0		R 4 790 334 000		R 6 126 334 000
Remainder of Metro Area / Other	R 4 872 469 734	R 1 710 894 000				R 6 583 363 734
<b>Total</b>	<b>R 22 968 036 124</b>	<b>R 4 957 699 000</b>	<b>R 3 500 000 000</b>	<b>R 4 790 334 000</b>	<b>R 52 400 000 000</b>	<b>R 88 616 069 124</b>

### HIGH LEVEL COST ESTIMATES FOR ALL PROJECTS

#### PROJECT AND PROGRAMME VALUES PER INTEGRATION ZONE

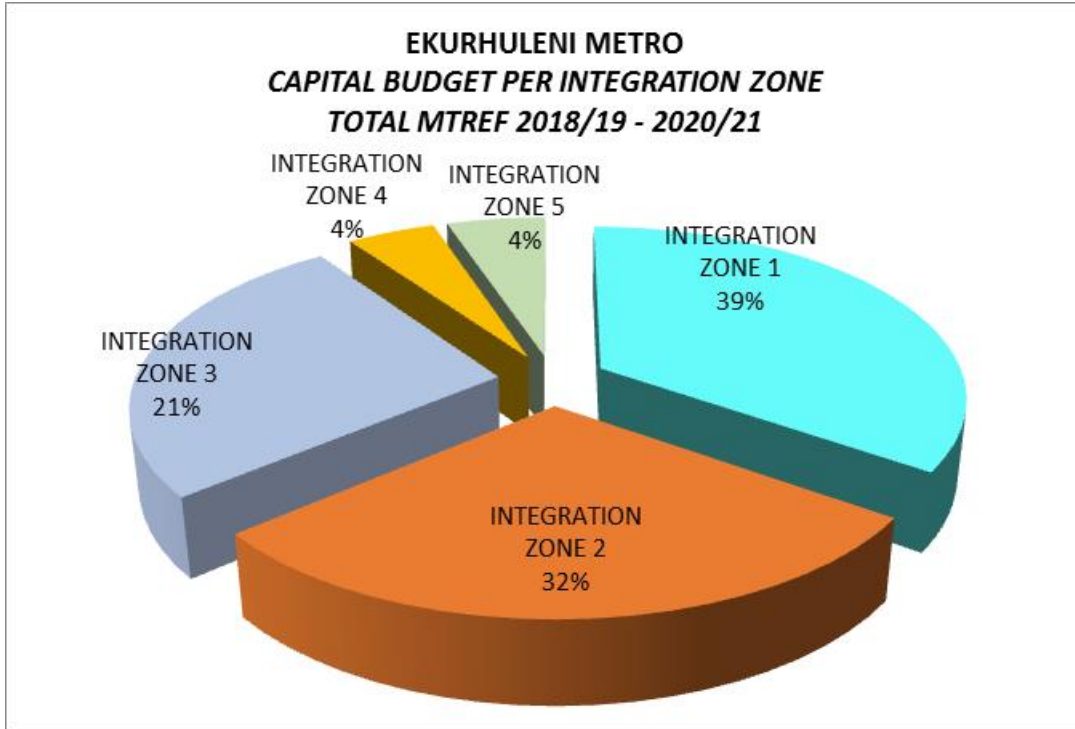
The breakdown of projects and programmes per Integration Zone is given in the table below. These amounts are estimates at present due to the mapping of the exact GPS coordinates of projects still being in progress.

**Table C1.2: MTREF 2018/19 – 2020/21 Capital Budget per each Integration Zone**

Spatial Category	Adjusted Capital Budget 2017/2018	%	Capital Budget 2018/2019	%	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Total MTREF Budget 2018/19 - 2020/21	%
INTEGRATION ZONE 1	R 1 052 700 900	32.6%	R 1 242 884 864	33.0%	R 1 884 357 500	38.5%	R 1 922 539 188	44.4%	R 5 049 781 552	38.9%
INTEGRATION ZONE 2	R 716 331 939	22.2%	R 1 259 824 054	33.4%	R 1 560 376 379	31.9%	R 1 298 916 835	30.0%	R 4 119 117 268	31.7%
INTEGRATION ZONE 3	R 1 024 198 816	31.7%	R 971 961 969	25.8%	R 1 057 162 125	21.6%	R 773 394 098	17.9%	R 2 802 518 192	21.6%
INTEGRATION ZONE 4	R 218 682 402	6.8%	R 106 774 409	2.8%	R 206 113 762	4.2%	R 151 800 000	3.5%	R 464 688 171	3.6%
INTEGRATION ZONE 5	R 216 887 784	6.7%	R 185 134 000	4.9%	R 188 136 000	3.8%	R 180 436 000	4.2%	R 553 706 000	4.3%
<b>TOTAL</b>	<b>R 3 228 801 841</b>	<b>100%</b>	<b>R 3 766 579 296</b>	<b>100%</b>	<b>R 4 896 145 766</b>	<b>100%</b>	<b>R 4 327 086 121</b>	<b>100%</b>	<b>R12 989 811 183</b>	<b>100%</b>

The spatial location of the projects making up the above capital budget allocations is graphically reflected in **Diagram C1.1**. Due to the GIS process of linking coordinates to capital projects being recently completed by the city, it is now possible to plot the projects more accurately.

Diagram C1.1: Spatial Location of the Capital Budget



### GRANT ALLOCATIONS BY GRANT PROGRAMME

Capital grant funding from the Government for the 2018/19 – 2019/21 3 Year MTREF period is shown below:

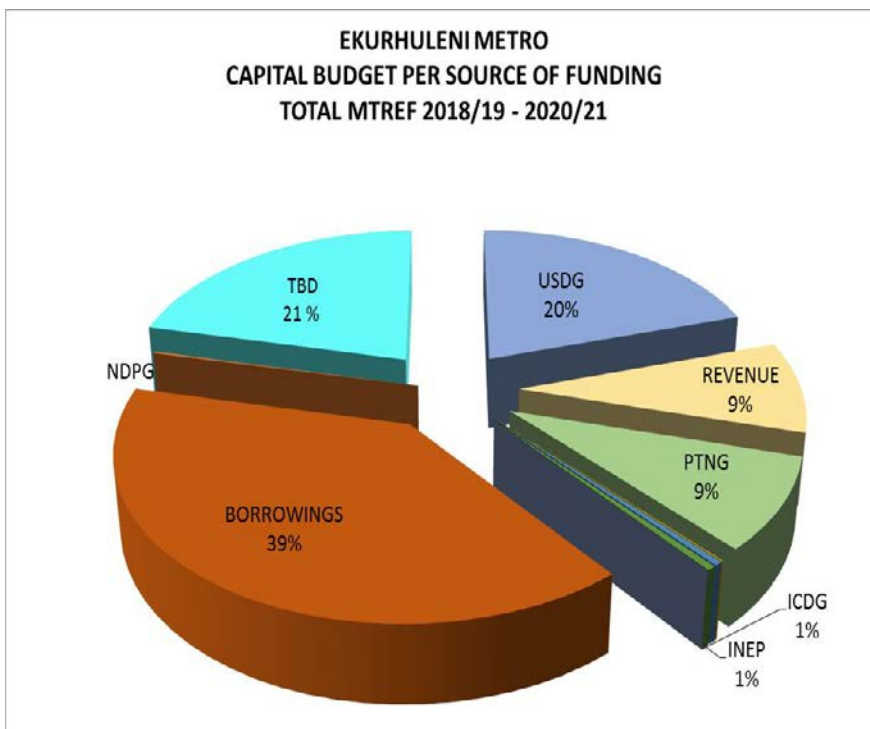
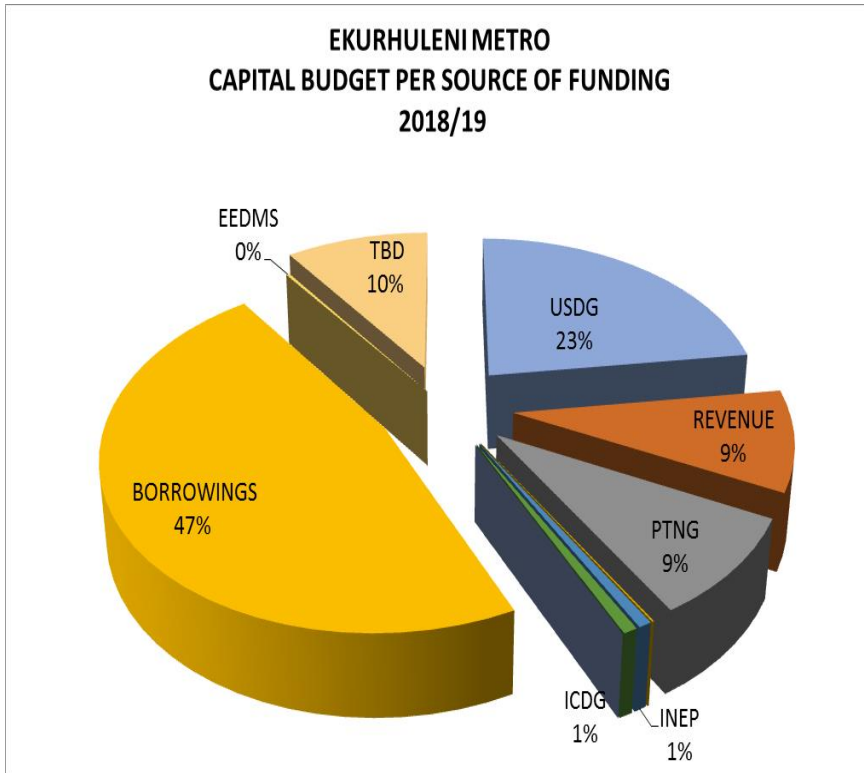
Table C1.3: Capital Budget per Source of Finance

FUNDING SOURCE	Adjustment Capital Budget 2017/18	%	Capital Budget 2018/19	%	Capital Budget 2019/20	%	Capital Budget 2020/21	%	MTREF Total 2018/19 - 2020/21	%
USDG	R 1 192 223 009	19%	R 1 569 583 377	23%	R 1 641 292 140	20%	R 1 432 034 567	18%	R 4 642 910 084	20%
REVENUE	R 850 920 828	13%	R 649 926 050	9%	R 684 287 835	8%	R 757 242 606	10%	R 2 091 456 491	9%
PTNG	R 580 718 000	9%	R 631 906 000	9%	R 670 650 000	8%	R 783 000 000	10%	R 2 085 556 000	9%
NDPG	R 49 672 008	1%	R 6 611 364	0%	R 10 000 000	0%	R -	0%	R 16 611 364	0%
INEP	R 40 000 000	1%	R 45 000 000	1%	R 45 451 000	1%	R -	0%	R 90 451 000	0%
ICDG	R 48 646 000	1%	R 48 221 000	1%	R 50 921 000	1%	R -	0%	R 99 142 000	0%
HSDG	R -	0%	R -	0%	R -	0%	R -	0%	R -	0%
EXTERNAL LOANS	R 2 515 247 487	40%	R 3 225 682 496	47%	R 3 149 321 893	38%	R 2 632 867 437	34%	R 9 007 871 826	39%
EEDMS	R 12 000 000	0%	R 16 000 000	0%	R 20 000 000	0%	R -	0%	R 36 000 000	0%
OTHER / UNASSIGNED	R 1 017 950 991	16%	R 675 993 919	10%	R 1 991 690 590	24%	R 2 240 352 850	29%	R 4 908 037 359	21%
<b>TOTAL</b>	<b>R 6 307 378 323</b>	<b>100%</b>	<b>R 6 868 924 206</b>	<b>100%</b>	<b>R 8 263 614 458</b>	<b>100%</b>	<b>R 7 845 497 460</b>	<b>100%</b>	<b>R22 978 036 124</b>	<b>100%</b>

The spatial location of the capital budget per source of funding for projects in the Integration Zones is graphically represented in **Diagram C1.2**.



**Diagram C1.2 Spatial Location of Capital Budget per Source of Funding**



## **C2. INTERGOVERNMENTAL PROJECT PIPELINE**

### **PRIORITISED CATALYTIC PROJECTS PER PRIORITISED SPATIALLY TARGETED AREAS**

The summarised Prioritised Catalytic Projects identified per the prioritised spatially targeted areas for the Metro is given in Tables C2.1 and C2.2 below. Please refer to **Annexure 1** for a detailed breakdown.

(Note: The above amounts are estimates and subject to change as the city is still refining the allocation and classification of catalytic allocations and BEPP spatial targeting categories per line item in the Capital Budget to the different Catalytic projects/ programmes.)

**Table C2.1: Summarised Prioritised Catalytic Projects**

No. of projects reflected on pipeline	Catalytic Projects / Programmes	Total Value (R'm)	Municipal Revenue	Loan	Grant	Province	SOE	PPP
<b>1. Aerotropolis</b>								
Various sub-projects	EMM implemented projects; O.R. Tambo International Airport (extension of western and midfield terminal); M&T Development Project; Riverfields Development	R 173 007 130 500	R 88 930 000	R1 023 298 563	R 35 000 000		R 3 500 000 000	R 168 359 901 937
<b>2. Revitalization of Township Economies</b>								
Various	EMM implemented projects - Tembisa, Kwa-thema, Etwatwa	R 231 750 000		R 231 750 000				
<b>3. Revitalization of Manufacturing Sector</b>								
7	EMM implemented projects; Tambo Springs Inland Freight Port; Prasa Gibela Project; Lords View Industrial Estate	R 66 429 453 356		R 129 453 356			R 56 500 000 000	R 9 800 000 000
<b>4. Digital City</b>								
1	EMM implemented projects	R 1 497 370 888	R 382 770 000	R1 114 600 888				
<b>5. IRPTN</b>								
4	EMM implemented projects; Strategic Land Parcels - Dries Niemandt; New Natal Spruit Hospital SLP-Phase 1C	R 2 085 556 000			R 2 085 556 000			
<b>6. Urban Regeneration</b>								
2	Germiston CBD / Kempton Park CBD	R 446 500 000		R 446 500 000				
<b>7. Revenue Management and Enhancement</b>								
15	EMM implemented projects; Badenhorst Estate; Glen Gory Development	R 11 776 750 000		R 900 604 264				R 10 876 145 736
<b>8. Beautification of Lakes and Dams</b>								
2	EMM implemented projects - Boksburg Lake, Germiston Lake	R 55 000 000		R 55 000 000				
<b>9. Township Regeneration</b>								
Various	EMM implemented projects -Wattville, Katorus etc.	R 942 881 364		R 561 940 000	R 380 941 364			
<b>10. Catalytic Housing Projects Cluster: Northern</b>								
4	Clayville Ext 45, 71, Heartland; Esselen Park (Witfontein) / Esselen Park Ext 3; Tembisa Ext 25	R 2 456 122 000	R 11 000 000	R1 383 000 000	R 704 000 000	R 358 122 000		
<b>11. Catalytic Housing Projects Cluster: Eastern</b>								
5	John Dube 2; Brakpan Old Location; Tsakane Ext 22; Chief Albert Luthuli Ext 6	R 2 847 522 000			R 75 000 000	R 572 522 000		R 2 200 000 000
<b>12. Catalytic Housing Projects Cluster: Southern</b>								
6	Leeuwpoot; Germiston Urban Renewal Housing; Zwartkoppies; Palmietfontein; Rietspruit/Rietfontein; Palmridge 10 & 11	R 10 500 670 435		R 953 860 992	R 861 232 098	R 124 786 000		R 8 560 791 345
<b>13. Strategic Land Parcels</b>								
Various	Land Banking and Property Acquisition	R 2 398 089 986		R 234 700 000	R 2 163 389 986			

**Table C2.2: Summarised Prioritised Catalytic Projects budgeted over the MTREF period**

Category	Project Description	Capital Budget 2018/19	Capital Budget 2019/20	Capital Budget 2020/21	MTREF Total 2018/19 - 2020/21
<b>Integration Zone 1 : Tembisa-Kempton Park</b>					
Catalytic	Aerotropolis	R 83 967 500	R 89 567 500	R 71 384 188	R 244 919 188
Catalytic	IRPTN	R 464 906 000	R 512 650 000	R 533 000 000	R 1 510 556 000
Catalytic	Northern Catalytic Human Settlement Projects: Clayville, Esselen Park, Olifantsfontein	R 359 000 000	R 843 000 000	R 896 000 000	R 2 098 000 000
Catalytic	Digital City	R 3 000 000	R 3 000 000	R 4 000 000	R 10 000 000
Catalytic	Township Regeneration: Tembisa	R 64 111 364	R 118 000 000	R 13 000 000	R 195 111 364
Catalytic	Revenue Management and Enhancement	R 70 000 000	R 78 000 000	R 62 000 000	R 210 000 000
Catalytic	Revitalisation of Township Economies	R 10 750 000	R 5 000 000	R 0	R 15 750 000
<b>Integration Zone 1 : Tembisa-Kempton Park</b>		<b>R 1 055 734 864</b>	<b>R 1 649 217 500</b>	<b>R 1 579 384 188</b>	<b>R 4 284 336 552</b>
<b>Integration Zone 2 : zosloorus-Boksberg-Bartlett</b>					
Catalytic	IRPTN	R 167 000 000	R 158 000 000	R 250 000 000	R 575 000 000
Catalytic	Digital City	R 39 137 971	R 88 946 768	R 20 468 268	R 148 553 007
Catalytic	Urban Regeneration: Germiston CBD	R 15 000 000	R 30 000 000	R 100 000 000	R 145 000 000
Catalytic	Beautification of Lakes and Dams	R 20 000 000	R 20 000 000	R 15 000 000	R 55 000 000
Catalytic	Revenue Management and Enhancement	R 64 950 000	R 64 200 000	R 61 700 000	R 190 850 000
Catalytic	Township Regeneration: Katorus	R 132 880 000	R 178 080 000	R 0	R 310 960 000
Catalytic	Township Regeneration: Wattville	R 117 480 000	R 176 960 000	R 21 870 000	R 316 310 000
Catalytic	Southern Catalytic Human Settlement Projects Cluster: Leeuwpoot; Germiston Urban Renewal Housing; Rierspruit / Rietfontein; Palmietfontein; Palm Ridge Ext. 10 & 11	R 484 040 083	R 550 515 448	R 577 534 567	R 1 612 090 098
Catalytic	Revitalisation of the Manufacturing Sector	R 500 000	R 1 000 000	R 0	R 1 500 000
Catalytic	Strategic Land Parcels	R 0	R 64 050 163	R 23 700 000	R 87 750 163
<b>Integration Zone 2 : zosloorus-Boksberg-Bartlett</b>		<b>R 1 040 988 054</b>	<b>R 1 331 752 379</b>	<b>R 1 070 272 835</b>	<b>R 3 443 013 268</b>
<b>Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston</b>					
Catalytic	Aerotropolis	R 90 000	R 90 000	R 0	R 180 000
Catalytic	Digital City	R 463 200 000	R 548 800 000	R 255 800 000	R 1 267 800 000
Catalytic	Urban Regeneration: Germiston CBD	R 154 021 992	R 190 701 000	R 159 780 000	R 504 502 992
Catalytic	Revenue Management and Enhancement	R 28 000 000	R 34 000 000	R 32 000 000	R 94 000 000
Catalytic	Revitalisation of Township Economies	R 30 000 000	R 30 000 000	R 45 000 000	R 105 000 000
<b>Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston</b>		<b>R 675 311 992</b>	<b>R 803 591 000</b>	<b>R 492 580 000</b>	<b>R 1 971 482 992</b>
<b>Integration Zone 4 : Etwatwa-Dazeyton-Benoni</b>					
Catalytic	Aerotropolis	R 500 000	R 11 000 000	R 2 000 000	R 13 500 000
Catalytic	Eastern Catalytic Housing Projects Cluster: Chief Albert Luthuli Ext.6, Tsakane Ext.22, John Dube Ext.2	R 15 000 000	R 30 000 000	R 30 000 000	R 75 000 000
Catalytic	Township Regeneration: Daveyton-Etwatwa	R 15 000 000	R 30 000 000	R 38 000 000	R 83 000 000
Catalytic	Revenue Management and Enhancement	R 13 000 000	R 14 000 000	R 16 000 000	R 43 000 000
Catalytic	Revitalisation of the Manufacturing Sector	R 0	R 1 000 000	R 2 000 000	R 3 000 000
Catalytic	Strategic Land Parcels	R 274 409	R 32 674 762	R 0	R 32 949 171
<b>Integration Zone 4 : Etwatwa-Dazeyton-Benoni</b>		<b>R 43 774 409</b>	<b>R 118 674 762</b>	<b>R 88 000 000</b>	<b>R 250 449 171</b>
<b>Integration Zone : 5 Duduza-Tsakane-KwaThema-Boksburg</b>					
Catalytic	Township Regeneration	R 30 000 000	R 0	R 7 500 000	R 37 500 000
Catalytic	Revitalisation of the Manufacturing Sector	R 3 000 000	R 2 000 000	R 4 000 000	R 9 000 000
Catalytic	Revenue Management and Enhancement	R 59 000 000	R 49 000 000	R 18 000 000	R 126 000 000
<b>Integration Zone 5 : Duduza-Tsakane-KwaThema-Boksburg</b>		<b>R 92 000 000</b>	<b>R 51 000 000</b>	<b>R 29 500 000</b>	<b>R 172 500 000</b>
<b>Marginalised Area - Informal Settlements</b>					
Housing	Bulk Services provision to Informal Settlements: Roads, Water, Sanitation, Electricity	R 265 000 000	R 275 000 000	R 405 000 000	R 945 000 000
<b>Marginalised Area - Informal Settlements</b>		<b>R 265 000 000</b>	<b>R 275 000 000</b>	<b>R 405 000 000</b>	<b>R 945 000 000</b>
<b>Marginalised Area - Other</b>					
Catalytic	Aerotropolis	R 100 000	R 1 000 000	R 1 000 000	R 2 100 000
Catalytic	Revitalisation of the Manufacturing Sector	R 500 000	R 750 000	R 750 000	R 2 000 000
Catalytic	Revenue Management and Enhancement	R 62 300 000	R 27 500 000	R 41 500 000	R 131 300 000
Catalytic	Revitalisation of Township Economies	R 15 000 000	R 0	R 0	R 15 000 000
<b>Marginalised Area - other</b>		<b>R 77 900 000</b>	<b>R 29 250 000</b>	<b>R 43 250 000</b>	<b>R 150 400 000</b>
<b>Economic/Employment Node</b>					
Catalytic	Aerotropolis	R 280 459 625	R 286 534 625	R 319 535 125	R 886 529 375
Catalytic	Revenue Management and Enhancement	R 6 500 000	R 17 100 000	R 8 000 000	R 31 600 000
Catalytic	Revitalisation of Township Economies	R 10 000 000	R 20 000 000	R 40 000 000	R 70 000 000
<b>Economic/Employment Node</b>		<b>R 296 959 625</b>	<b>R 323 634 625</b>	<b>R 367 535 125</b>	<b>R 988 129 375</b>
<b>City-Wide Projects</b>					
Catalytic	Strategic Land Parcels & Property Acquisition (for Human Settlements)	R 300 000 000	R 350 000 000	R 350 000 000	R 1 000 000 000
<b>City-wide Projects</b>		<b>R 300 000 000</b>	<b>R 350 000 000</b>	<b>R 350 000 000</b>	<b>R 1 000 000 000</b>
<b>Remainder of Metro Area / Other</b>					
Catalytic	Digital City	R 23 672 460	R 23 672 460	R 23 672 460	R 71 017 381
Catalytic	Revitalisation of the Manufacturing Sector	R 37 000 000	R 44 950 000	R 32 003 356	R 113 953 356
Catalytic	Revitalisation of Township Economies	R 8 000 000	R 8 000 000	R 10 000 000	R 26 000 000
Catalytic	Strategic Land Parcels	R 156 988 885	R 107 401 767	R 68 000 000	R 332 390 652
<b>Remainder of Metro Area / Other</b>		<b>R 215 661 345</b>	<b>R 184 024 227</b>	<b>R 133 675 816</b>	<b>R 533 361 389</b>
<b>Total</b>		<b>R 4 063 330 289</b>	<b>R 5 116 144 493</b>	<b>R 4 559 197 964</b>	<b>R 13 738 672 747</b>

### **C3. INSTITUTIONAL ARRANGEMENTS**

#### **C3.1 LEADERSHIP, GOOD GOVERNANCE AND PLANNING (STRATEGIC & OPERATIONAL)**

The City of Ekurhuleni is committed to providing effective service delivery to its communities and has therefore structured its administration into a number of key directorates. The Office of the City Manager provides the momentum of the administration and integrates all the separate components of the city. The main thrusts for sector integration are to:

- \* Facilitate ring-fencing of the functions associated with provision of services for proper costing and to enhance effective service delivery;
- \* Build capacity to ensure effective integrated planning and coordination of key projects, especially those that are grant funded; and
- \* Implement a service delivery performance monitoring and evaluation function, in line with National and Provincial Government initiatives.

In addition to the above directorates, the Office of the City Manager is further capacitated with two significant strategic functions, namely the Operations unit and the Organisational Planning and Performance Monitoring unit. These functions support the City Manager in the compilation of the IDP, SDBIP, and in ensuring that governance systems are in place to manage and track institutional performance.

The metro's capital budget is linked to the IDP Strategic Objectives and action plans. Each submitted budget project has to demonstrate relevance and linkage in meeting service delivery needs and related national outcomes.

The City of Ekurhuleni's MTREF allocations are largely based on the Growth and Development Strategy (GDS 2055), which is anchored on the following five pillars:

- \* Re-Urbanise – to achieve sustainable urban integration;
- \* Re-Industrialise – to achieve job-creating economic growth;
- \* Re-Generate – to achieve environmental well-being;
- \* Re-Mobilise – to achieve social empowerment; and
- \* Re-Govern – to achieve effective co-operative governance.

Working together with the Gauteng Provincial Government, the city's MTREF allocations are aligned to the Ten Pillar Programme, which brings into effect the Gauteng City Region. The main programme focus areas and desired outcomes of the City of Ekurhuleni's budget are:

- \* Aggressive implementation of infrastructure to address spatial gaps and quality of the infrastructure;
- \* Creating a climate for investment in the metro through revitalising manufacturing and township economies;
- \* Increasing private-sector investment participation in and through urban regeneration;
- \* Rapid provisioning of quality basic services;
- \* Fighting poverty and building clean, healthy, safe and sustainable communities;
- \* Support for job creation and skills training, with a special emphasis on the increase local spending targeting youth, women and people living with disabilities;
- \* Modernising the metro and improving its communication;
- \* Continuing to enhance governance and compliance with applicable legislations;
- \* Optimising institutional transformation to ensure capacity to achieve set objectives; and
- \* Maintaining financial sustainability.

A mechanism is required to determine in which order the identified projects should be implemented, when they should be implemented and how they will be funded. The CoE's Capital Investment Framework (CIF) and associated Capital Prioritisation Model (CPM) are the mechanisms used for this process. They enable integrated planning and therefore integration of the key sectors by informing and setting the basis for spatial targeting by identifying the what, when, and where. The CIF is a key contributor to the formulation and development of the Municipality's integration zones and guides prioritisation of municipal capital projects through focusing investment into identified areas in order to achieve targeted spatial transformation for the CoE.

### **Capital Investment Framework: Institutional and Legislative Arrangements**

The Capital Investment Framework is of fundamental importance due to several reasons:

- \* The CIF is a requirement in terms of Section 4(e) of the Municipal Planning and Performance Management Regulations, 2001 as promulgated in terms of the Municipal Systems Act;
- \* The CIF also fulfils the function of a Capital Expenditure Framework (CEF) as required in terms of Section 21(n) of the Spatial Planning and Land Use Management Act (SPLUMA), 2013;
- \* The CIF also informs the Capital Expenditure Programme (CEP) as referred to by National Treasury;
- \* The CIF also strives to meet Section 153(a) of the constitution, in which the developmental duties of a municipality are outlined to "structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community";
- \* The CIF is a component of the MSDF and fulfils the purpose to strategically and spatially guide, align and co-ordinate municipal capital expenditure across all sectors that will make provision for balanced spending of the municipal budget so as to promote economic growth and meet the infrastructure and services needs of the CoE residents.

The CoE Capital Investment Framework (CIF) as an infrastructure planning policy tool has therefore been incorporated into the Built Environment Performance Plan. Although the content of a CIF is not specifically defined within legislation, the above-mentioned legislation outlines the functions of the CIF, which have been summarised as follows:

- ✳ Spatially and strategically influence and guide municipal capital prioritisation and allocation;
- ✳ Spatially and strategically coordinate and integrate capital expenditure across all sectors;
- ✳ Show where the municipality must and will be spending its capital budget; and
- ✳ Map capital projects reflected on the multi-year budget.

The CIF can also be defined as a financial planning and regulatory tool in terms of the National Development Plan (NDP), which makes reference to the need to achieve spatial transformation through targeting investment into strategic spatial areas through the combined use of planning, legislative and financial tools. The CIF is therefore geared towards providing a spatial rationale to the budget in order to start guiding investment into identified priority spatial areas as a means to achieve positive spatial transformation.

The CoE's 2013 State of the City Address resonated with the objective of the NDP and function of the CIF by stating that the CIF be utilized as an instrument that will "channel CAPEX funding to critical economic infrastructure programmes, such as the Special Economic Zones (SEZ), Industrial Development Zones (IDZ), Export Processing Zones (EPZ) and Industrial Parks and Estates."

The CIF has also taken cognisance of the Local Government Turnaround Strategy (LGTS) in that the values underpinning the CIF embrace the objectives set out in the LGTS with regards to:

- ✳ Providing residents with infrastructure and social services;
- ✳ Creating liveable, integrated and inclusive urban and rural areas;
- ✳ Promoting Local Economic Development; and
- ✳ Promoting Community Empowerment.

The Local Government Turnaround Strategy also highlights some of the major hurdles that municipalities are faced with, which includes poor financial management, inability to sufficiently grow economically and provide basic services within the realm of continued spatial inequality. The CIF is therefore geared towards promoting improved financial management that allows for accountability and transparency of the budget process by guiding, prioritising, aligning and co-ordinating future municipal expenditure that will yield targeted spatial transformation of the city.

### **Capital Investment Framework: Spatial Targeting and Transformation**



The purpose of the CIF within the BEPP is premised on informing and setting the basis for spatial targeting by identifying the what, when, and where. This includes the integration of key sectors (economic development, transport, housing, finance, environment, and project management), coordination, fiscal alignment and governance that should result in triggering long-term spatial transformation and facilitating economic growth, whilst at the same addressing service delivery backlogs and maintaining the existing bulk and social services infrastructure. . The Capital Investment Framework is therefore a tool utilised within the BEPP to achieve medium to long-term outcomes with regard to spatial transformation through guiding and focusing investment into strategic spatial areas.

### ***Geographic Priority Areas***

The Capital Investment Framework is geared towards focusing capital budgeting for the City of Ekurhuleni into strategic Geographic Priority Areas (GPAs) in accordance with the MSDF in order to achieve the spatial strategy outlined within the MSDF and take into consideration new spatial trends. The geographic priority areas are therefore based on the spatial structuring elements (SSEs) from the MSDF Spatial Concept and Land Use Proposals, namely previous MSDF priority areas, densification areas, the geography of Ekurhuleni income, major housing projects, IRPTN Corridor, rail stations, primary and secondary nodes, industrial areas, major investment and strategic projects. The purpose of the geographic priority areas is also to indicate the relative strategic spatial importance of one area against another.

### ***Integration Zones***

The CoE has also utilised its Capital Investment Framework footprint as the basis for its Integration Zones. The rationale behind its utilisation lies in the core principles of the CIF which relate directly back to the vision of National Treasury's City Support Program's goals and objectives. Some of these include sustainability, urban restructuring, densification as well as spatial and sectoral integration and prioritisation. By overlaying the CIF, the proposed Urban Network Plan emerges for the CoE.

## **C3.2 INTER-SECTORAL MUNICIPAL CONSULTATION**

### **Technical Structures**

The technical preparation of the MTEF is guided by the structures and processes outlined below.

*Medium Term Expenditure Committee (MTEC):* MTEC is a committee of senior officials that makes recommendations to MINCOMBUD regarding budget allocations in the medium term expenditure framework, taking into account government priorities, funding available, alternative funding sources and the division of revenue amongst the three spheres of government. It is composed of the Directors-

General of the following departments: National Treasury (Chair), Planning Commission, Performance Monitoring and Evaluation, Cooperative Governance, and Public Service and Administration.

*Technical Committee on Finance (TCF)*: TCF is a committee of the heads of all provincial treasuries and is chaired by the DDG of the Intergovernmental Relations division of the National Treasury. The TCF considers intergovernmental finances and the division of revenue and may make recommendations to the Budget Council, Budget Forum and MTEC. If agreed in these forums, matters are referred to MINCOMBUD. The TCF will be consulted on all significant changes proposed to intergovernmental transfers, to ensure that the interests of provinces have been taken into account. SALGA should also be consulted on any changes impacting local government.

### **MTEC sub-committees**

National Treasury appoints Budget Group Leaders, who will be responsible for engaging with institutions and preparing reports to the MTEC for each Budget Group. They will convene Budget bilaterals and Budget Group discussions. A first report of the Budget Group Leader is considered, together with other inputs, at a Function MTEC prior to its presentation at the MTEC. In function areas with concurrent powers (health, basic education and local economic development and social infrastructure), the Function 10x10 may substitute for, or complement, the role of the Function MTEC.

The Budget Group Leader prepares a report to MTEC. MTEC takes final decisions on the recommendations that will be presented to MINCOMBUD. The table below summarises the composition and mandate of key sub-structures of MTEC. The full terms of reference of these structures will be adopted by MTEC. The MTEC sub-committees are as follows:

- \* Budget Bilateral
- \* Budget Group
- \* Function MTEC
- \* Function 10x10

### **Other consultative forums**

*City Budget Forum (CBF)*: The CBF is a technical forum of City Managers and Chief Financial Officers of the eight metropolitan municipalities, and is chaired by the DDG for Intergovernmental Relations, National Treasury. The CBF considers intergovernmental finances and the division of revenue from the perspective of the largest cities, focussing on issues of integrated development and management of the built environment. It may make recommendations to the Budget Forum or MTEC, and should be consulted on all significant changes proposed to intergovernmental transfers to ensure that the interests of large urban municipalities have been taken into account.

The Gauteng Provincial Treasury includes the three Gauteng metros in the provincial planning and budgeting planning process starting July/Aug each year to influence the priorities and spatial location for the delivery of health and education facilities for the MTEF. The Gauteng Provincial Treasury is working with the three Gauteng metros to plot the spatial location of the MTEF projects – this will enable the cities and the Provincial departments to compare and discuss spatial priorities. Similarly, the three Gauteng metros will include Gauteng Provincial Government in the metro BEPP process.

The link between the BEPP Process and the annual budget cycle is being strengthened. This is achieved through aligning the time frames for the development and submission of Medium Term Strategic Plans and or Annual Performance Plans of the relevant National and Provincial departments and public entities to the BEPP planning timeframes. This includes having a structured process and mechanism/s in place for joint inter-sphere planning and budgeting as part of the general annual budget process led by National Treasury. These changes will be phased in with the 2018/19 cycle.

The CSP assists metros to meet with Provincial Treasuries to begin the alignment of the planning and delivery of provincial infrastructure. This is complemented by National Treasury working through its Provincial Infrastructure and Provincial Budget Analysis Units.

#### *Alignment of BEPP, Budget and IDP Processes*

The Department of Cooperative Governance has committed to align the IDP Assessment to the Budget and Benchmarking process, where Day 1 is dedicated for the IDP Assessment and alignment of the BEPP and IDP, and Day 2 is for the Budget Benchmarking.

### **C3.3 RISK MITIGATION STRATEGIES**

The Metro has an established and well-functioning Risk Committee which meets on at least a quarterly basis and is chaired by the Chief Risk Officer. A Risk Management Register is maintained and progress in addressing risks is discussed at the meetings, as well as any other risks that may have come to light, and how to address them.

Challenges previously experienced in the city affecting project implementation and achievement of spatial transformation objectives include the high staff turnover of engineers, the capacity of project managers and supply chain practitioners, and the lengthy property acquisition process, amongst others. Some of the interventions being implemented to address the above challenges and mitigate the risks include the formation of a panel of professional staff including engineers, weekly visits to projects, regular meetings with senior management including contractors, working with the EDC to drive property acquisitions. Extensive training of SCM officials has also been undertaken.

Specific risks related to the built environment and within the context of the BEPP process are shown below, together with risk mitigation strategies.

**Table C3.1 Risks Related to Built Environment**

Risk	Mitigation Factors / Strategy
1. Tender / procurement initiation of capital projects not timeously carried out due to SCM capacity constraints, resulting in delays in project commencement and underspending of allocated budget	Extensive training of SCM and Project Managers has taken place, including international certification. Monitoring and coaching being performed by EPMO of Project Managers within CoE. Capacitation of SCM Dept. through appointment of more SCM officials to handle work load
2. High staff turnover of engineers and other key project professionals	Approximately 100 Project Managers and Engineers have been appointed to a panel and trained on various areas of Project Management including International Certification
3. Excessive reliance on grant funding from Government for key projects	The city is well aware of this risk and has formulated approaches in its Investment Strategy to raise more own revenue in future through innovative measures
4. Excessive focus on implementation commencement and construction of capital infrastructure may divert focus away from equally important future operational aspects and funding	At CIF and Integration Zone task team meetings, key management are briefed on the importance of incorporating future operating expenditure requirements into departmental budgets so that adequate planning and funding availability is secured upfront
5. Lack of awareness of other projects within the city's space by other Government entities, resulting in planning in isolation and not utilising potential synergies and cost savings	Engagement with other Government and private entities within the city, attendance of various Intergovernmental forums in order to ensure planning and implementation co-ordination and alignment and formulation of the Intergovernmental Project Pipeline resulting from the above
6. Delays in project funding approvals or provision of timeous tranche payments to ensure streamlined funding and project implementation progress	Catalytic and spatial transformation projects receive strong focus from Government and funding availability
7. Polycentric nature of the city, with possible lack of cooperation between key departments in different geographic locations in the Metro	The various departments of the city meet together at numerous management and strategic implementation structure and similar meetings, although attendance is often still a challenge. There is a definite trend of growing 'togetherness' and better co-operation between departments is increasing and evident, and is being actively promoted by the city
8. Potential conflict between Municipal and Provincial planning, priorities and project implementation	Refer to strategy under 5 above
9. Potential misalignment between BEPP spatial targeting requirements and the Metro's Geographic Priority Areas	The Metro's CIF process makes accommodation for both and tries to integrate them as much as possible
10. Financial implications of setting up Urban Management and Precinct Management Structures and securing necessary resources, capacity and systems	Some of these structures are intergovernmental in nature and sharing of costs will lighten expenditure on any one party. Planning for sustainable revenue generation to cover operating expenses, whilst taking cognisance of community and consumer affordability is emphasised.

### **C3.4 OPERATING BUDGET IMPLICATIONS**

The product of the planning approach is the identification and planning of Integration Zones that include an intergovernmental project pipeline (catalytic metro, provincial, national and SOC urban development projects) within the following targeted spaces:

- \* Integration Zones
- \* Marginalised areas (Informal settlements, townships and inner city areas)
- \* Growth nodes (commercial and industrial nodes)

This planning approach should clearly influence the allocation of capital funding, and result in service delivery implementation, which in turn requires urban management to protect and sustain public and private investment. The successful implementation of BEPPs relies on effective institutional arrangements and budgeting for ongoing operational expenditures. Sustained implementation and urban management should result in service delivery and spatial transformation that positively contributes to inclusive economic growth and the reduction of poverty and inequality over the long term.

Prioritisation and preparation: The prioritisation of Integration Zones, informal settlements, marginalised areas and areas for growth relative to other areas within the metro, and the resultant intergovernmental project pipeline will collectively support the achievement of targets associated with building more productive, inclusive and sustainable cities. The prioritisation of particular areas mentioned above does not translate into an exclusion of allocation of resources to other areas, although a substantial portion of resources should be allocated to the three categories of targeted spaces and this allocation should increase year on year.

Approximately 40% of the budget is earmarked to upgrade and renew the metro's infrastructure, 30% for changing the City's landscape and addressing spatial challenges, and a further 30% for economic development. Below are some of the major sector development outcomes and outputs expected from the Metro's investment in the Built Environment.

#### **Transport**

Transport infrastructure includes repairs and maintenance, the Integrated Rapid Public Transport Network (IRPTN), construction of new taxi ranks, as well as metro busses to cover new routes in the east.

#### **Roads and Stormwater**

Included in roads and stormwater is funding for construction of roads and storm water, safety, pedestrian walkways, as well as bridges across the city with special emphasis on priority wards, as well as rehabilitation and resurfacing of roads and storm water.

## **Energy**

Funds have been budgeted for energy expansion in order to provide sustainable energy supply and to protect the integrity of the energy network. This will be utilised for street and high mast lighting, upgrading of substations, network enhancements and electrification and alternative energy sources, focusing on informal settlement areas.

## **Water and Sanitation**

The Metro's main water and sanitation projects include the water loss eradication programme, the bulk supply of the Albertina Sisulu Corridor in Pomona and broadening access to water and sanitation services, amongst others.

## **Human Settlements**

Achievement of the following objectives and outcomes have been budgeted for:

- \* Servicing several thousand stands to improve the living conditions of people awaiting their houses;
- \* Refurbishment of rental houses;
- \* Watville-Actonville, Tembisa and Katorus urban renewal;
- \* Social housing in Germiston.

The Gauteng Department of Human Settlements has set aside funding for human settlements in the eastern corridor to cover the provision of housing units among areas such as:

- \* Chief Albert Luthuli;
- \* John Dube Extension 2;
- \* Tsakane Extension 22;
- \* Germiston South;
- \* Leeuwpoot;
- \* Rietfontein;
- \* Clayville Extension 45; and
- \* Redevelopment of hostels in Springs (Kwa-Thema) and Tembisa.

Some of the above settlements also form part of catalytic mega human settlements development projects.

## SECTION D

### D CATALYTIC URBAN DEVELOPMENT PROGRAMME RESOURCING

#### D1. LONG TERM FINANCIAL SUSTAINABILITY

The Metro has an approved Integrated Long Term Funding Strategy to ensure the balance between internal and external funding is optimal, whilst also aimed at increasing the capital budget to ensure both the stimulation of the local economy as well as the eradication of backlogs and as such creating sustainable human settlements.

The components that have impacted on the long funding strategy include:

- ✳ CoE's revised Growth and Development Strategy (25 year horizon) – the level of services to be rendered
- ✳ CoE's Spatial Development Framework and Capital Investment Framework - Funding allocation model - % of budget to backlogs vs. % towards economic development projects
- ✳ CoE's Consolidated Municipal Infrastructure Plans (10 – 15 year horizon) - Enhanced set of data on revenue and expenditure available resulting from CMIP's that can supplement economic and financial forecasts as well as more refined maintenance requirements available
- ✳ CoE's Integrated Development Plan (5 year horizon)
- ✳ CoE's Medium Term Revenue and Expenditure Framework.

Ekurhuleni has also formulated a strategic vision of the city in 2055, known as the Ekurhuleni Growth and Development Strategy 2055 (GDS 2055), to be reviewed at five-year intervals. The purpose of the Integrated Long Term Funding Strategy is to ensure that the GDS is funded with the focus being in the first two phases of the GDS of becoming a Delivering City (2012 – 2020) and a Capable City (2020 – 2030), with the intention of becoming financially sustainable in the long term i.e. Sustainable City (2030 – 2055).

Other enablers for achieving the GDS 2055 objectives include Capital Investment Framework, Municipal Spatial Development Frameworks (MSDF) and Comprehensive Municipal Infrastructure Plan (CMIP), which forms the cornerstone of the investment program to be funded. The CMIP provides essential information in terms of outlining statistics for services backlogs, economic spending, household figures and a projected population growth scenario in determining future infrastructure needs for the city. CMIP guided the CIF in identifying geographic areas with capacity backlogs in relation to capital expenditure and investment required throughout Ekurhuleni to address areas of upgrading, renewal and maintenance of services. This provided guidance in determining priority geographic areas in relation to a projected capital investment scenario. The growth scenario also gives the MSDF insight



in terms of its CIF for future growth trends in Ekurhuleni, which lends itself to determining future capital investment program as per its priority geographic areas. The proposed funding strategy has been developed in line with the relevant legislative and regulatory frameworks that govern municipal activity.

### **Funding Strategic Objectives**

- To comply with the legislative requirements
- To increase state and private sector investment
- To ensure the long term financial sustainability of the City of Ekurhuleni
- To ensure that funding sources are managed efficiently and effectively
- Increase tax base and income stream, to identify new revenue sources as funding option for future years
- To adequately provide for both capital requirements as well as the servicing of debt incurred to fund capital infrastructure
- To ensure that annual surpluses are properly appropriated in terms of the policy such that cash can be managed more efficiently and effectively
- To ensure that adequate financial ratios are maintained at all times, for the management of cash flows
- To ensure that external funding is received from reputable service providers
- To progressively improve collections and reduce the provision for bad debts budget
- To secure cost effective funding
- Matching assets and liabilities.

In consideration with the above CoE strategic intent and policy objectives, the funding strategy is aimed at providing the city with funding options to address its financing needs over the next 15 years. Furthermore, the proposed funding strategy will provide a clear and structured view on how capital projects should be prioritised whilst balancing risk and return.

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

### Resourcing Plan

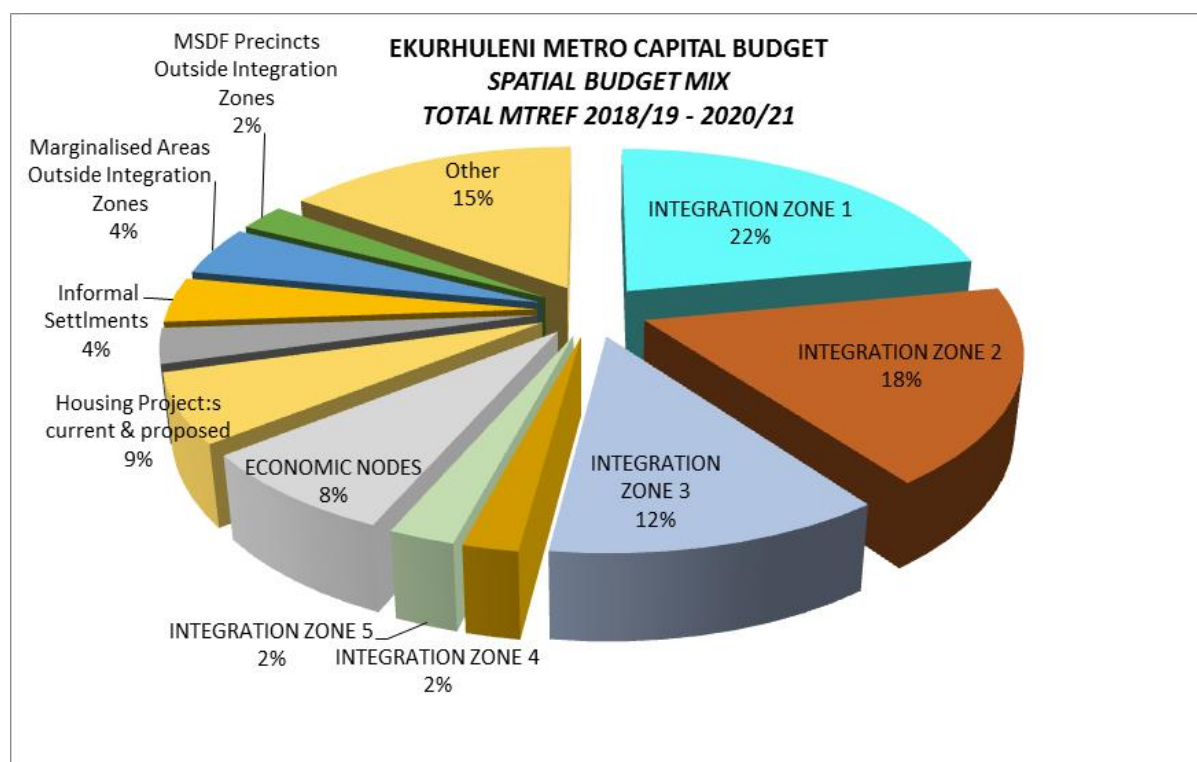
#### Allocation of the Capital Budget to each of the Spatial Targeting Areas

The summarised MTREF Capital Budget and Prioritised Projects allocations for each of the **Spatial Targeting Categories** are shown below:

**Table D2.1: Capital Budget and Prioritised Projects for each of the Spatial Targeting Categories**

Spatial Category	Adjusted Capital Budget 2017/2018	%	Capital Budget 2018/2019	%	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Total MTREF Budget 2018/19 - 2020/21	%
INTEGRATION ZONE 1	R 1 052 700 900	16.7%	R 1 242 884 864	18.1%	R 1 884 357 500	22.8%	R 1 922 539 188	24.5%	R 5 049 781 552	22.0%
INTEGRATION ZONE 2	R 716 331 939	11.4%	R 1 259 824 054	18.3%	R 1 560 376 379	18.9%	R 1 298 916 835	16.6%	R 4 119 117 268	17.9%
INTEGRATION ZONE 3	R 1 024 198 816	16.2%	R 971 961 969	14.2%	R 1 057 162 125	12.8%	R 773 394 098	9.9%	R 2 802 518 192	12.2%
INTEGRATION ZONE 4	R 218 682 402	3.5%	R 106 774 409	1.6%	R 206 113 762	2.5%	R 151 800 000	1.9%	R 464 688 171	2.0%
INTEGRATION ZONE 5	R 216 887 784	3.4%	R 185 134 000	2.7%	R 188 136 000	2.3%	R 180 436 000	2.3%	R 553 706 000	2.4%
ECONOMIC NODES (Outside IZs)	R 301 583 329	4.8%	R 560 333 125	8.2%	R 628 491 125	7.6%	R 596 657 313	7.6%	R 1 785 481 563	7.8%
MARGINALISED AREAS (Outside IZs)	R 538 307 208	8.5%	R 371 500 000	5.4%	R 320 800 000	3.9%	R 344 223 644	4.4%	R 1 036 523 644	4.5%
INFORMAL SETTLEMENTS (Outside IZs)	R 239 962 641	3.8%	R 265 750 000	3.9%	R 276 000 000	3.3%	R 406 000 000	5.2%	R 947 750 000	4.1%
HOUSING PROJECTS: CURRENT (Outside IZs)	R 185 079 412	2.9%	R 124 897 661	1.8%	R 202 808 798	2.5%	R 155 386 931	2.0%	R 483 963 390	2.1%
HOUSING PROJECTS: PROPOSED (Outside IZs)	R 93 893 898	1.5%	R 166 469 955	2.4%	R 35 840 000	0.4%	R 51 660 000	0.7%	R 253 969 955	1.1%
HOUSING PRECINCTS (Outside IZs)	R 90 750 000	1.4%	R 205 100 000	3.0%	R 665 100 000	8.1%	R 578 100 000	7.4%	R 1 448 300 000	6.3%
MSDF PRECINCTS (Outside IZs)	R 270 681 357	4.3%	R 153 221 000	2.2%	R 208 505 000	2.5%	R 193 000 000	2.5%	R 554 726 000	2.4%
OTHER (Outside IZs)	R 807 251 094	12.8%	R 718 704 169	10.5%	R 568 273 769	6.9%	R 582 383 451	7.4%	R 1 869 361 389	8.1%
UNMAPPED	R 551 067 543	8.7%	R 536 369 000	7.8%	R 451 650 000	5.5%	R 611 000 000	7.8%	R 1 599 019 000	7.0%
<b>TOTAL</b>	<b>R 6 307 378 323</b>	<b>100%</b>	<b>R 6 868 924 206</b>	<b>100%</b>	<b>R 8 253 614 458</b>	<b>100%</b>	<b>R 7 845 497 460</b>	<b>100%</b>	<b>R 22 968 036 124</b>	<b>100%</b>

**Diagram D2.1: Spatial Targeting Categories and Capital Budget allocation**



## Breakdown of current expenditure in each prioritised Integration Zone into IZ-wide projects and prioritised IZ precinct projects

The city's budgeted capital expenditure in each Integration Zone and other spatial targeting areas is shown in **Table D2.2** below.

**Table D2.2 Spatial Budget Mix**

Spatial Category	Adjusted Capital Budget 2017/2018	%	Capital Budget 2018/2019	%	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Total MTREF Budget 2018/19 - 2020/21	%
<b>INTEGRATION ZONE 1</b>	<b>R 1 052 700 900</b>	<b>16.7%</b>	<b>R 1 242 884 864</b>	<b>18.1%</b>	<b>R 1 884 357 500</b>	<b>22.8%</b>	<b>R 1 922 539 188</b>	<b>24.5%</b>	<b>R 5 049 781 552</b>	<b>22.0%</b>
Economic Node: Aerotropolis Core	R 162 968 476	2.6%	R 192 200 000	2.8%	R 254 740 000	3.1%	R 249 055 000	3.2%	R 695 995 000	3.0%
Economic Node: Industrial Area	R 1 000 000	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: Urban Hub	R 60 672 008	1.0%	R 24 611 364	0.4%	R 69 400 000	0.8%	R 5 000 000	0.1%	R 99 011 364	0.4%
Housing Projects current	R 500 000	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Housing Projects proposed	R -	0.0%	R -	0.0%	R 2 300 000	0.0%	R -	0.0%	R 2 300 000	0.0%
Housing projects proposed	R 99 600 000	1.6%	R 190 000 000	2.8%	R 207 000 000	2.5%	R 207 000 000	2.6%	R 604 000 000	2.6%
Informal Settlements	R -	0.0%	R -	0.0%	R 500 000	0.0%	R 500 000	0.0%	R 1 000 000	0.0%
Marginalised Areas 1: Tembisa	R 668 118 000	10.6%	R 574 406 000	8.4%	R 620 750 000	7.5%	R 635 600 000	8.1%	R 1 830 756 000	8.0%
MSDF Precincts	R 5 000 000	0.1%	R 10 000 000	0.1%	R 1 000 000	0.0%	R -	0.0%	R 11 000 000	0.0%
Remainder of Integration Zone 1	R 54 842 416	0.9%	R 251 667 500	3.7%	R 728 667 500	8.8%	R 825 384 188	10.5%	R 1 805 719 188	7.9%
<b>INTEGRATION ZONE 2</b>	<b>R 716 331 939</b>	<b>11.4%</b>	<b>R 1 259 824 054</b>	<b>18.3%</b>	<b>R 1 560 376 379</b>	<b>18.9%</b>	<b>R 1 298 916 835</b>	<b>16.6%</b>	<b>R 4 119 117 268</b>	<b>17.9%</b>
Economic Node: CBD	R 230 749 271	3.7%	R 221 239 971	3.2%	R 266 934 768	3.2%	R 193 276 268	2.5%	R 681 451 007	3.0%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: Urban Hub	R 50 660 000	0.8%	R 81 140 000	1.2%	R 120 540 000	1.5%	R 37 000 000	0.5%	R 238 680 000	1.0%
Housing projects current	R 22 624 284	0.4%	R -	0.0%	R 64 050 163	0.8%	R 23 700 000	0.3%	R 87 750 163	0.4%
Housing projects proposed	R -	0.0%	R 500 000	0.0%	R 1 000 000	0.0%	R -	0.0%	R 1 500 000	0.0%
Marginalised Area 2: Katorus	R 71 410 000	1.1%	R 99 990 000	1.5%	R 118 540 000	1.4%	R 28 000 000	0.4%	R 246 530 000	1.1%
MSDF Precincts	R 20 046 695	0.3%	R 25 634 000	0.4%	R 42 836 000	0.5%	R 19 036 000	0.2%	R 87 506 000	0.4%
Remainder of Integration Zone 2	R 320 841 689	5.1%	R 831 320 083	12.1%	R 946 475 448	11.5%	R 997 904 567	12.7%	R 2 775 700 098	12.1%
<b>INTEGRATION ZONE 3</b>	<b>R 1 024 198 816</b>	<b>16.2%</b>	<b>R 971 961 969</b>	<b>14.2%</b>	<b>R 1 057 162 125</b>	<b>12.8%</b>	<b>R 773 394 098</b>	<b>9.9%</b>	<b>R 2 802 518 192</b>	<b>12.2%</b>
Economic Node: Aerotropolis Core	R 500 000	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: CBD	R 92 051 735	1.5%	R 61 950 000	0.9%	R 52 100 000	0.6%	R 71 900 000	0.9%	R 185 950 000	0.8%
Economic Node: Industrial Area	R 500 000	0.0%	R 800 000	0.0%	R 2 800 000	0.0%	R -	0.0%	R 3 600 000	0.0%
Economic Node: Urban Hub	R 500 000	0.0%	R 1 500 000	0.0%	R 1 500 000	0.0%	R -	0.0%	R 3 000 000	0.0%
Housing Precincts	R -	0.0%	R -	0.0%	R 1 000 000	0.0%	R -	0.0%	R 1 000 000	0.0%
Informal Settlements	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Marginalised Area 3: KwaTsaDuza	R 114 850 491	1.8%	R 101 400 000	1.5%	R 100 800 000	1.2%	R 138 300 000	1.8%	R 340 500 000	1.5%
MSDF Precincts	R 21 253 225	0.3%	R 75 117 200	1.1%	R 87 073 900	1.1%	R 118 595 636	1.5%	R 280 786 736	1.2%
Remainder of Integration Zone 3	R 794 543 365	12.6%	R 731 194 769	10.6%	R 811 888 225	9.8%	R 444 598 462	5.7%	R 1 987 681 456	8.7%
<b>INTEGRATION ZONE 4</b>	<b>R 218 682 402</b>	<b>3.5%</b>	<b>R 106 774 409</b>	<b>1.6%</b>	<b>R 206 113 762</b>	<b>2.5%</b>	<b>R 151 800 000</b>	<b>1.9%</b>	<b>R 464 688 171</b>	<b>2.0%</b>
Economic Node: Aerotropolis Core	R -	0.0%	R 500 000	0.0%	R 2 000 000	0.0%	R -	0.0%	R 2 500 000	0.0%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: CBD	R 10 500 000	0.2%	R 20 200 000	0.3%	R 32 000 000	0.4%	R 39 000 000	0.5%	R 91 200 000	0.4%
Economic Node: Urban Hub	R 12 500 000	0.2%	R 28 000 000	0.4%	R 50 000 000	0.6%	R 15 000 000	0.2%	R 93 000 000	0.4%
Housing projects current	R 35 888 859	0.6%	R 5 000 000	0.1%	R 4 000 000	0.0%	R 4 000 000	0.1%	R 13 000 000	0.1%
Housing projects proposed	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Marginalised Area 4: Daveyton / Etwatwa	R 74 923 543	1.2%	R 33 774 409	0.5%	R 104 674 762	1.3%	R 82 000 000	1.0%	R 220 449 171	1.0%
MSDF Precincts	R 5 370 000	0.1%	R 2 300 000	0.0%	R 3 439 000	0.0%	R 2 800 000	0.0%	R 8 539 000	0.0%
Remainder of Integration Zone 4	R 79 500 000	1.3%	R 17 000 000	0.2%	R 10 000 000	0.1%	R 9 000 000	0.1%	R 36 000 000	0.2%
<b>INTEGRATION ZONE 5</b>	<b>R 216 887 784</b>	<b>3.4%</b>	<b>R 185 134 000</b>	<b>2.7%</b>	<b>R 188 136 000</b>	<b>2.3%</b>	<b>R 180 436 000</b>	<b>2.3%</b>	<b>R 553 706 000</b>	<b>2.4%</b>
Economic Node: CBD	R 5 872 677	0.1%	R 13 234 000	0.2%	R 15 836 000	0.2%	R 15 836 000	0.2%	R 44 906 000	0.2%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: Urban Hub	R 7 500 000	0.1%	R 43 000 000	0.6%	R 37 000 000	0.4%	R 7 000 000	0.1%	R 87 000 000	0.4%
Housing Precincts	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Housing projects current	R 31 000 000	0.5%	R 26 000 000	0.4%	R 26 000 000	0.3%	R 28 000 000	0.4%	R 80 000 000	0.3%
Housing projects proposed	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Marginalised Area 5: Wattville	R 123 359 483	2.0%	R 54 500 000	0.8%	R 88 100 000	1.1%	R 94 100 000	1.2%	R 236 700 000	1.0%
MSDF Precincts	R -	0.0%	R -	0.0%	R 2 300 000	0.0%	R -	0.0%	R 2 300 000	0.0%
Remainder of Integration Zone 5	R 49 155 624	0.8%	R 48 400 000	0.7%	R 18 900 000	0.2%	R 35 500 000	0.5%	R 102 800 000	0.4%
<b>ECONOMIC NODES (Outside IZs)</b>	<b>R 301 583 329</b>	<b>4.8%</b>	<b>R 560 333 125</b>	<b>8.2%</b>	<b>R 628 491 125</b>	<b>7.6%</b>	<b>R 596 657 313</b>	<b>7.6%</b>	<b>R 1 785 481 563</b>	<b>7.8%</b>
Aerotropolis Core	R 207 271 553	3.3%	R 289 134 000	4.2%	R 302 787 000	3.7%	R 269 336 000	3.4%	R 861 257 000	3.7%
CBD	R 18 369 560	0.3%	R 23 572 000	0.3%	R 37 302 000	0.5%	R 43 802 500	0.6%	R 104 676 500	0.5%
Industrial Area	R 75 942 216	1.2%	R 247 627 125	3.6%	R 288 402 125	3.5%	R 283 518 813	3.6%	R 819 548 063	3.6%
<b>MARGINALISED AREAS (Outside IZs)</b>	<b>R 538 307 208</b>	<b>8.5%</b>	<b>R 371 500 000</b>	<b>5.4%</b>	<b>R 320 800 000</b>	<b>3.9%</b>	<b>R 344 223 644</b>	<b>4.4%</b>	<b>R 1 036 523 644</b>	<b>4.5%</b>
<b>INFORMAL SETTLEMENTS (Outside IZs)</b>	<b>R 239 962 641</b>	<b>3.8%</b>	<b>R 265 750 000</b>	<b>3.9%</b>	<b>R 276 000 000</b>	<b>3.3%</b>	<b>R 406 000 000</b>	<b>5.2%</b>	<b>R 947 750 000</b>	<b>4.1%</b>
<b>HOUSING PROJECTS: CURRENT (Outside IZs)</b>	<b>R 185 079 412</b>	<b>2.9%</b>	<b>R 124 897 661</b>	<b>1.8%</b>	<b>R 202 808 798</b>	<b>2.5%</b>	<b>R 155 386 931</b>	<b>2.0%</b>	<b>R 483 093 390</b>	<b>2.1%</b>
<b>HOUSING PROJECTS: PROPOSED (Outside IZs)</b>	<b>R 93 893 898</b>	<b>1.5%</b>	<b>R 166 469 955</b>	<b>2.4%</b>	<b>R 35 840 000</b>	<b>0.4%</b>	<b>R 51 660 000</b>	<b>0.7%</b>	<b>R 253 969 955</b>	<b>1.1%</b>
<b>HOUSING PRECINCTS (Outside IZs)</b>	<b>R 90 750 000</b>	<b>1.4%</b>	<b>R 205 100 000</b>	<b>3.0%</b>	<b>R 665 100 000</b>	<b>8.1%</b>	<b>R 578 100 000</b>	<b>7.4%</b>	<b>R 1 448 300 000</b>	<b>6.3%</b>
<b>MSDF PRECINCTS (Outside IZs)</b>	<b>R 270 681 357</b>	<b>4.3%</b>	<b>R 153 221 000</b>	<b>2.2%</b>	<b>R 208 505 000</b>	<b>2.5%</b>	<b>R 193 000 000</b>	<b>2.5%</b>	<b>R 554 726 000</b>	<b>2.4%</b>
<b>OTHER (Outside IZs)</b>	<b>R 807 251 094</b>	<b>12.8%</b>	<b>R 718 704 169</b>	<b>10.5%</b>	<b>R 568 273 769</b>	<b>6.9%</b>	<b>R 582 383 451</b>	<b>7.4%</b>	<b>R 1 869 361 389</b>	<b>8.1%</b>
<b>UNMAPPED</b>	<b>R 551 067 543</b>	<b>8.7%</b>	<b>R 536 369 000</b>	<b>7.8%</b>	<b>R 451 650 000</b>	<b>5.5%</b>	<b>R 611 000 000</b>	<b>7.8%</b>	<b>R 1 599 019 000</b>	<b>7.0%</b>
<b>TOTAL</b>	<b>R 6 307 378 323</b>	<b>100%</b>	<b>R 6 868 924 206</b>	<b>100%</b>	<b>R 8 253 614 458</b>	<b>100%</b>	<b>R 7 845 497 460</b>	<b>100%</b>	<b>R 22 968 036 124</b>	<b>100%</b>

### **D3. INSTITUTIONAL ARRANGEMENTS**

#### **Leadership, Governance, Planning and Strategy Led Budgeting**

##### **The Capital Prioritisation Model as a key component of the Capital Investment Framework**

The Capital Prioritisation Model (CPM) is an instrument utilised in the implementation of the CIF in alignment with the annual budget process set out by the CoE Finance Department in order to strategically prioritise the CoE multi-year capital budget. The CPM as illustrated in the below figure D3.1 strives to align and incorporate the Capital, project management, IDP ward needs, Mayoral priorities, spatial priorities and the SDBIP into the capital budget project prioritization process. The CPM as part of the prioritization process incorporates the geographic priority areas that inform the BEPP integration zones in providing for a spatial rationalization of the budget. The CPM therefore, establishes a set process for implementation as aligned to the budget and IDP process, and provides guidance to departments on the capital project prioritization process and requirements. The key outcome of the CPM is to prioritize the CoE's capital infrastructure projects in alignment with the city's spatial and strategic objectives and priorities.

The CPM process has been revised to more cohesively include the IDP ward priority process and incorporate new functionality to the prioritization of the capital budget as provided through the CP3 automated system.

The CPM fulfils the following important functions as part of the Capital Programme Management process:

- \* Facilitates and guides the prioritisation of the multi-year capital budget;
- \* Establishes a uniform process to be followed during the budget process in the allocation and prioritisation of the budget both strategically and spatially;
- \* Guides the budget allocation split;
- \* Requires collective action and collaboration between essential departments with an identified strategic involvement in the budget process (i.e. Finance, Strategy and Corporate Planning (IDP), EPMO, Human Settlements, Economic Development, Environment, Real Estate and City Planning);
- \* Promotes alignment of departmental functions, strategic policies and sector plans;
- \* Outlines actions to be pursued during the capital budget prioritisation process;
- \* Makes provision for monitoring and evaluation to assess the impact of the CIF on the multi-year capital after allocation of the budget; and
- \* Makes allowance for a transparent and accountable budget process.

The implementation of the CIF as per the Capital Prioritisation Model is best understood as following a process of test, guide and align with respect to gradually changing the CoE departments' approach to the budgeting process by taking cognisance of the CIF priority areas and budgeting process through

the CPM. The phasing in of the CIF needs to ultimately promote increased alignment of departmental capital projects with impactful investment into the spatial priority areas of the CoE that not only addresses service delivery backlogs, but also drives economic growth, job creation and facilitates upgrading and renewal of exiting capital assets.

The phasing of the Capital Prioritization model is summarized below:

**1. Allocation of the budget into project categories:**

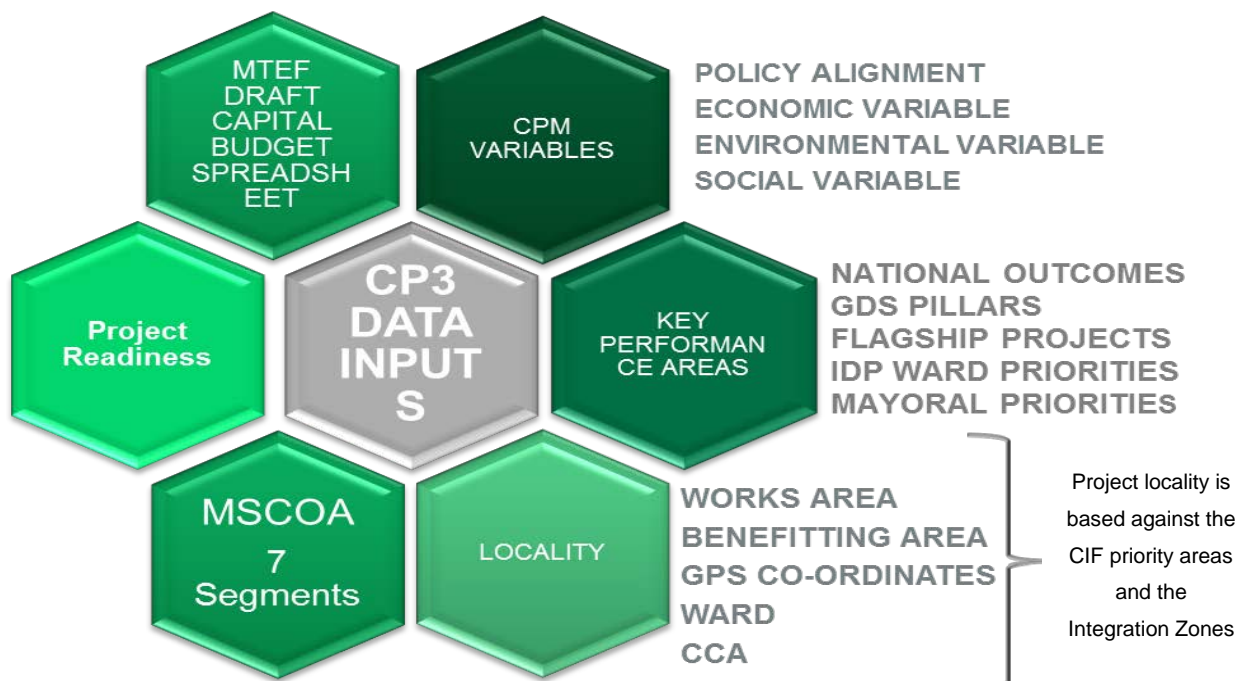
- a. Urban Restructuring-Social and physical infrastructure geared towards eradicating historical backlogs.
- b. Upgrading and Renewal - Upgrading refers to the extension of existing bulk capacity, whilst renewal refers to the maintaining of existing bulk infrastructure.
- c. Economic Development - projects that are focussed towards extending bulk infrastructure for the purpose of stimulating growth, and are therefore purely income generating projects.

**2. Allocation of the budget percentage split per the project categories:**

- a. Urban Restructuring – 30%
- b. Upgrading and Renewal – 40% (National Treasury requirement)
- c. Economic Development – 30%

**3. Data Capturing Process**

Figure D3.1: The CP3 Process



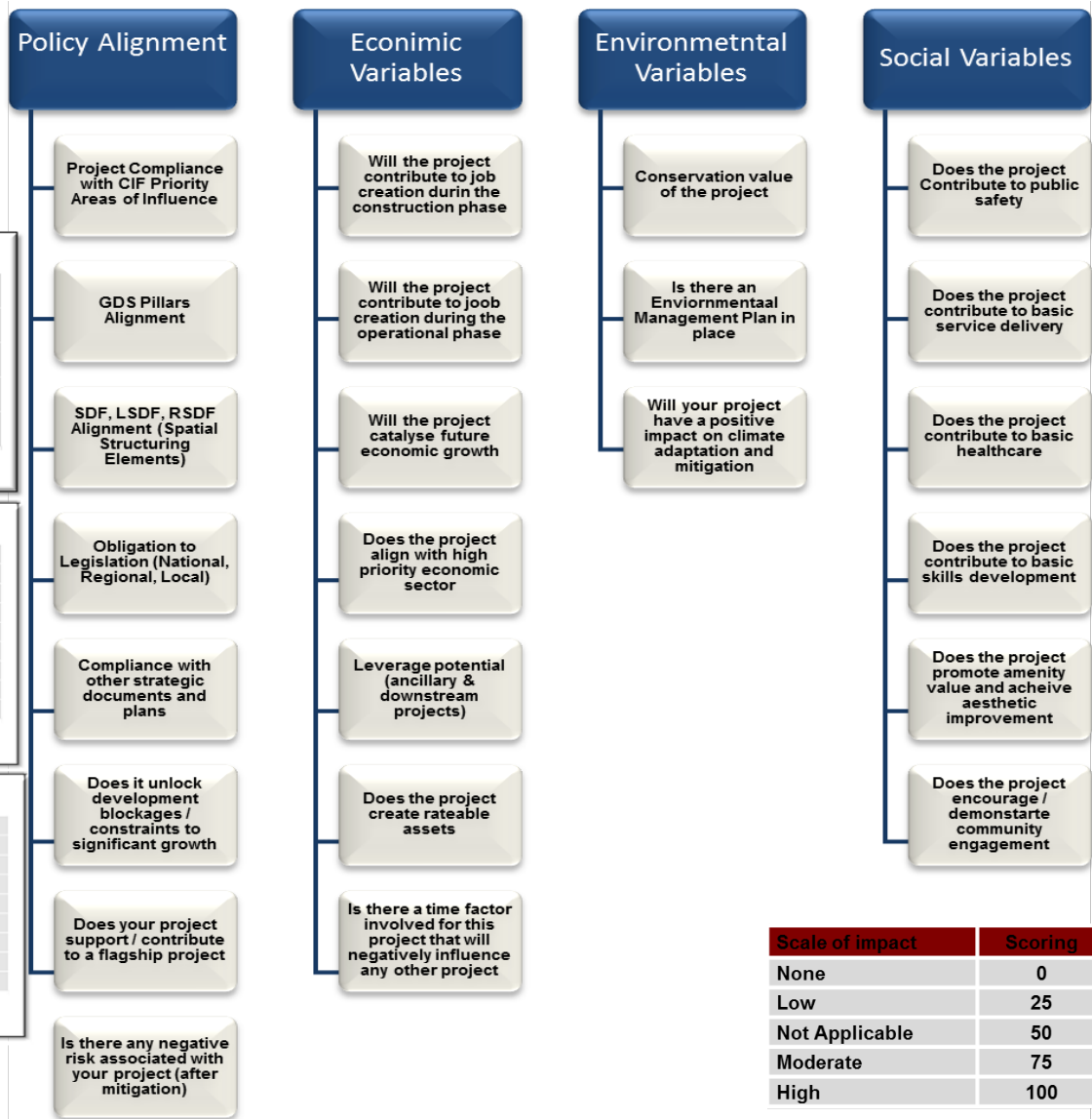
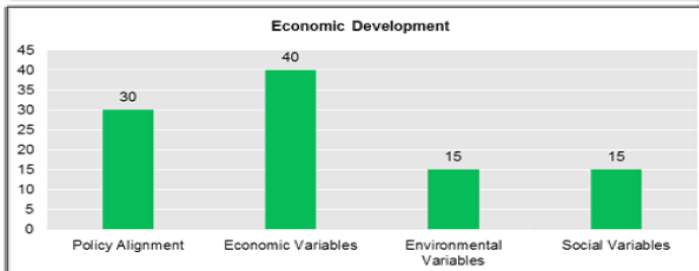
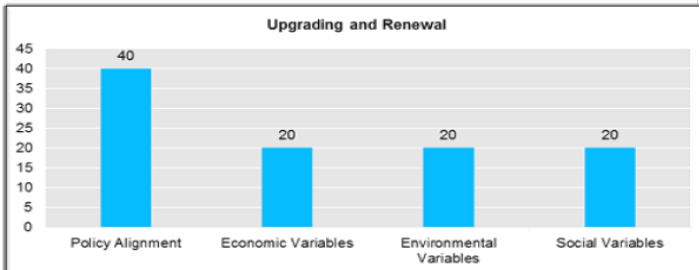
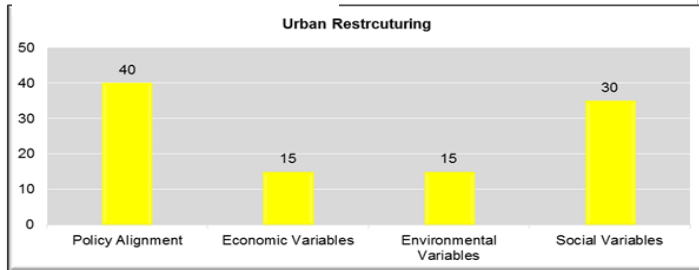
**4. Allocation of projects in terms of the geographic priority areas and the project categories.**

Draft capital budget submission assessed in terms of project locality in relation to the priority areas and nature of the project. Preliminary assessment of the draft capital budget includes identification of the budget allocation as per the priority areas and the project categories.

**5. Budget prioritization –project weighting (based on departmental input to the CPM variables**

**Diagram D3.1: Project Prioritization Weighting Methodology**

**Project Categories:**



Scale of impact	Scoring
None	0
Low	25
Not Applicable	50
Moderate	75
High	100



**Project weighting (Diagram D3.1):**

- a. Projects are weighted as per the allocated project category
- b. Project ranking determined against the criteria as per the variable sectors:
  - i. Policy alignment
  - ii. Economic
  - iii. Environmental
  - iv. Social
- c. Project criteria is weighted against a scale of impact based on a none to high scoring based on the nature of the project as based against the variable criteria.
- d. Highest ranking projects as per project category are deemed most strategically located and aligned across the CoE's strategic objectives.

**6. Screen submitted departmental projects through the Budget evaluation committee:**

- Weighting (includes spatial alignment to geographic priority areas);
- IDP alignment;
- SDBIP; and
- Project Management (project readiness).

**7. One on one engagement with departments**

Departments are afforded the opportunity to provide clarity on draft budget submissions during the budget evaluation process.

**8. Budget fit and approval**

	<b>Commitment Status</b>	<b>Score</b>	<b>Total as Cap</b>
CIF Portfolio Category Urban Restructuring ( <i>Historical Backlogs</i> ) Upgrading and Renewal ( <i>Bulk maintenance and capacity</i> ) Economic Development ( <i>Revenue generation</i> )	2016/17 CIF Classification	Highest score based on the EMMs strategic objectives	Total budget as Cap

The budget fit takes into account the budget cap per financial year and determines a list of prioritized projects based on weighting, and fitted according to the capping amount determined per financial year.

**9. Monitoring expenditure**

Capital projects are monitored as follows:

- Expenditure in relation to spatial locality (Finance and City Planning);
- and project status and progress (EPMO).

Diagram D3.2: Phasing of the Prioritization Model:

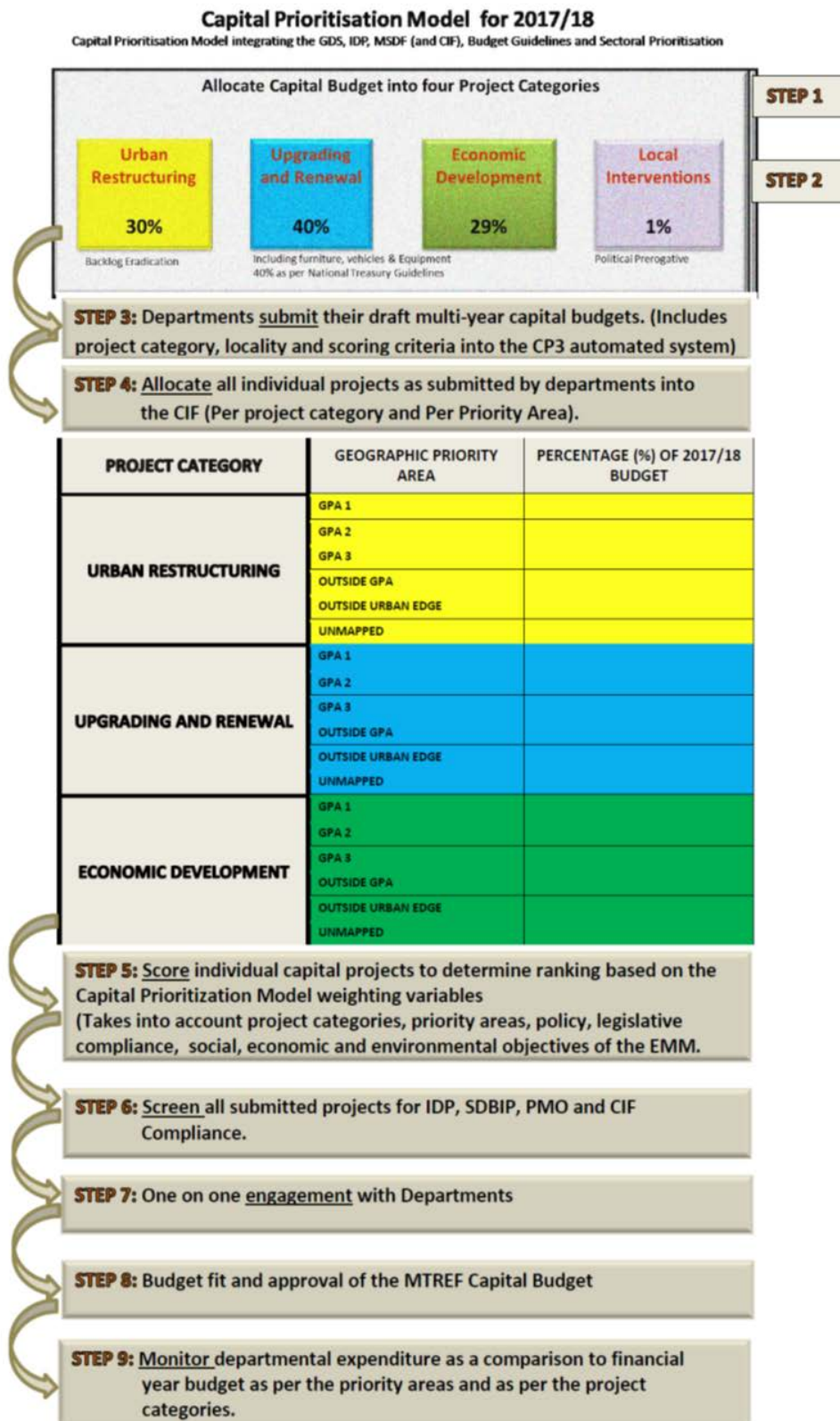
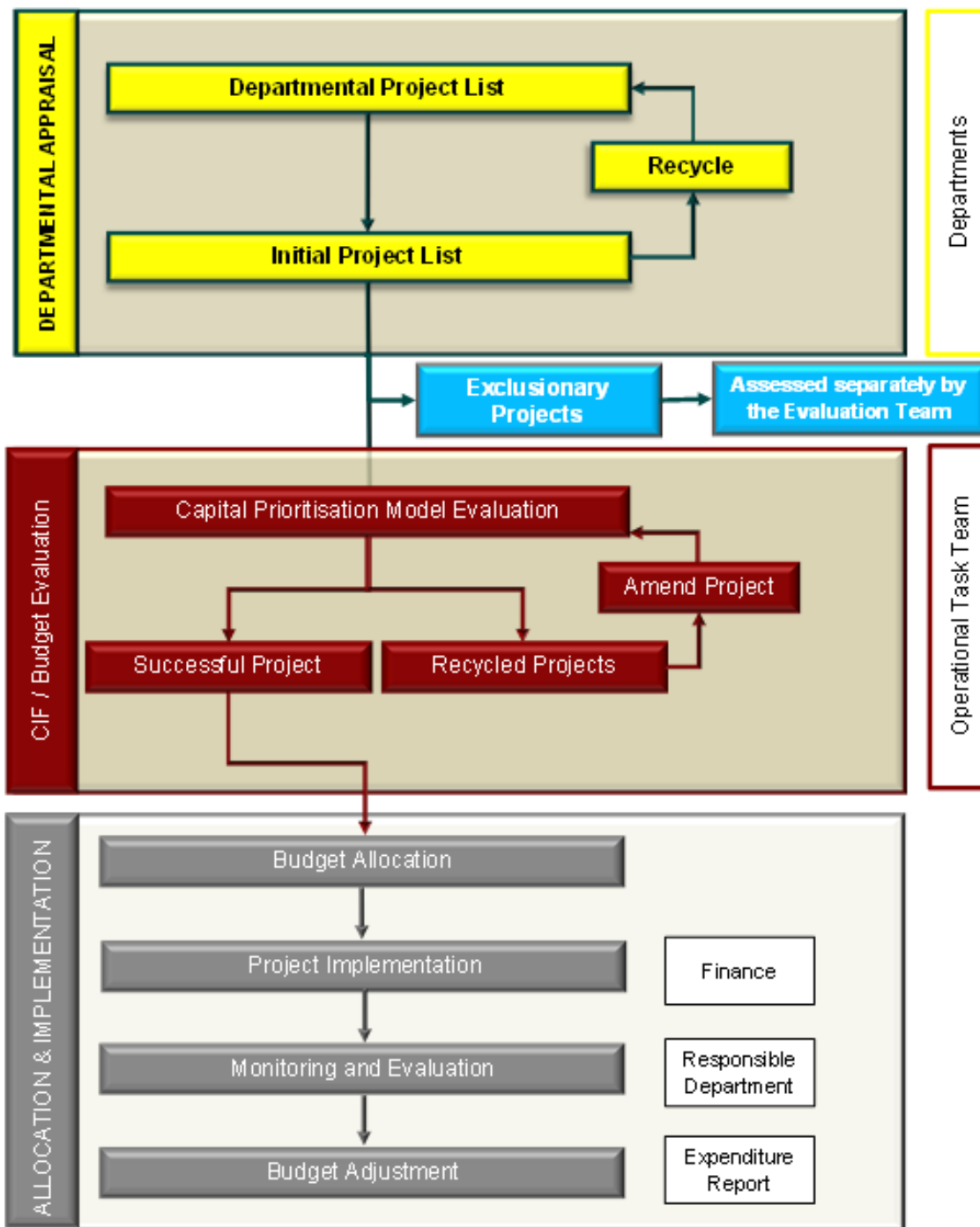


Diagram D3.3: The Three Tier Prioritisation Process



This stage of the model is concerned with the project evaluation within each of the department. The departments within the CoE develop an initial project list of a number of projects important to that department in terms of reaching their objectives and needs.

The individual departments rationalise, plan and prioritise the draft departmental capital budget projects (and that this should be done in cognisance of the CPM weighting criteria)

Each department determines its own unique criteria and weighs those criteria based on values, strategic direction, departmental goals and objectives, available resources, IDP wards needs analysis etc. Projects are then evaluated internally and an initial list of prioritised projects for each department is determined for placement onto the draft capital budget.

A second phase of project testing is then required (Tier 2). The need for the second phase evaluation process stems from the fact that certain departments do not have their own internal comprehensive prioritisation process.

Therefore an overarching prioritisation model is required, as this will assist with the effective prioritisation of capital projects as part of the budget evaluation process. Projects forming part of the initial project list within a department is then provided to the Special Projects Unit, in order to determine the priority of each of these projects in order to assist the EMM in the budget planning process and allocation.

### Impact of the CIF on the MTREF Capital Budget

The impact analysis strives to assess the impact that the CIF implementation had on the MTREF capital budget in terms of percentage of budget allocated to the priority areas for spatial targeting of investment and the percentage of budget allocated to the project categories.

**Figure D3.2: Percentage of MTREF Budget Allocation per the CIF Priority Areas**

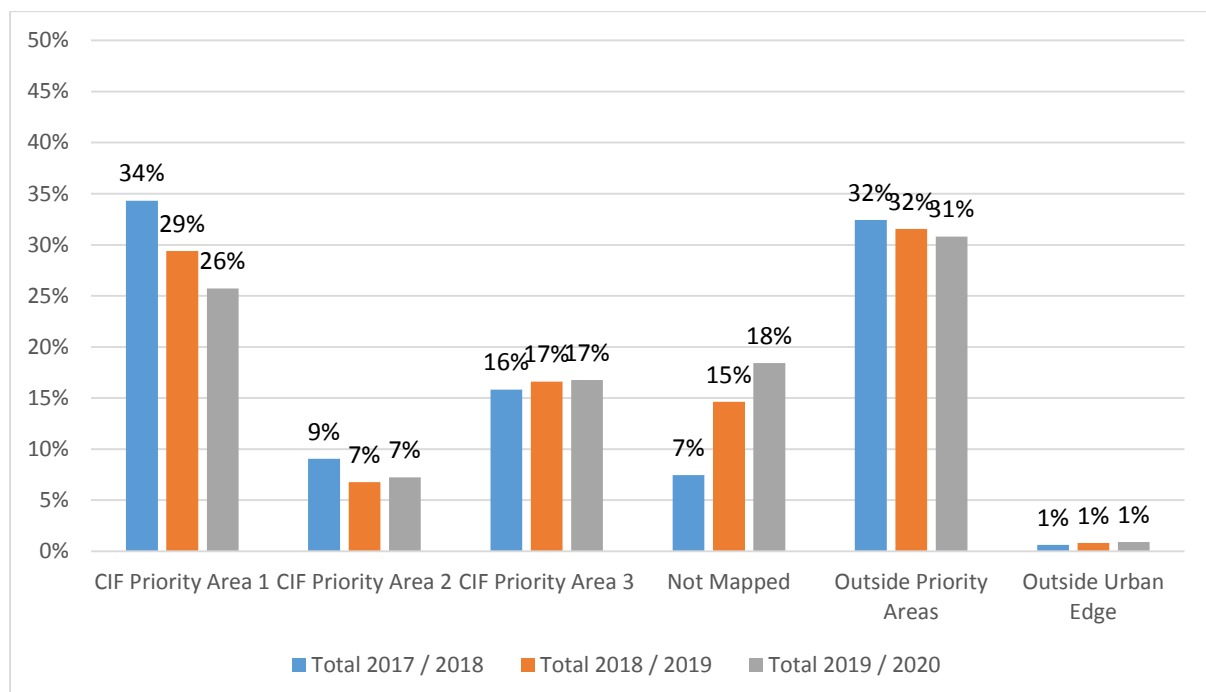
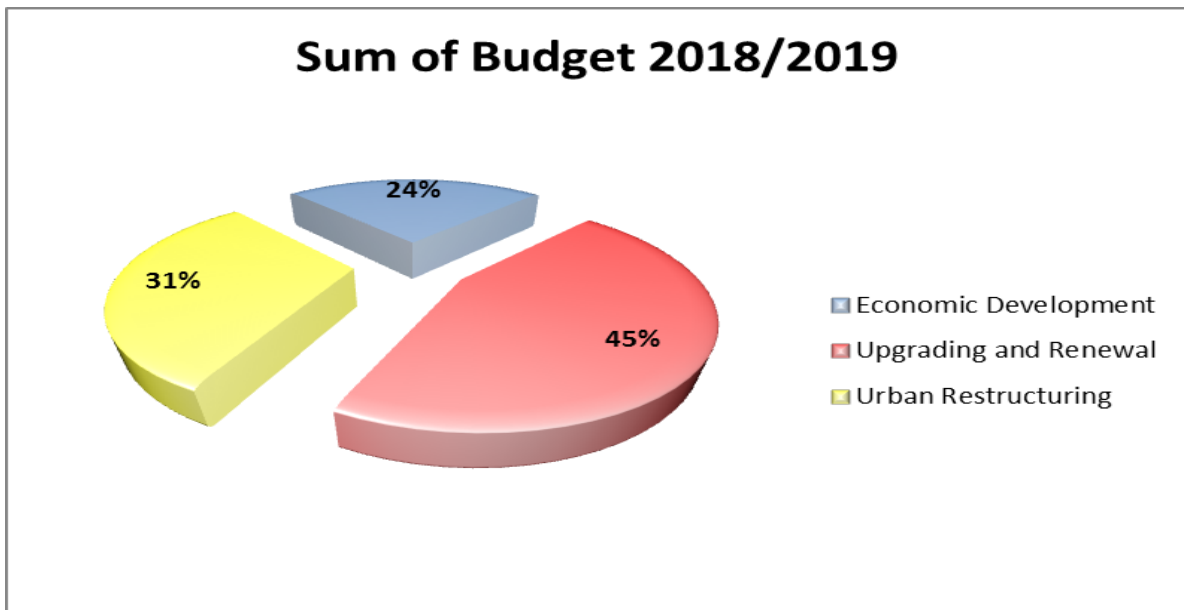
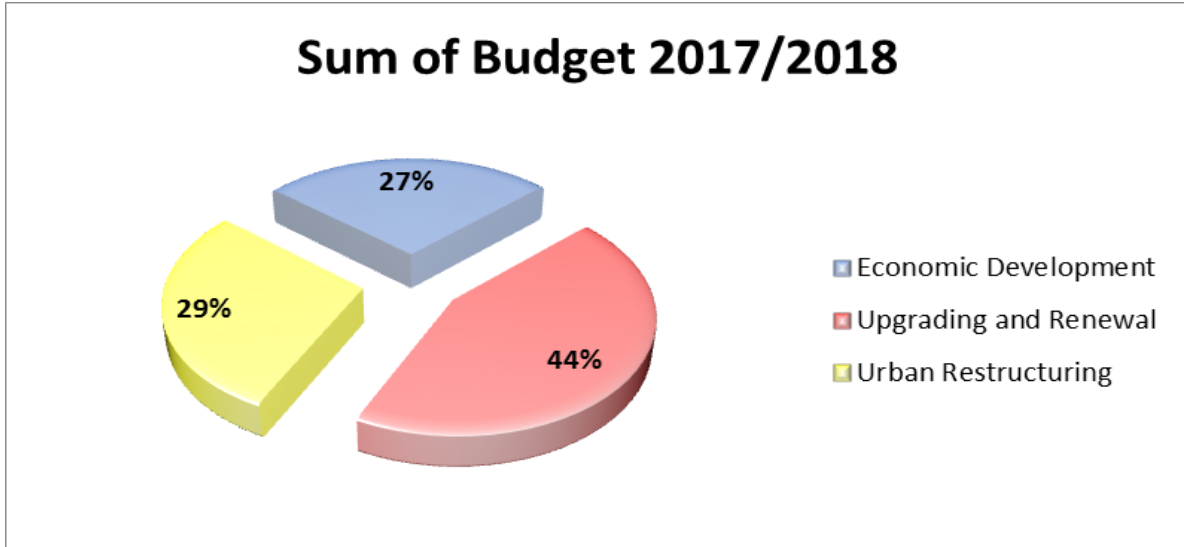
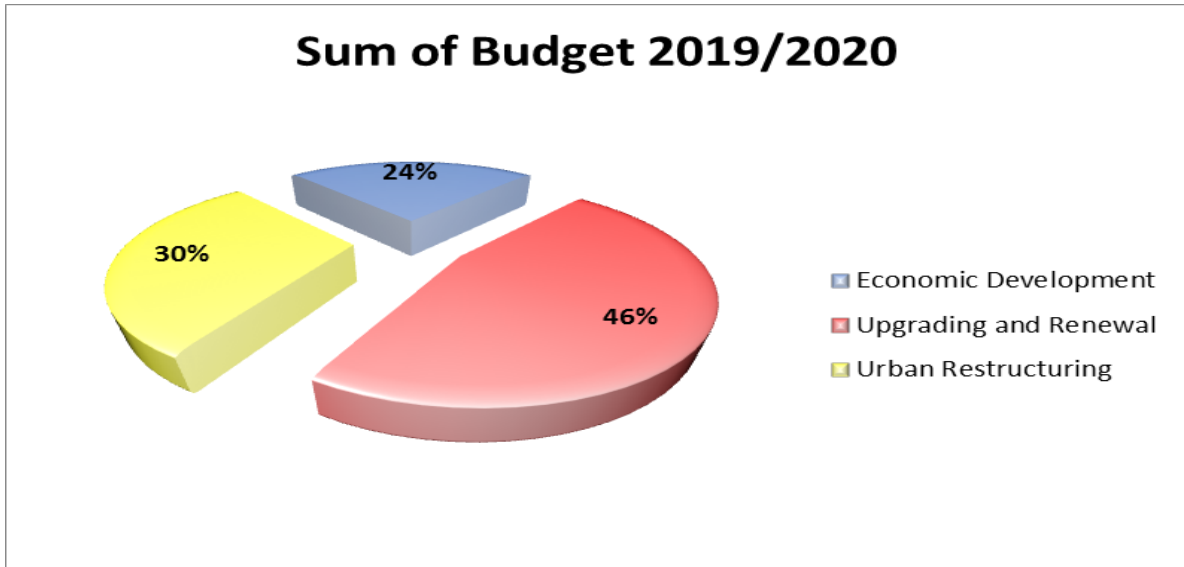
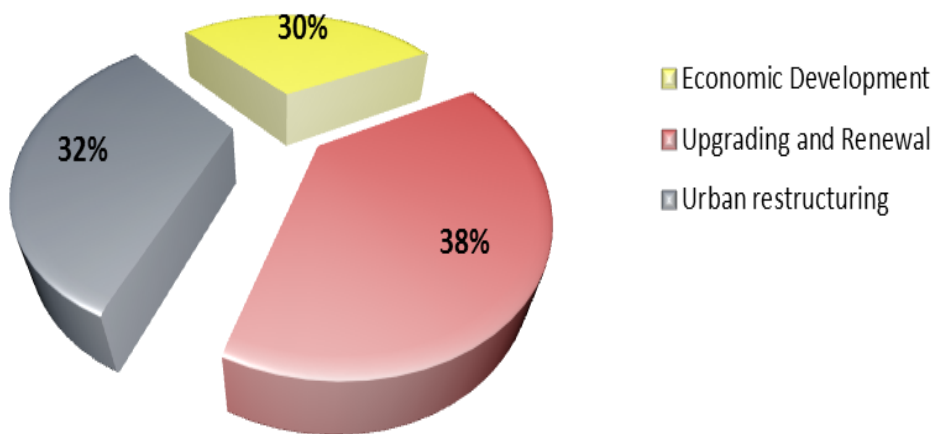


Diagram D3.4: Percentage of MTREF Budget Allocation per the Project Categories





### Sum of Budget 2020/2021



#### Capital Budgeting Process

Projects selected for implementation are budgeted as accurately as possible for inclusion in the Capital Budget. The Finance Department is responsible to verify the Budget against the funds available. Budget meetings subsequently follow to facilitate the necessary adjustments and to finalise the Capital Budget. This process is explained in more detail further on. **Please refer to annexure 4 of 2017/18 CoE BEPP for further details on CIF.**

Figure D3.3: Revised Capital Prioritization Model Process Proposed for the 2018/19 financial year



## Analysis and Refinement of the Capital Budget and CIF Process

The purpose of the analysis is to assess the outcome of the CIF evaluation process in identifying achievements in the alignment of the multi-year capital budget with the CIF project categories derived from the Capital Prioritisation Model and the geographic priority areas (GPAs) that give directive to the spatial strategy of the CoE. The analysis therefore outlines the impact of the CIF on the multi-year budget based on the outcomes results, which in turn highlights constraints, weaknesses and successes as compared to meeting determined targets set out in the CIF.

**Testing of the scoring system on the multi-year budget**



In determining to what degree targets set out in the CIF have been met for the multi-year budget the analysis is geared towards answering the following questions as related to benchmarking the impact of the CIF with respect to the multi-year capital budget:

- i. The budget percentage split between the CIF project categories compared to the previous year's budget;
- ii. The budget percentage split between the CIF geographic priority area categories for the current Budget;
- iii. The budget percentage split between the CIF geographic priority areas as calculated per project category;
- iv. Performance of the CPM prioritisation weighting system based on:
  - a. Which departmental projects on the draft multi-year budget placed in the top 20 of the prioritisation as compared to the 20 lowest scoring projects (comparison made per scoring scenario);
  - b. The number of capital projects that did not score highly within the projects allocated project category;
  - c. The level of information provided by departments as part of the scoring criteria.

The analysis yields very important information which assists in future refinement and improvement of the Capital Budget and CIF process

#### **Financial and Projection Modelling Work Conducted on the CPM Project Category Percentage Split**

##### **Modelling work on the impact of the budget allocation split**

Consultants Demacon Market Studies have conducted financial and projection modelling studies against the CIF and CPM with the objective of providing economic and backlog projections to feed into strengthening the direction and determination of targets for the CIF to feed into the budget of the EMM.

The purpose of the modelling for the CPM is to illustrate the modelling scenarios with respect to Backlog Eradication and Economic Growth within the CoE, so as to identify the optimum budget split between the Capital Investment Framework categories (i.e. economic development, urban restructuring and upgrading and renewal).

Three modules have been identified to serve as input in determining the ideal economic growth scenario for the CoE, namely:

- 1) Economic growth module;
- 2) Population growth module; and
- 3) Labour absorption / employment module.

## SECTION E

### E1. EMM LAND BANKING AND LAND RELEASE STRATEGY

The CoE owns approximately 51,000 properties covering an area of 20,000 hectares, with an estimated market value of R13 Billion. Following is a summary of the CoE Land Banking and Land Release Strategies:

#### E1.1 LAND BANKING STRATEGY

Land banking is the process or policy by which local governments acquire properties and convert them to productive use or hold them for long term strategic public purposes. By turning vacant properties into community assets such as affordable housing, land banking fosters greater metropolitan prosperity and strengthens broader national economic well-being successful land banking is able to ensure (i) Efficiency in allocating land and (ii) equity in distribution of land.

Land banking is underpinned by the belief that if government has access to a valuable pool of land, they will be a responsible custodian of this resource and allocate it more equitably than if left to the market. The Land banking strategy / program comprises of the following stages:

##### \* **Stage1: Strategic Property Planning**

The strategic property planning exercise provides an outline of the City's long term property needs to fulfil its service delivery mandate. It entails the alignment of the City's property portfolio with its service delivery objectives and proactively identifying key land / properties with current and future growth nodes in line with its Growth and Development Strategy (GDS 2055). The strategic property planning entails:

##### \* **Stage 2: Land Acquisition**

After all the strategic property planning has been done, the next stage is Land Acquisition. The land acquisition process for land banking is critical. An acquisition plan will be compiled per Department detailing additional land needs that are required for service delivery objectives, the acquisition plan will consist of a summary of proposed acquisitions, as informed by land requirements. Before a final decision is done of whether or not to acquire, a prioritization process is made where the need is gauged against budget and time. Prioritised land parcels shall go to council for approval.

##### \* **Stage 3: Land Management**

The management of land will be management in line with the requirements of the respective department. In order mitigate holding costs; the following options will be explored: (a) Leaseback, (b) Normal Leasing and (c) Holding.

## **E1.2 PROPOSED CoE LAND RELEASE STRATEGY**

In terms of the supply and release of land the following factors such as forecast population changes, household changes, demand for land and the capacity to cost effectively deliver key infrastructure and services should be taken into account by the CoE.

Focused and well planned Land Release Programs can enable the CoE to deliver on economic and social strategies through targeted spatial transformation. It also contributes to financial and environmental objectives by seeking to:

- \* facilitate the provision of affordable housing choices
- \* meet the demand for land in the Integration Zones;
- \* establish an appropriate inventory of serviced land;
- \* enable the operation of a competitive land development and construction market; and
- \* achieve satisfactory returns from the sale of unleased land.

There are various methods of **land release** that the Council can utilise to release its land for development and development proposals. These include:

- \* Outright disposal through a competitive bidding process
- \* Lease (whether long term, medium and short term, ranging from 3 years to 99 years. For example Parks, Public Open Spaces, recreation properties, lakes and dams would fit in this method).
- \* Public-private-partnerships (including formations like BOT and partnerships with other spheres of government and entities)
- \* Unsolicited bids in line with the MFMA and supply chain process where necessary
- \* Any other arrangements in compliance with any other statutory provision.

## **E2. PROCUREMENT APPROACH**

### **COMPLIANCE**

The CoE has a Supply Chain Department in line with the internal Supply Chain Management Policy and requirements of the MFMA. The head of the unit is a general manager, who reports to the Chief Financial Officer.

### **DELEGATED AUTHORITY**

Section 79 and 106 of the MFMA empower the Accounting Officer of CoE to delegate decision-making powers to officials. The following applies to the acquisition of goods and services and the disposal and letting of assets:

- All delegations must be in writing;
- No supply chain management duties or powers may be delegated or sub-delegated to a person who is not an official of the Municipality or to a committee which is not exclusively composed of officials of the Municipality.

## **SCM PROCEDURE**

The calling for tenders to secure supplies of goods and services is an integral part of supply chain management, as legislation compels public institutions to procure goods and services through this process. A thorough knowledge of the different phases of the tendering process and the accompanying procedures is therefore necessary to ensure that public officials procure goods and services timeously and according to their requirements.

In line with the MFMA, the Accounting Officer has approved the Bid Committees. The city ensures that the tender process is fair, transparent and equitable and cost effective to all parties. More specifically it will:

- ✦ Clearly separate its role as a purchaser from that of a provider of services;
- ✦ Produce tender documents, which clearly specify CoE's required services to allow bidders to bid for and price their work accurately;
- ✦ Package work put to tender in a manner which encourages competition and the best outcome for residents and ratepayers;
- ✦ Actively discourage improper tendering practices such as collusion, misrepresentation, and disclosure of confidential information;
- ✦ Require any conflict to interest to be disclosed immediately.

### **Procurement: Capital Projects including Catalytic Projects**

The city's Supply Chain Department is based in Benoni and maintains a comprehensive Multi-Year Demand Plan linked to the Capital Budget. Each item in the Demand Plan has its own Demand Plan reference number which is in turn linked to a Vote number, corresponding to the same vote number emanating from the CIF process. The Demand Plan also indicates the applicable department and gives a description of the project to be out on tender / items to be procured, as well as the current procurement progress status. A monthly Supply Chain Management forecasted Procurement Plan is also compiled, giving details of the various projects to be put out on tender and items to be procured, estimated deadlines for submission of relevant documents to the BSC, advertising of tenders, dates of planned

Bid Evaluation Committee and Bid Specification Committee meetings, and details of any challenges and other relevant information.

The Demand Plan is summarised and stratified in various ways in order to provide insights from different perspectives. It can be summarised per Department, giving the total value of projects to be procured and being procured for each Department and the exact number of projects already secured and those to be procured. Infrastructure related departments such as Roads and Stormwater, Transport, Energy, Water and Sanitation and Human Settlements typically constitute the highest value of required procurement due to the long-term nature, complexity and capital nature of the projects applicable to these departments. The Demand Plan is also classified into various categories depending on the nature of the items to be procured, such as civils, buildings real estate, energy, professional services, vehicles and specialised equipment, information technology, facilities management and other.

The SCM Department Produces a monthly progress report which is presented to the CFO and at Finance Committee meetings in order to ensure active monitoring and taking of corrective action where necessary on aspects such as deviations between targeted and actual procurements deadlines, over-expenditure compared to tendered / quoted prices etc. Included in the above Demand Plan and procurement forecasts are projects linked to the BEPP. It can also be seen that the Tender Initiation Unit within the SCM Department plays a very important role, because until the procurement process is begun here for a project, nothing else in the complex process of project procurement can start, which can lead to various challenges such as project delays and underspending.

### **Tender Evaluation**

Once the budget has been approved, projects are put out to tender, aligned to the timeframes required for timeous commencement of each project. Procedures and guidelines are followed as set out in the Metro's Supply Chain Management Policy and requirements of the MFMA. Bid Evaluation Committee members evaluate the tenders after members of the Supply Chain Department have verified the validity of the tender submissions received from bidders. A bid evaluation report is then prepared, including a recommendation for the preferred bidder for each tender based on points scored for quality and price (phase 1) and preference points (phase2).

The Bid Evaluation Committee strives to achieve the following key objectives:

- Evaluation of tenders in an ethical, objective manner;
- Declaring conflicts of interest that may exist;
- Quality in service delivery;
- The awarding of work in a fair, equitable, transparent and professional manner;
- The accommodation of emerging service providers.

The bid evaluation report is forwarded to the Bid Adjudication Committee. If satisfied, the recommendations are sent for executive approval in terms of the delegations of authority.

### **Implementation of Projects**

During the implementation of projects the EPMO Department is responsible for project management and quality control through the Stage Gate Model and the Project Online System. All applicable stakeholders are involved by means of technical meetings, project steering committee meetings and monthly site meetings (where relevant). Progress reports, including expenditure, challenges, job creation etc. are submitted on a monthly basis. Some of the key objectives during project implementation are:

- ✳ To complete the projects within the required timeframe's;
- ✳ To complete the projects not exceeding the budgeted amounts;
- ✳ To complete the projects to the standards required; and
- ✳ To apply labour intensive construction methods as far as possible.

The Capital Prioritisation Model (CPM), a major component of the Capital Investment Framework (CIF), forms the core of the CoE's Capital Programme Management process. The Capital Prioritisation Model is structured on, and incorporates, the following factors:

- ✳ Alignment to the budget and IDP process;
- ✳ EPMO Stage gate process – project readiness;
- ✳ Incorporation of essential strategic departmental functions related to municipal planning and project management;
- ✳ National Treasury requirements; and

Best practices identified through engagements with neighbouring metropolitan municipalities.

### **PROCUREMENT PLAN**

The following schedule provides a summary of a sample of some of the city's major capital projects, together with the procurement status of the project and other applicable information.

**Table E2.1: CoE Major Capital Projects and Procurement**

Department	Project	Feasibility study	EIA	Township establishment	Rezoning	Site development plan	Land acquisition	Geotechnical Study	Project Stage / Details	Funding Source 2017/2018	2017/18 Capital Budget after Adjustments	Capital Budget 2018/2019	Capital Budget 2019/2020	Capital Budget 2020/2021	MTREF TOTAL
Council General	Land Banking & Property Acquisition (For Human Settlements)(Corporate)	Completed	Completed	Completed	Not applicable	Completed	10 - 12 months	Not applicable	In the process of acquiring land from private owners	USDG	R 200 000 000	R 300 000 000	R 350 000 000	R 350 000 000	R 1 000 000 000
Council General	Land Banking & Property Acquisition (Corporate)	Completed	Completed	Completed	Not applicable	Completed	8 - 10 months	Not applicable	Implementation in progress	External Loans	R 65 500 000	R 60 000 000	R 68 000 000	R 68 000 000	R 196 000 000
Council General	Riverfields Mixed-Used Development (IZ1 & Aerotropolis)	8 - 10 months	Completed	Completed	Completed	Completed	Completed	Completed	Site works in progress	External Loans	R 17 000 000	R 110 459 625	R 127 459 625	R 127 459 625	R 365 378 875
Council General	Airport Precinct (IZ1 & Aerotropolis)	Completed	Completed	Completed	Completed	Completed	Completed	Not applicable	Project is operational but requires upgrade of	External Loans	R 10 000 000	R 24 000 000	R 76 000 000	R 100 000 000	R 200 000 000
Council General	M & T Mixed Use Development	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Bulk infrastructure required for the project to progress	External Loans	R 30 742 416	R 62 667 500	R 62 667 500	R 49 384 188	R 174 719 188
Council General	Glen Gory: Provision for bulk infrastructure	Completed	Completed	Completed	Completed	10 - 12 months	Completed	Completed	Design Stage		R 0	R 0	R 0	R 73 854 264	R 73 854 264
Council General	Greenreef Project	Completed	Completed	Completed	Not applicable	Not applicable	Not applicable	Not applicable	Project ready for implementation after appointment	External Loans	R 45 000 000	R 53 957 400	R 0	R 0	R 53 957 400
Disaster & Emergency Management	Const Fire Station Olifantsfontein (Boksburg)	Completed	Completed	Not applicable	Completed	Completed	Completed	Completed	Site works in progress	External Loans	R 4 000 000	R 20 000 000	R 26 000 000	R 0	R 46 000 000
Economic Development	Springs Fresh Produce Market Expansion Project								Preparation of the land, professional services and design	External Loans	R 30 000 000	R 30 000 000	R 50 000 000	R 25 000 000	R 105 000 000
Economic Development	Automotive City-Katlehong, Tembisa and Tsakane	2 - 4 months	6 - 8 months	Not applicable	2 - 4 months	2 - 4 months	Completed	2 - 4 months	Construction expected to commence before	External Loans	R 10 000 000	R 20 000 000	R 20 000 000	R 40 000 000	R 80 000 000
Economic Development	Ekurhuleni SMME Innovation Hub	2 - 4 months	2 - 4 months	Completed	Completed	2 - 4 months	Completed	2 - 4 months	Feasibility studies in progress	External Loans	R 10 000 000	R 10 000 000	R 20 000 000	R 40 000 000	R 70 000 000
Economic Development	Labore & Withoek Industrial park (Tsakane)	Completed	Not applicable	Not applicable	Not applicable	> 12 months	Not applicable	Completed	In procurement stage for designs and construction of	External Loans	R 10 000 000	R 15 000 000	R 20 000 000	R 14 503 356	R 49 503 356
Energy	Electrification of Informal Settlements (Reblocking Areas)(Corporate)	Not applicable	Not applicable	Completed	Completed	Completed	Completed	Completed	The project is in the implementation phase	USDG	R 224 312 641	R 260 000 000	R 270 000 000	R 400 000 000	R 930 000 000
Energy	INEP Electrification of Subsidized Housing (MOU with DOE)(Corporate)	Not applicable	Not applicable	Completed	Completed	Completed	Completed	Completed	The project is in the implementation phase	INEP	R 40 000 000	R 45 000 000	R 45 451 000	R 0	R 90 451 000
Energy	Implementation of Smart Energy Management System (SEMS)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	The project is in the planning phase		R 0	R 10 000 000	R 20 000 000	R 30 000 000	R 60 000 000



Department	Project	Feasibility study	EIA	Township establishment	Rezoning	Site development plan	Land acquisition	Geotechnical Study	Project Stage / Details	Funding Source 2017/2018	2017/18 Capital Budget after Adjustments	Capital Budget 2018/2019	Capital Budget 2019/2020	Capital Budget 2020/2021	MTREF TOTAL
Human Settlements	Urban Renewal: Wattville Erf 3130 Wattville	Completed	Completed	Completed	Completed	Completed	Not applicable	Completed	Project ready to be implemented	External Loans	R 27 240 000	R 43 740 000	R 65 610 000	R 0	R 109 350 000
Human Settlements	Germiston Urban Renewal - Germiston South Social Housing	Completed	Completed	Completed	Completed	Completed	Completed	Not applicable	Project ready for implementation		R 0	R 4 300 992	R 49 780 000	R 49 780 000	R 103 860 992
Human Settlements	Germiston Urban Renewal - Germiston Public Space Upgrade(Germiston)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project ready for implementation	ICDG	R 48 646 000	R 48 221 000	R 50 921 000	R 0	R 99 142 000
Human Settlements	Alliance Extension 1 (Daveyton)	Completed	Completed	Completed	Not applicable	2 - 4 months	Completed	Completed	Implementation in progress	USDG	R 77 259 000	R 83 854 955	R 0	R 0	R 83 854 955
Human Settlements	Palm Ridge Ext 9 (Phase 5 & 6)	Completed	Completed	Completed	Not applicable	8 - 10 months	Not applicable	Completed	Project not proposed for implementation in		R 0	R 0	R 33 165 300	R 49 747 950	R 82 913 250
Human Settlements	Portion 62 Airport Park Ext.2	Completed	10 - 12 months	> 12 months	6 - 8 months	4 - 6 months	Completed	4 - 6 months	Project at Planning Stage. Implementation		R 0	R 31 442 927	R 36 544 390	R 0	R 67 987 317
Human Settlements	Nguni Hostel (Vosloorus)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project ready for implementation to commence		R 0	R 13 500 000	R 27 000 000	R 27 000 000	R 67 500 000
Human Settlements	Balmoral Extension 4 (Boksburg)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Site works in progress	USDG	R 22 624 284	R 0	R 64 050 163	R 0	R 64 050 163
Human Settlements	Urban Renewal: Tembisa Leralla Node (Tembisa 1)	Completed	8 - 10 months	Not applicable	6 - 8 months	4 - 6 months	Not applicable	Completed	Concept and Viability Stage in progress		R 0	R 0	R 53 000 000	R 0	R 53 000 000
Human Settlements	Alliance Extension 9 (Daveyton)	Completed	Completed	Completed	Not applicable	Not applicable	Not applicable	Completed	The project is in the implementation stage, but is	USDG	R 24 943 262	R 13 133 930	R 39 401 767	R 0	R 52 535 697
Human Settlements	Urban Renewal: Watville Erf 3110 Watville	Completed	Not applicable	Completed	Completed	6 - 8 months	Completed	4 - 6 months	PDR's and Detailed designs in progress		R 0	R 0	R 21 870 000	R 21 870 000	R 43 740 000
ICT	ERP Phase 1 (Corporate)	Completed	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Contractor procurement in progress	External Loans	R 300 000 000	R 330 000 000	R 443 000 000	R 150 000 000	R 923 000 000
ICT	Enterprize Architecture/ Business process management including	Completed	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Implementation in progress	Revenue	R 40 000 000	R 45 000 000	R 49 500 000	R 49 500 000	R 144 000 000
ICT	Security for ICT Infrastructure (Corporate)	< 2 months	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Project is in procurement to acquire consulting	Revenue	R 23 500 000	R 27 000 000	R 29 700 000	R 29 700 000	R 86 400 000
ICT	DCS: Broadband Fibre (Corporate)	unassigned	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	unassigned	Implementation in progress	External Loans	R 43 000 000	R 66 650 000	R 0	R 0	R 66 650 000

Department	Project	Feasibility study	EIA	Township establishment	Rezoning	Site development plan	Land acquisition	Geotechnical Study	Project Stage / Details	Funding Source 2017/2018	2017/18 Capital Budget after Adjustments	Capital Budget 2018/2019	Capital Budget 2019/2020	Capital Budget 2020/2021	MTREF TOTAL
Energy	Germiston North Substation	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Completed	The project is in the implementation phase	External Loans	R 50 000 000	R 30 000 000	R 10 000 000	R 10 000 000	R 50 000 000
Energy	Edenpark substation (Alberton)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Completed	The project is in implementation phase	External Loans	R 10 000 000	R 15 000 000	R 10 000 000	R 20 000 000	R 45 000 000
Energy	Phomolong substation (Edenvale)	Not applicable	Not applicable	Not applicable	4 - 6 months	4 - 6 months	Not applicable	Not applicable	Awaiting adjudication	External Loans	R 17 000 000	R 15 000 000	R 20 000 000	R 10 000 000	R 45 000 000
Environmental Resources Management	Rehabilitation of the Boksburg Lake	Completed	6 - 8 months	Not applicable	Not applicable	2 - 4 months	Not applicable	Not applicable	Feasibility studies in progress. In the process of		R 0	R 20 000 000	R 20 000 000	R 15 000 000	R 55 000 000
Environmental Resources Management	Develop/Upgrade Parks TEMBISA (Tembisa 2)	Completed	Completed	Not applicable	Not applicable	Completed	Not applicable	unassigned	Implementation in progress	External Loans	R 600 000	R 18 000 000	R 15 000 000	R 12 000 000	R 45 000 000
Human Settlements	Birchleigh North Ext 4 - Mega Project: Esselen Park - Witfontein (Mega - Tembisa)	Completed	Completed	> 12 months	> 12 months	> 12 months	Completed	Completed	Feasibility studies in progress		R 0	R 146 000 000	R 557 000 000	R 557 000 000	R 1 260 000 000
Human Settlements	Van Dyk Park Mega Project	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation in progress		R 0	R 146 000 000	R 352 000 000	R 352 000 000	R 850 000 000
Human Settlements	Tembisa Ext 25 (Old Mutual Land) Mega Project (Tembisa 2)	Completed	Completed	Completed	Completed	2 - 4 months	Completed	Completed	Designs in progress. The project will be phased, therefore	USDG	R 99 600 000	R 190 000 000	R 207 000 000	R 207 000 000	R 604 000 000
Human Settlements	Leeuwpoot Development (Bulk Infrastructure)(Boksburg)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project ready for implementation	USDG	R 188 586 205	R 208 961 352	R 115 511 717	R 114 735 586	R 439 208 655
Human Settlements	Germiston Ext 47 (Makause)	4 - 6 months	Completed	Completed	Completed	< 2 months	Not applicable	2 - 4 months	Feasibility studies in progress		R 0	R 24 000 000	R 82 084 000	R 80 000 000	R 186 084 000
Human Settlements	Palm Ridge Ext 10 and 12 (Katlehong 2)	Completed	Completed	Completed	Not applicable	2 - 4 months	Completed	Completed	The targeted 771 stands have been serviced and	USDG	R 0	R 79 915 000	R 33 840 000	R 51 660 000	R 165 415 000
Human Settlements	<u>Urban Renewal</u> : Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf	4 - 6 months	Not applicable	Completed	Completed	2 - 4 months	Completed	< 2 months	Feasibility - detailed geotechnical study in progress	External Loans	R 43 560 000	R 76 440 000	R 87 540 000	R 0	R 163 980 000
Human Settlements	Palm Ridge Extension 9 (Katlehong 2)	Completed	Completed	Completed	Not applicable	Completed	Not applicable	Completed	Project is in implementation. Continuation of	USDG	R 21 915 484	R 49 163 731	R 49 163 731	R 59 138 981	R 157 466 443
Human Settlements	<u>Urban Renewal</u> : Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project is ready for implementation to commence	USDG	R 41 560 000	R 56 440 000	R 90 540 000	R 0	R 146 980 000
Human Settlements	<u>Urban Renewal</u> : Wattville Erf 3130 Watville (Benoni)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project ready for implementation	USDG	R 18 300 000	R 64 740 000	R 67 110 000	R 0	R 131 850 000

Department	Project	Feasibility study	EIA	Township establishment	Rezoning	Site development plan	Land acquisition	Geotechnical Study	Project Stage / Details	Funding Source 2017/2018	2017/18 Capital Budget after Adjustments	Capital Budget 2018/2019	Capital Budget 2019/2020	Capital Budget 2020/2021	MTREF TOTAL
ICT	Upgrade of Data Centers and Disaster Recovery centre (Data centre)	Completed	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Implementation in progress	Revenue	R 10 000 000	R 12 000 000	R 13 200 000	R 13 200 000	R 38 400 000
Roads and Stormwater	Construct Daveyton CBD/N12 Interchange (Benoni)	Completed	Completed	2 - 4 months	Not applicable	Not applicable	2 - 4 months	unassigned	Construction in progress	External Loans	R 8 000 000	R 20 000 000	R 40 000 000	R 15 000 000	R 75 000 000
Roads and Stormwater	Kaal Spruit rehabilitation (Tembisa 2)	Completed	Completed	Not applicable	Not applicable	Not applicable	6 - 8 months	Completed	EIA and WULA documents submitted. Awaiting	External Loans	R 5 000 000	R 12 000 000	R 19 000 000	R 20 000 000	R 51 000 000
Transport	IRPTN: Infrastructure and Implementing (PTNG)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation in progress	PTNG	R 296 000 000	R 237 000 000	R 172 000 000	R 270 000 000	R 679 000 000
Transport	IRPTN: ITS (PTNG)	Completed	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	unassigned	Implementation in progress	PTNG	R 15 000 000	R 117 000 000	R 108 000 000	R 200 000 000	R 425 000 000
Transport	IRPTN: Road Infrastructure (PTNG)	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Construction in progress	PTNG	R 169 718 000	R 34 906 000	R 160 650 000	R 180 000 000	R 375 556 000
Transport	IRPTN: Bus Depots	Completed	Completed	Not applicable	Completed	Completed	Completed	Completed	Planning and Designs in progress	PTNG	R 20 000 000	R 110 000 000	R 107 000 000	R 13 000 000	R 230 000 000
Transport	IRPTN: Project designs, Planning and Management	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation in progress	PTNG	R 60 000 000	R 83 000 000	R 73 000 000	R 70 000 000	R 226 000 000
Transport	IRPTN: ITS (PTNG)	Completed	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	unassigned	Automated Fare Collection and APTMS	PTNG	R 20 000 000	R 50 000 000	R 50 000 000	R 50 000 000	R 150 000 000
Transport	Establishment of new MVRA and Transport Offices Kempton Park (Kempton)	4 - 6 months	> 12 months	> 12 months	Not applicable	> 12 months	Not applicable	4 - 6 months	Consultant appointed and started with Stage	External Loans	R 6 000 000	R 40 000 000	R 56 000 000	R 36 000 000	R 132 000 000
Transport	Construction of Intermodal facilities: Upgrading Germiston Station Taxi Rank	< 2 months	< 2 months	< 2 months	< 2 months	< 2 months	Completed	unassigned	Finalisation of Detailed Designs		R 0	R 0	R 0	R 80 000 000	R 80 000 000
Transport	Construction MVRA/DLTC Benoni (Benoni)	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	Completed	Project ready for implementation		R 0	R 2 000 000	R 17 000 000	R 60 000 000	R 79 000 000
Transport	Construction of MVRA/DLTC Kwatsaduza (Tsakane)	4 - 6 months	Not applicable	> 12 months	> 12 months	> 12 months	Not applicable	Completed	Implementation in progress	External Loans	R 6 000 000	R 43 000 000	R 33 000 000	R 0	R 76 000 000

Department	Project	Feasibility study	EIA	Township establishment	Rezoning	Site development plan	Land acquisition	Geotechnical Study	Project Stage / Details	Funding Source 2017/2018	2017/18 Capital Budget after Adjustments	Capital Budget 2018/2019	Capital Budget 2019/2020	Capital Budget 2020/2021	MTREF TOTAL
Water and Sanitation	Pomona: New Eastern O/F sewer Phase 3 (Kempton Park)								Implementation in progress	External Loans	R 2 500 000	R 5 000 000	R 30 000 000	R 65 000 000	R 100 000 000
Water and Sanitation	Clayville North Reservoir and Tower	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	Not applicable	> 12 months	Project is under feasibility	External Loans	R 500 000	R 4 000 000	R 40 000 000	R 40 000 000	R 84 000 000
Water and Sanitation	Tembisa Sewer (Tembisa 1)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	unassigned	Designs being finalised for the proposed upgrades	USDG	R 4 000 000	R 36 500 000	R 40 000 000	R 0	R 76 500 000
Water and Sanitation	Clayville Ext 45 , 50 , 71 - 80 Infrastructure upgrade	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	Project is under feasibility	USDG	R 0	R 0	R 10 000 000	R 60 000 000	R 70 000 000
Water and Sanitation	Construction of a new 30MI Russel Road Reservoir (Germiston)	Completed	Completed	Completed	Completed	Completed	Not applicable	Completed	Project ready for implementation	External Loans	R 1 500 000	R 8 000 000	R 30 000 000	R 30 000 000	R 68 000 000
Water and Sanitation	Replace , upgrade and extent water pipelines & construct new resevoirs &									External Loans	R 18 400 000	R 15 000 000	R 30 000 000	R 20 000 000	R 65 000 000
Water and Sanitation	Germiston Depot	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	2 - 4 months	Project is under feasibility	External Loans	R 2 000 000	R 20 000 000	R 10 000 000	R 25 000 000	R 55 000 000
Water and Sanitation	Chief Albert Luthuli Ext 6	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	Not applicable	Completed	Project is under feasibility	USDG	R 250 000	R 5 000 000	R 20 000 000	R 20 000 000	R 45 000 000
											<b>R 2 457 257 292</b>	<b>R 3 731 494 412</b>	<b>R 4 949 760 193</b>	<b>R 4 516 533 950</b>	<b>R 13 197 788 555</b>

### E3. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

#### E3.1 CAPITAL BUDGET EVALUATION IMPLEMENTATION AND PARTICIPATION PROCESS FOLLOWED FOR THE 2018/19 TO 2020/21 MTREF

Table E 3.1. Summary of Capital Budget Planning Prioritization and Implementation

DATE	PROGRAMME
4 – 13 October 2017	CP3 Training with Departments
13 October 2017	Budget Guidelines letter to Departments
16 – 27 October 2017	Departments capture draft MTREF capital budget, mSCOA and CPM Scoring
3 November 2017	CIF Operational Task Team – Pre budget evaluation
6 – 17 November 2017	Capital Budget – One on one engagements with Departments

The above table provides a summary of the budget process highlighting key actions that relate to the prioritization aspect of the process. This includes CP3 training with departments, distribution on the budget guidelines inclusive of the CIF prioritization data requirements and IDP ward priorities, and the departmental budget evaluation one on one engagements with the CIF Operational Task Team.

#### Departmental Capturing and Training sessions for the CP3 automated system

**Purpose:** The CP3 (Capital Planning and Prioritization Platform) automated system is an electronic system developed for the purpose of planning and prioritizing capital projects against a defined set of scoring variables based on the CoEs strategic developmental objectives. The CP3 system was rolled out for the first time in 2016 in preparation with the annual budget evaluation process. Improved functionality was added to the system based on comments from departments during the 2016 training and capturing on the CP3.

**Objective:** Departments were required to obtain training on the CP3 system and actively capture the following information per departmental Project:

- \* MTREF Capital Budget and adjustment budget requests (note: Departments where requested to capture financials for the first time into the CP3 automated system to allow for ease of capturing, prevent duplication of efforts by departmental project managers, reducing time constraints posed by the import of information on excel to the system and centralization of data for ease of reporting. It should also be noted that the CP3's core functionality is for budget planning and prioritization and is therefore not intended in the long run to perform the functions of a financial system, but rather for CP3 to integrate with the CoE Financial system when implemented).

- \* MSCOA Segments
- \* Projects works and affected area
- \* National Outcomes
- \* IUDF alignment (COGTA)
- \* Ekurhuleni Strategic Objectives (GDS alignment, IDP Programmes, Mayoral Priorities and Ward Priorities)
- \* Project Readiness (CIDMS and Stage Gate)
- \* CPM scoring variable data

The variables are, Social, Economic, Environmental and Policy and legislative.

**Table E3.2: CP3 Training Schedule with CoE Departments**

CIF/BUDGET CP3 System Training and MTREF Clean up: October 2017			
DATE	DEPARTMENT	SESSION	LOCATION
4-Oct-17	Waste Management	Session 1 (9:00 - 12:00)	Novus3 Offices
5-Oct-17	Energy	Session 1 (9:00 - 16:00) - broken into 3 groups	Boksburg Civic Centre: Energy Dept Boardroom (4th floor boardroom 431)
	Transport	Session 1 (9:00 - 13:00)	Novus3 Offices
	Health and Social Development	Session 2 (9:00 - 13:00)	Novus3 Offices
	Strategy and Corporate Planning and EPMO	9:30 - 12:30 (at Departments office)	City Planning Corporate Office
9-Oct-17	ICT	Session 1 (9:00 - 13:00)	Novus3 Offices
	Environment	Session 2 (9:30 - 13:00)	Novus3 Offices
10-Oct-17	CM Office and COO and Exective Office	13:30 - 16:30 (at Departments office)	City Planning Corporate Office
	Roads and Storm-water	Session 1 (9:00 - 16:00) - broken into three groups	Kempton Park Civic Centre, 7th Floor, Moshate Boardroom
	CRM and EMPD	Session 1 (9:30 - 13:00)	Novus3 Offices
11-Oct-17	Fleet Management	9:30 - 12:30 (at Departments office)	City Planning Corporate Office
	SRAC	Session 1 (9:00 - 13:00)	Novus3 Offices
	Economic Development and DEMs	Session 2 (13:30 - 16:30)	Novus3 Offices
12-Oct-17	City Planning, Finance and Strategy	13:30 - 16:30 (at Departments office)	City Planning Corporate Office
	Human Settlements	Session 1 (9:00 - 13:00)	Novus3 Offices
13-Oct-17	Real Estate	Session 2 (13:30 - 16:30)	Novus3 Offices
	Water and Sanitation	Session 1 (9:00 - 16:00)	Novus3 Offices
17 October 2017	Legislature, Internal Audit and Human Resources and Council General	09:30 - 12:30 (at Departments office)	City Planning Corporate Office
	Energy - Whole day	session 1: 9am - 12pm session 2: 12:30 - 15:30pm	Boksburg Civic Centre: Energy Dept Boardroom (4th floor boardroom 431) Boksburg Civic Centre: Energy Dept Boardroom (4th floor boardroom 431)

**Table E3.2** demonstrates the CP3 training session with Ekurhuleni Departments that took place from 4 to 17 October 2017.

**Table E3.3: CP3 Standby Support during Departmental Budget Capturing**

DATE	TIME	DEPARTMENT
16-Oct-17	session 1 (9:00 - 13:00)	
	Session 2 (13:30 - 16:30)	EMPD
17-Oct-17	session 1 (9:00 - 13:00)	
	Session 2 (13:30 - 16:30)	
18-Oct-17	session 1 (9:00 - 13:00)	Transport
	Session 2 (13:30 - 16:30)	
19-Oct-17	session 1 (9:00 - 13:00)	Transport and EPMO
	Session 2 (13:30 - 16:30)	
20-Oct-17	session 1 (9:00 - 12:30)	Chief Whips Office
		Energy Dept and Health and City Planning
	Session 2 (12:30 - 15:30)	City Managers Office
23-Oct-17	session 1 (9:00 - 13:00)	
	Session 2 (13:30 - 16:30)	
24-Oct-17	session 1 (9:00 - 13:00)	Roads and Stormwater
	Session 2 (13:30 - 16:30)	Roads and Stormwater
25-Oct-17	session 1 (9:00 - 13:00)	Human Settlements
	Session 2 (13:30 - 16:30)	Human Settlements
	Session 1 (9:00 - 13:00)	Real Estate Department
26-Oct-17	session 1 (9:00 - 13:00)	Legislature
	session 1 (9:00 - 13:00)	DEMS
	Session 2 (13:30 - 16:30)	Fleet Management

The budget guidelines for the 2018/19 to 2020/21 budget was issued to the departments on 13 October 2018 with indication that capturing of the MTREF Capital budget and required information to be captured into the CP3 automated system from 16 – 27 October 2018. In providing support to the departments during the capturing period standby support was made available through the provision of a dedicated team at the City Planning corporate office from 16 to 20 October 2018 to assist departments with capturing or technical queries pertaining to the system. Departments requiring assistance were additionally afforded the opportunity to schedule a dedicated team for assistance at their offices during the capturing period. Table 4 reflects the departments that utilized the CP3 standby support during the budget capturing period. Further CP3 capturing support was provided in the form of telephonic and email correspondence.

**CIF Operational Task Team Evaluation of the draft Multi-year capital Budget**

**Purpose:** To show rationalization of the budget through a joint sitting of key departments to pre-evaluate the budget and identify issues for redress in terms of project readiness, budget allocation



based on project status and nature, project locality, completeness of data sets (i.e. mSCOA), and incorporation of ward and mayoral priority projects by the departments.

**Objective:** The CIF Operational Task Team comprised of Finance, EPMO, Economic Development, Human Settlements, Environmental Resource Management, Real Estate, Strategy and Corporate Planning, and the City Planning Department. The CIF Operational Task Team in prioritizing capital projects on the draft multi-year budget takes into the consideration the following criteria as part of the evaluation:

- \* Budget allocation per project;
- \* Weighting (includes spatial alignment to geographic priority areas);
- \* Compliance with environmental legislation;
- \* IDP alignment;
- \* SDBIP; and
- \* Project Management (project readiness/includes project phasing and procurement status in terms of the COEs Stage Gate).

#### **Departmental Capital Budget Evaluation: Departmental One on One Sessions**

**Purpose:** To provide departments with the opportunity to clarify and motivate new and revised budget submissions and to indicate prioritization of their budget submissions.

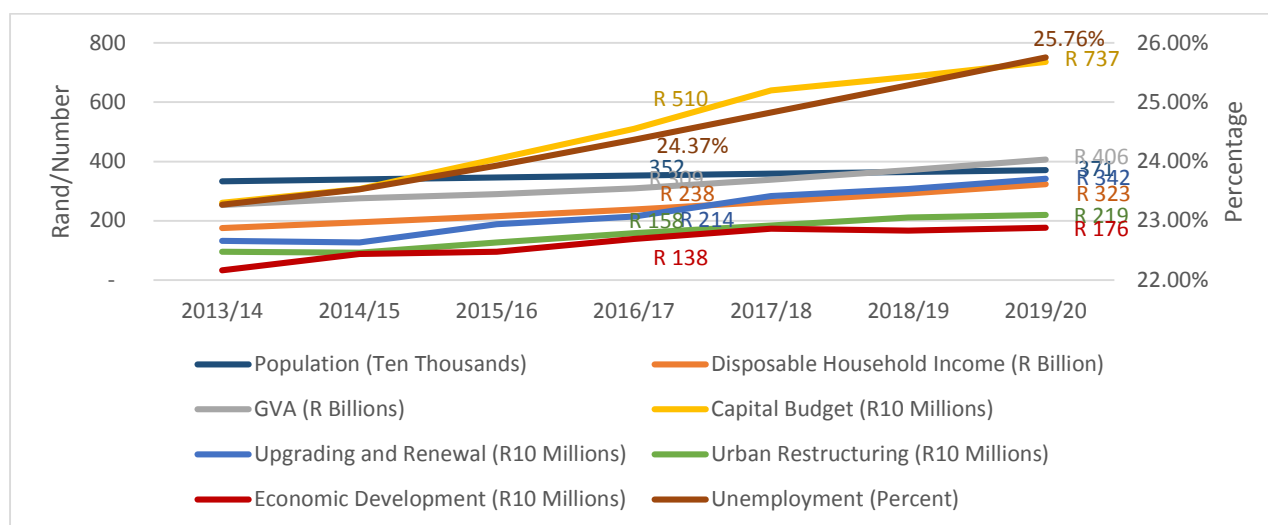
**Objective:** The joint sitting of the CIF Operational Task Team for the Budget evaluation was followed by the one on one departmental session as was held from 7 to 17 November 2018. The one on one session with departments afforded the CIF Operational Task team the opportunity to flag points of concern, highlight issues for redress and obtain clarity from the responsible project leaders as was identified during the pre-budget evaluation. In turn project leaders/departments were afforded the opportunity to motivate capital project budget submissions or negotiate workable change.

**Table E3.4: Capital Budget Evaluation – One on one departmental Engagement**

BUDGET EVALUATION: ONE ON ONE SESSIONS WITH DEPARTMENTS - 2018/19 - 2020/21 Multi - year capital budget (7 to 17 November 2017)			
<b>7-Nov-17</b>			
SESSION 1 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
Human Settlements	9:00 - 12:30	7-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
Water and Sanitation	13:00 - 16:30	7-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
<b>8-Nov-17</b>			
SESSION 2 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
Roads and Stormwater	9:00 - 13:00	8-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
Transport and Fleet Management	13:30 - 16:30	8-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
<b>9-Nov-17</b>			
SESSION 3 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
Energy	9:00 - 12:00	9-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
EMPD	12:15 - 13:00	9-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
Economic Development	13:30 - 16:00	9-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
<b>13-Nov-17</b>			
SESSION 4 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
SRAC	9:00 - 11:30	13-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
CRM	11:45 - 13:00	13-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
Environmental Resource Management and Waste Management	13:30 - 16:00	13-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
<b>14-Nov-17</b>			
SESSION 5 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
Real Estate	9:00 - 12:00	14-Nov-2017	City Planning Corporate Office, Kempton Park (Front Boardroom)
Human Settlements return session	12:00 - 13:00	14-Nov-2017	City Planning Corporate Office, Kempton Park (Front Boardroom)
ICT	13:30 - 16:00	14-Nov-2017	City Planning Corporate Office, Kempton Park (Front Boardroom)
<b>15-Nov-17</b>			
SESSION 6 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
ICT	9:00 - 11:30	15-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
Health and Social Development	11:45 - 13:00	15-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
DEMS	13:30 - 16:00	15-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
Environmental Resource and Waste Management	16:00 - 17:00	15-Nov-17	City Planning Corporate Office, Kempton Park (Front Boardroom)
<b>16-Nov-17</b>			
SESSION 7 - DEPARTMENTS REQUIRED	TIME	DATE	VENUE
Economic Development	9:00 - 11:00	16-Nov-17	City Planning Corporate Office, Kempton Park (Back Boardroom)
Energy	11:00 - 13:00	16-Nov-17	City Planning Corporate Office, Kempton Park (Back Boardroom)
Roads and Stormwater	13:30 - 15:00	16-Nov-17	City Planning Corporate Office, Kempton Park (Back Boardroom)
Close out - Operational Task Team	2 hour session		
City Planning (Parallel session)	14:00 - 16:00	16-Nov-17	City Planning Corporate Office, Kempton Park (Back Boardroom)

**E.3.2 Financial and Projection Modelling Work Conducted on the CPM Project Category**  
**Percentage Split**

In strengthening the CIF through the refinement of the CPM and geographic priority areas, service providers have been appointed to conduct financial, economic and infrastructure modelling on the CIF.



- \* Strong correlation between CoEs's economic growth (growth in GVA) and household income growth
- \* CoE's economy is growing faster (3.0%) than the metropolitan's total population (1.7%) – i.e. GDP per capita (average wealth per person) is progressively growing over time
- \* Unemployment is growing at a faster rate than the total household income within the metropolitan (growing distance between the brown and orange line)
- \* Therefore, although the GDP per capita reflects an incline over time (i.e. increase in average wealth per individual), the rate of unemployment within the metropolitan continues to grow
- \* Growth in the capital budget directly responds to increasing unemployment over time
- \* Upgrading and renewal and economic development experience the most significant growth over time, whilst urban restructuring experiences very slow growth
- \* Opportunity to improve socio-economic indicators through developing **tailored CPM allocations**

Extract from Task C on The social and economic modelling for the CIF- Urban Econ Study 2017

Purpose of the above to reflect responsive of the capital budget to the rate of population growth and the rate of unemployment as compared to the rand of value of capital budget allocated towards to the CIF project categories that form the basis for infrastructure prioritization (i.e. Urban restructuring, Upgrading and Renewal, and Economic Development). The Graph indicates that the CoE capital budget is increasing annually, but does not meet the required economic growth to achieve an increase in job creation. In theory the CIF project category economic development should have a higher rand value allocation in order for the CoE to increase the metros revenue generation. Increased revenue should be invested in infrastructure to yield an increase in the rate of economic growth and in turn generate an increase in job creation.

### Capital Projects Policy

In implementing the above, the objectives of the CoE Capital Projects Policy are taken into consideration, for example ensuring that capital projects are only budgeted for if feasibility has been proven, ensuring the optimum allocation of resources to projects that can be implemented within the timeframes budgeted for etc.

The three year capital budget provides departments the opportunity to plan their capital spending activities in advance, allowing for a more strategic approach. The typical project cycle consists of at least the following phases:

- \* Feasibility Study
- \* Basic Planning
- \* Environmental Impact Assessment
- \* Detail Planning and Design
- \* Implementation

It is also a requirement of the policy that all projects be evaluated in terms of a project plan (time line) as well as a cash flow linked to the project plan, to determine the practicality of implementing the

project within the proposed budget and time frame (multi-year projects), and that all proposed budgets for projects be approved only if the evaluation is positive.

### **National, Provincial and local Intergovernmental Structures**

The city participates in a number of National, Provincial and local Intergovernmental Forums in order to ensure that the CoE is kept abreast of important developments in the various areas of its responsibilities. Through these forums, the CoE is able to exchange ideas, influence legislative and policy direction, and benchmark with other spheres of Government.

**Table E3.5: National Intergovernmental Structures**

<b>Department</b>	<b>Meeting / Forum</b>	<b>Purpose, Responsibilities and Significance</b>
Transport	SIP 2 Steering Committee	Co-ordination on the Durban, Free State and Gauteng Freight and Logistics Corridor, including the Tambo Springs Inland Port Project.
Water and Sanitation	Intergovernmental Steering Committee on the Management of Mine Water	To ensure that proper AMD mine water drainage and processes are addressed, as well as to understand the long-term objective possibilities to 'clean' AMD to potable standards.
	Environmental Forum (DWA/GDARD)	All Infrastructure departments' EIA applications are co-ordinated and progress reported by DWA & GDARD. This forum assists the Metro's Water and Sanitation Department immensely in obtaining Records of Decision and Water Use Licences.

**Table E3.6: Provincial Intergovernmental Structures**

<b>Department</b>	<b>Meeting / Forum</b>	<b>Purpose, Responsibilities and Significance</b>
Transport	Integrated Transport Planning Steering Committee	The forum is led by the Gauteng Department of Roads and Transport, and meets quarterly. Its purpose is to share and interrogate the Comprehensive Integrated Transport Plans and to discuss areas of integration across municipal boundaries, and to discuss progress on the development of local Integrated Transport Plans and the IRTPN.
	Rail Steering Committee	To ensure integration of rail planning and operations across all municipalities in the Province.
	Gautrain Co-ordinating Committee	Arranged and held the quarterly Gautrain / EMM Co-ordinating Committee. The Committee's purpose is the promotion of integration between Gautrain and local rail plans and operations. Promotion of integration between Gautrain and local rail plans and operations.
Environmental	MEC-MMC Intergovernmental Forum	A forum between the MEC for GDARD and the environmental MMCs of the various municipalities in Gauteng. This forum allows the Province and the Municipalities to discuss matters of mutual interests.

Department	Meeting / Forum	Purpose, Responsibilities and Significance
	EIA Forum meeting	Held between EMM, GDARD and DWA, and chaired by ERM. The meeting discusses EIA-related applications in the EMM area, to see how to fast-track EMM EIA applications in order to facilitate service delivery. The meetings are held on the first Thursday of every month.

Table E3.7: Municipal Intergovernmental Structures

Department	Meeting / Forum	Purpose, Responsibilities and Significance
<ul style="list-style-type: none"> <li>• City Planning</li> <li>• Finance</li> <li>• Strategy and Corporate Planning</li> <li>• Enterprise Project Management Office</li> <li>• Environmental Resource Management</li> <li>• Economic Development</li> <li>• Human Settlements</li> <li>• Real Estate</li> </ul>	<p><b>Capital Investment Framework Operational Task Team</b></p>	<ul style="list-style-type: none"> <li>• Ensure and promote alignment with Council policies.</li> <li>• Bridge the gap between the CIF, GDS and IDP</li> <li>• Interactive contribution in the strategic direction of the CIF</li> <li>• Advisory – Input on projects and processes (IDP and SDBIP)</li> <li>• Attend and contribute to the CIF Operational Task Team meetings through the provision of necessary data and advisement on department initiatives and policies.</li> <li>• Note the annual CIF Programme and take cognisance of the CIFs alignment with the IDP and Budget processes as part of the implementation of the CIF.</li> <li>• Form part of the CIF evaluation in the budgetary process, which includes the co-ordination of project leaders input into the CAPEX populating (breakdown of projects, project category indication and mapping data), screening of projects and project Prioritisation as per the Capital Prioritisation Model evaluation criteria.</li> <li>• Make allowance for a transparent, accountable and interactive participatory process.</li> </ul> <p>The CIF Operational Task Team plays a vital role in the budget evaluation of the departments draft capital budget submissions. This includes projects locality, weighting in terms of the EMMs strategic objectives, project readiness and budget amount requested per project. The Task Team through the budget evaluation process strives to provide for a prioritised budget based on strategic and spatial objectives in order to achieve a fair, realistic, co-ordinated and implementable capital budget.</p>
<ul style="list-style-type: none"> <li>• City Planning</li> <li>• Finance (Chief Financial Officer)</li> </ul>	<p><b>Infrastructure Strategic Task Team</b></p>	<p>This task team functions as a sub-committee to the City Managers Work Group. The Committee's purpose, responsibilities and values include:</p> <ul style="list-style-type: none"> <li>• Representation of the CIF at the executive level (DFC, IBALCO and SMT)</li> </ul>

Department	Meeting / Forum	Purpose, Responsibilities and Significance
<ul style="list-style-type: none"> <li>• Strategy and Corporate Planning (including IDP)</li> <li>• Enterprise Project Management Office</li> </ul>		<ul style="list-style-type: none"> <li>• Meeting legislative requirements</li> <li>• Alignment with National Government objectives for Local Government</li> <li>• Bridge the gap between the CIF, GDS and IDP</li> <li>• Interactive contribution in the strategic direction of the CIF</li> <li>• Advisory – Input on projects and processes (IDP and SDBIP)</li> <li>• Make allowance for a transparent, accountable and interactive participatory process</li> <li>• Establish the Operation Task team of the CIF</li> <li>• Note the CIF project plan on an annual basis</li> <li>• Facilitation of the bulk contribution policy process</li> <li>• Facilitation of specific strategic development projects e.g. PRASA-Gibela, Riverfields, Glen Gory, M and T. (the strategic developments include but are not limited to the aforementioned listed developments).</li> </ul> <p>The Committee address infrastructure policy, support and advisement at an executive level for the CIF Operational Task Team.</p>
<ul style="list-style-type: none"> <li>• City Planning (Specialist Projects, Metropolitan Spatial Planning, Operations)</li> <li>• Finance (Budget Office, Procurement Office)</li> <li>• Strategy and Corporate Planning</li> <li>• Enterprise Project Management Office</li> <li>• Environmental Resource Management</li> <li>• Economic Development</li> <li>• Human Settlements</li> <li>• Water and Sanitation</li> <li>• Roads and Storm Water</li> </ul>	<p><b>Integration Zone 1 Project Implementation Task Team</b></p>	<ul style="list-style-type: none"> <li>• To coordinate the implementation and future roll out of internal and external capital projects occurring in integration zone 1.</li> <li>• Departments will be responsible to present business plans pertaining to integration zone 1, and demonstrate support and alignment with catalytic projects proposed and budgeted for in integration zone 1.</li> <li>• Identification of external role-players and capital projects that boast a significant impact in the development of integration zone 1.</li> <li>• Sector alignment of departmental plans in integration zone 1.</li> <li>• Identification and notification of potential risk factors that may hinder the implementation of catalytic and supporting projects anticipated for integration zone 1.</li> <li>• Reporting on progress of projects phasing, this includes expenditure and forecasted budget required.</li> <li>• Reporting on services and bulk infrastructure requirements to support catalytic projects for integration zone 1.</li> <li>• Reporting on service level, cost, impact studies and precinct planning for projects.</li> </ul>



Department	Meeting / Forum	Purpose, Responsibilities and Significance
<ul style="list-style-type: none"> <li>• Energy</li> <li>• Health</li> <li>• SRAC</li> <li>• Customer Relationship Management (Urban Management)</li> <li>• Real Estate</li> <li>• Transport</li> </ul>		<ul style="list-style-type: none"> <li>• Reporting on progress with the implementation of capital projects and operational programmes.</li> </ul> <p>The Integration Zone 1 Task Team institutionalises the EMM Urban Network Strategy within the context of Spatial Targeting planning and budgeting which focuses on Integration Zones, thereby applying the EMM GDS concept of corridor development.</p>

Institutional arrangements within the Metro may also be summarised in a ‘cross-cutting’ manner linked to the BEPP, showing the various responsible parties and departments as well the outcomes and implications. Some of these arrangements are still being operationalised in terms of responsibilities.

**Table E3.8 Summarised Cross-cutting Institutional Arrangements**

<b>BEPP Requirements</b>	<b>Institutional Arrangements / Responsible</b>	<b>Implications / Outcomes</b>
<ul style="list-style-type: none"> <li>• Spatial Planning</li> <li>• Project Prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>• IDP process</li> <li>• City Planning Dept.</li> <li>• Infrastructure Services Depts.</li> <li>• Human Settlements Dept.</li> <li>• Real Estate Dept.</li> <li>• Economic Development Department</li> </ul>	<ul style="list-style-type: none"> <li>• IDP</li> <li>• Municipal Spatial Development Framework</li> <li>• Regional Spatial Development Frameworks</li> <li>• USDG, HSDG, PTNG and other Business Plans</li> </ul>
<ul style="list-style-type: none"> <li>• Spatial Targeting</li> <li>• Integration Zone Prioritization</li> </ul>	<ul style="list-style-type: none"> <li>• IDP process</li> <li>• Infrastructure Strategic Task Team</li> <li>• City Planning</li> <li>• Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• IDP</li> <li>• Urban Network Strategy</li> <li>• Policy on prioritisation of Integration Zones</li> </ul>
<ul style="list-style-type: none"> <li>• Urban Management</li> <li>• Precinct Planning Models</li> </ul>	<ul style="list-style-type: none"> <li>• City Managers' Office</li> <li>• Cities Support Programme</li> <li>• City Planning</li> <li>• Finance</li> <li>• Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Urban Network Strategy</li> <li>• Special Rating Zones</li> <li>• Precinct Plans</li> <li>• Precinct Models</li> </ul>
<ul style="list-style-type: none"> <li>• Project Preparation for key catalytic urban development projects</li> </ul>	<ul style="list-style-type: none"> <li>• City Managers' Office</li> <li>• Strategy Department</li> <li>• EPMO</li> <li>• Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• MoU to facilitate project preparation</li> </ul>
<ul style="list-style-type: none"> <li>• Intergovernmental Planning and Sector Alignment</li> <li>• Achieving interactive joint planning and budgeting in terms of alignment planning and delivery of Municipal, Provincial and National infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental Forums</li> <li>• Integration Zone Task Team</li> <li>• City Managers' Office</li> <li>• Cities Support Programme</li> </ul>	<ul style="list-style-type: none"> <li>• IDP and Budget</li> <li>• Intergovernmental Strategy towards Project Implementation</li> <li>• Intergovernmental Pipeline of Projects</li> </ul>
<ul style="list-style-type: none"> <li>• Capital Funding</li> <li>• Long term financing and strategy for spatial transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Capital Investment Framework Operational Task Team</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Strategy</li> <li>• Capital investment Framework</li> </ul>

BEPP Requirements	Institutional Arrangements / Responsible	Implications / Outcomes
	<ul style="list-style-type: none"> <li>City Managers' Office</li> <li>Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>Long Term Financial Strategy</li> <li>Asset Management Plans</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of capital projects</li> <li>Procurement Approach</li> <li>Risk Mitigation Implementation Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>EPMO</li> <li>Supply Chain Management</li> <li>City Managers' Office</li> <li>Risk Management Office</li> <li>Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Plans for capital projects</li> <li>Monthly project monitoring and management</li> <li>Implementation strategies</li> <li>Public Private Partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Cross cutting institutional Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Detailed above</li> <li>City Planning</li> </ul>	<ul style="list-style-type: none"> <li>Integration of BEPP into IDP</li> </ul>
<ul style="list-style-type: none"> <li>Reporting and Evaluation</li> <li>BEPP Indicators</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> <li>EPMO</li> <li>Performance Management Department</li> </ul>	<ul style="list-style-type: none"> <li>BEPP indicators</li> <li>Progression Evaluation Instrument</li> </ul>

### Operating Budget and Expenditure related to Built Environment Performance Plan projects

The built environment performance planning process places an emphasis on Integration Zones forming the core prioritised areas that link to the primary township hubs, key informal settlements, marginalised areas and then to strategic areas of current and future employment or economic nodes. These spatially targeted areas should form the focus areas for intergovernmental planning, co-ordination and investment, resulting in a significant amount of public funds being well planned, co-ordinated and allocated in these areas. At the same time, operating expenditure on items such as infrastructure repairs and maintenance, salaries, depreciation and other operating costs needs to be budgeted for.

At present, the city's Operating Expenditure Budget is mainly informed by the following:

- \* The asset renewal and the repairs and maintenance requirements as identified in backlog studies
- \* Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing, uncommitted, cash-backed reserves to fund any deficit
- \* Funding of the budget over the medium-term, as informed by Section 18 and 19 of the MFMA
- \* The capital programme is aligned to the asset renewal needs and backlog eradication goals
- \* The prioritisation of capital needs is based on the Capital Investment Framework
- \* Operational gains and efficiencies will be directed to funding the Capital Budget and other core services
- \* Strict adherence to the principle of 'no project plans, no budget'. If there is no business plan no funding allocation can be made

- ✳ Applying the guidance from National Treasury of doing more for less.
- ✳ Other aspects informing the city's current approach to the Operating Budget include:
  - ✳ Repairs and maintenance comprise of items such as the purchase of materials for maintenance, staff cost of dedicated maintenance personnel and the appointment of external contractors to perform maintenance works. In line with the metro's repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the metro's infrastructure.
  - ✳ The capital programme is aligned to asset renewal needs and backlog eradication goals and approximately 45% of the total capital amount is utilised for asset renewals. Projects already approved and already commenced with that have to be completed during the current financial period were allocated funding as per the approved MTREF.
  - ✳ Projects previously approved in the previous financial periods but not yet planned nor commenced with, were subjected to departmental project prioritisation taking changed priorities and service delivery pressures into account.

As the requirements of BEPP spatial planning and targeting and the corresponding infrastructure and project requirements is a fairly recent development formulated by Government, the main emphasis within the city to date has been on capital budgets and capital expenditure in order to plan, set up and construct the various catalytic, Integration Zone and spatial targeting projects and infrastructure within the Metro as informed by the BEPP and to get them ready for implementation. Therefore, up to now, the Operating Budget of the Metro has not had large amounts of operating expenditure budgeted in relation to most of the BEPP projects. As noted, most of the expenditure and budgeting to date for these projects is capital related.

Going forward, as these projects are implemented and become operationalised, the new facilities to be created for Urban Management and BEPP component city implementation structures such as Precinct Management Structures will have some of the greatest impact on the city's future Operating Budgets as a result of the increased human resource, repairs and maintenance, depreciation and other applicable costs associated with the facilities. Therefore, in upcoming BEPP submissions, a lot more detail will be applicable and presented with regards to this aspect of the Metro's budgeting and expenditure process and outcomes. An example in this regard is a catalytic project such as the IRPTN, which is being implemented in phases and whose capital budget and expenditure is in the hundreds of millions of Rand. Once a specific phase is completed, it needs to be operationalised through appointment of staff and systems to administer and manage the various structures set up to collect tariffs, manning of bus terminals, ensure security, monitor passenger volumes, train staff working in the structures and facilities set up, etc . As only Phase1A and B have been completed and is operational at present, the project does not have as material an impact on the Operating Budget as it will in future.

The sustainability of the BEPP component and Urban Management facilities being created and planned for future is also of critical importance. The city is looking carefully so as to ensure that future tariffs are not unaffordable to the city's communities, whilst at the same time ensuring these facilities are self-sustainable through sufficient revenue generated by them to cover their operating expenditure as much as practically possible once implementation begins.

## SECTION F

### F URBAN MANAGEMENT

#### F1. URBAN MANAGEMENT

This section focuses on an overview of three areas, namely, (i) the institutional structure for urban management, (ii) our understanding of what is required based on the Guidance Note and engagement with National Treasury and (iii) challenges related to Urban Management in the city.

#### URBAN MANAGEMENT INSTITUTIONAL STRUCTURE

The City of Ekurhuleni underwent an institutional review process which was finalised in 2017. The outcome of the review was that Urban Management must be incorporated to the office of the Chief Operating Officer (COO). At the moment, it is uncertainty if this unit moves with its name as urban management or if it will be labelled differently; the functionality of it is also to be clarified.

In terms of functionality before institutional review, the view is that urban management will be more complementary with the City Planning. This is based on the understanding of functions of the “then” urban management which focuses on the following areas:-

- Service Delivery Failures – this comprises of Service Delivery Coordinators, Service Delivery Managers, Urban Managers, Urban Marshalls and Customer Relations Managers. Service Delivery Coordinators and Service Delivery Managers engage with service delivery failures using different tools to execute the mandate. The day to day functions include following up with different departments with regards to identified required service, setting up service standards that focus on the turnaround time of the service rendered.
- The Programmes – the second focus area is about the urban management programmes undertaken by the city. The detail of this focus area will be discussed later on this section.

#### REQUIRED FOCUS AREAS ON URBAN MANAGEMENT

Our view on what is required on urban management section of BEPP based on Guidance Note and engagements with the National Treasury is articulated on the following focus areas below:-

1. **Setting up of an Entity** – that will deal with management of the precinct. This is in the form of Section 21 type of arrangement. National Treasury provides funding to assist with operationalisation of the partnership between the municipality and the entity.

2. Demonstration of **Stakeholder Identification and Coordination** – the city must show case collaborative effort in terms of integration and coordination by drawing relevant stakeholders to work together on identified precinct.
3. **Private Sector Investment** – based on the incentives that the city offers. This may include offering rebates on certain precinct if private sector is willing to partner. It becomes crucial that this be coordinated with national policies as well as development charges.
4. **Economic Development** – this is meant to involve, uplift and empower communities with programmes on targeted areas that will change their livelihood.
5. **Place Making** – different active functional spaces.

#### The CoE Urban Management Programmes

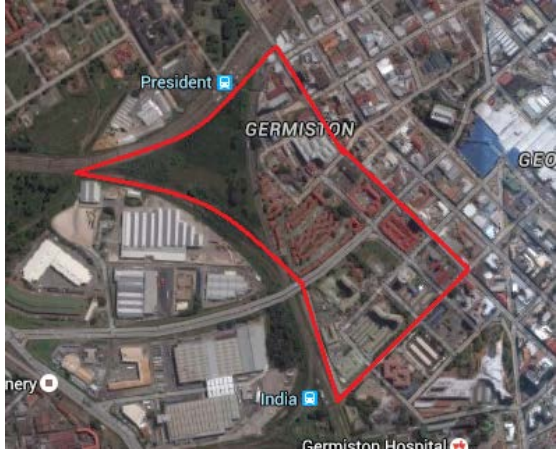

Prior finalisation of the institutional review, the Urban Management Department within the CoE has been tasked to develop a sustainability plan to address the progressive decay and reclaim the city centres to become areas of excellence. The following are the programmes that are implemented in the city:-


- (i) **Area Based Management (ABM):** this deals with urban management targeted areas with day to day activities such as fixing potholes i.e service delivery failures. These are segmented into manageable precincts.
- (ii) **Development of Special Rating Policy and By-Law:** following Gauteng City Improvement District Act judgment which was deemed unconstitutional, there is a need to develop SR policy and By-Law. This will be utilised as guideline in terms of how to operate urban management related issues. The policy is already adopted as a draft and currently in the process of engaging with the community. However, there is complication with Edenvale as CIDs (GCIDA) were used to establish Edenvale city. An item will be served at Council which request to cease operation of CIDs. It must be noted that this will have financial implications as far as the rates are concerned.
- (iii) **Integrated Service Delivery Task Team (ISDTT):** this is linked to ABM and SRA. The composition of the task team includes different service delivery departments. The departments collectively address service delivery in a coordinated manner. This is reported at ORIT which is represented by different Heads of Departments and Divisional Heads for operations.

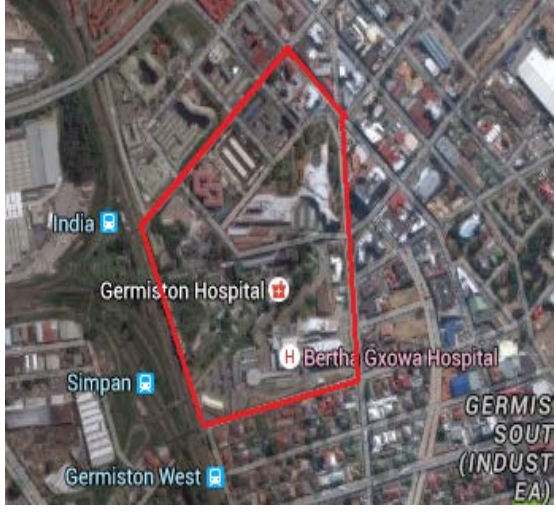

Below are some of the examples of service delivery intervention done through ISDTT:-





Table F1.1: Germiston CID Intervention Summary

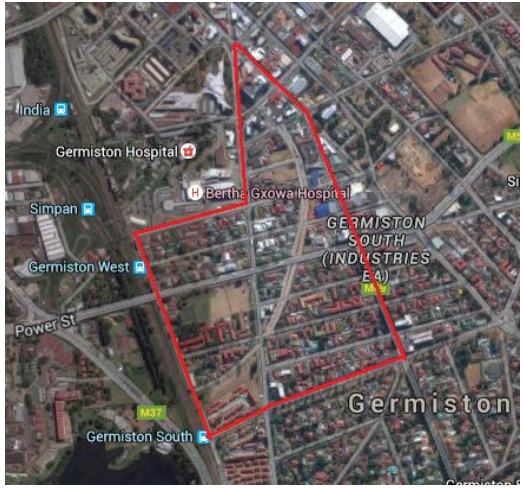

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
1. Civic North (Civic Precinct)		<ul style="list-style-type: none"> <li>• Area not well maintained</li> <li>• Potholes in the street</li> <li>• Overgrown grass in the side walk/Vacant stand/Corridor</li> <li>• Hawker in the side walks</li> <li>• Pedestrian pathway obstructed with plantation i.e. trees</li> <li>• Illegal advertisement</li> <li>• Illegal dumping</li> <li>• Refuse bins not strategically placed and cleaned</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Relocation/ removal of illegal informal trading on sidewalk;</li> <li>• Addressing state of sidewalks</li> <li>• Identification of bad buildings</li> <li>• Increased refuse removal</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• As and When – but fix the area within 21 days;</li> <li>• Daily;</li> <li>• Clean according to the Programme;</li> </ul>
2. Library Square (High Street Precinct North)		<ul style="list-style-type: none"> <li>• Water leaks;</li> <li>• Stormwater Blockage;</li> <li>• Open fire used for cooking;</li> <li>• Illegal disposal of water in municipal sewer/ Stormwater system;</li> <li>• Open manhole covers;</li> <li>• Street marking;</li> <li>• Illegal car wash;</li> <li>• Potholes in the street</li> <li>• Overgrown grass in the side walk/Vacant stand</li> <li>• Hawker in the side walk</li> <li>• Bad building</li> <li>• Illegal advertisement</li> <li>• Illegal dumping</li> <li>• Refuse bins not strategically placed</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Upgrading;</li> <li>• By-law enforcement;</li> <li>• Replacement of manhole covers</li> <li>• Introduction of street furniture's;</li> <li>• Road marking;</li> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• As and When – but fix the area within 21 days;</li> <li>• Daily;</li> <li>• Clean according to the Programme;</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
			<ul style="list-style-type: none"> <li>• Management of public open spaces</li> <li>• Relocation/ Removal of illegal informal trading on sidewalk;</li> </ul>		
3. Jack Street North (High Street Precinct)		<ul style="list-style-type: none"> <li>• Water leaks;</li> <li>• Stormwater Blockage;</li> <li>• Open fire used for cooking;</li> <li>• Illegal disposal of water in municipal sewer/ Stormwater system;</li> <li>• Open manhole covers;</li> <li>• Street marking;</li> <li>• Illegal car wash;</li> <li>• Potholes in the street</li> <li>• Overgrown grass in the side walk/Vacant stand</li> <li>• Hawker in the side walk</li> <li>• Bad building</li> <li>• Illegal advertisement</li> <li>• Illegal dumping</li> <li>• Refuse bins not strategically placed and cleaned</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Upgrading;</li> <li>• By-law enforcement;</li> <li>• Replacement of manhole covers</li> <li>• Introduction of street furniture's;</li> <li>• Road marking;</li> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Removal/ relocation of illegal informal trading on sidewalk;</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning Parks</li> </ul>	<ul style="list-style-type: none"> <li>• As and When – but fix the area within 21 days;</li> <li>• Daily;</li> <li>• Clean according to the Programme;</li> </ul>
4. Civic South (Civic Precinct – South)		<ul style="list-style-type: none"> <li>• Area well maintained</li> <li>• Potholes in the street</li> <li>• Overgrown grass in the side walk/Vacant stand/Corridor</li> <li>• Hawker in the side walk</li> <li>• Bad building inside the old Hospital</li> <li>• Pedestrian pathway obstructed with plantation i.e. trees</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• Daily maintenance of the infrastructure in the precinct.</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
		<ul style="list-style-type: none"> <li>• Illegal advertisement</li> <li>• Illegal dumping</li> <li>• Refuse bins not strategically placed and cleaned</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation removal of illegal informal trading on sidewalk;</li> <li>• Addressing state of sidewalks</li> <li>• Identification of bad buildings</li> <li>• Increased refuse removal</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<p>5. Central Park Street – High Precinct Central)</p>		<ul style="list-style-type: none"> <li>• Potholes</li> <li>• Trenches</li> <li>• Illegal activities on the open spaces i.e. informal traders operating, parking of cars</li> <li>• Open spaces not maintained</li> <li>• Illegal activities on the sidewalk i.e. informal salons, informal traders, display of goods</li> <li>• Sewer blockages</li> <li>• Sidewalk obstructed</li> <li>• Buildings not maintained</li> <li>• Illegal dumping</li> <li>• Incomplete works on the pavement by contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Relocation/ removal of illegal informal trading on sidewalk;</li> <li>• Addressing state of sidewalks</li> <li>• Identification of bad buildings</li> <li>• Increased refuse removal</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• As and when reported or requested</li> </ul>



Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
6. Golden Walk (Commercial Precinct)		<ul style="list-style-type: none"> <li>• Potholes</li> <li>• Trenches</li> <li>• Illegal activities on the open spaces i.e. informal traders operating, parking of cars</li> <li>• Open spaces not maintained</li> <li>• Illegal activities on the sidewalk i.e. informal salons, informal traders, display of goods</li> <li>• Sewer blockages</li> <li>• Sidewalk obstructed</li> <li>• Buildings not maintained</li> <li>• Illegal dumping</li> <li>• Incomplete works on the pavement by contractor</li> <li>• Illegal advertisement</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Relocation/ removal of illegal informal trading on sidewalk;</li> <li>• Addressing state of sidewalks</li> <li>• Identification of bad buildings</li> <li>• Increased refuse removal</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination )</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• As and when reported or requested</li> </ul>
7. Pirrowville (Transport and Market precinct)		<ul style="list-style-type: none"> <li>• Shortage of refuse bins</li> <li>• Incomplete works on the pavement by the contractor</li> <li>• Illegal advertisement</li> <li>• Informal traders</li> <li>• Buildings not maintained</li> <li>• Obstruction on the pavement i.e. display of goods</li> <li>• Public health nuisance</li> <li>• Mechanic and repairs activities on the sidewalk</li> <li>• Constant blockages of storm water drains</li> <li>• Illegal dumping on the pavement</li> <li>• Rodent infestation</li> <li>• Open spaces not maintained</li> <li>• Open manholes</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing</li> <li>• Management of Taxis rank and facilities</li> <li>• Management of Informal Trade.</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Intensified cleaning operations</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• As and when reported or requested</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>8. Queen Street (Residential Precinct)</b>		<ul style="list-style-type: none"> <li>• Incomplete works on the pavement by the contractor</li> <li>• Illegal advertisement</li> <li>• Informal traders</li> <li>• Illegal dumping on the pavement</li> <li>• Open spaces not maintained</li> <li>• Open manholes;</li> <li>• Street marking;</li> <li>• Tree pruning</li> <li>• Cleaning of pavements</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Intensified cleaning operations</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination )</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• As and when reported or requested</li> </ul>
<b>9. Fire Station Square (High Street Precinct – South)</b>		<ul style="list-style-type: none"> <li>• Open spaces not maintained;</li> <li>• Illegal activities within the parks i.e. illegal parking of cars</li> <li>• Illegal dumping</li> <li>• Illegal advertisement</li> <li>• Water leaks</li> <li>• Informal traders</li> <li>• Open space maintenance</li> <li>• Cleaning of pavements</li> <li>• Stolen manhole covers</li> </ul>	<ul style="list-style-type: none"> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Intensified cleaning operations</li> <li>• Replacement of manhole covers;</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination )</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• As and when reported or requested</li> </ul>




Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>10. Golden Walk South (Commercial Precinct)</b>		<ul style="list-style-type: none"> <li>• Potholes</li> <li>• Trenches</li> <li>• Illegal activities on the open spaces i.e. informal traders operating, parking of cars</li> <li>• Open spaces not maintained</li> <li>• Illegal activities on the sidewalk i.e. informal salons, informal traders, display of goods</li> <li>• Constant sewer blockages</li> <li>• Sidewalk obstructed</li> <li>• Buildings not maintained</li> <li>• Illegal dumping</li> <li>• Incomplete works on the pavement by contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure maintenance</li> <li>• Management of public open spaces</li> <li>• Relocation/ removal of illegal informal trading on sidewalk;</li> <li>• Addressing state of sidewalks</li> <li>• Identification of bad buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering services;</li> <li>• City Planning</li> <li>• Parks</li> <li>• Urban Management (Coordination )</li> </ul>	<ul style="list-style-type: none"> <li>• Daily;</li> <li>• As and When – but fix the area within 21 days;</li> <li>• Clean according to the Programme;</li> <li>• As and when reported or requested</li> </ul>




Table F1.2: Kempton Park CID Intervention Summary

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<p><b>1.Transport Precinct (Two Taxi ranks and Train station)</b></p>		<ul style="list-style-type: none"> <li>• Water leaks;</li> <li>• Stormwater Blockage;</li> <li>• Open fire used for cooking;</li> <li>• Illegal disposal of water and oil in municipal sewer/Stormwater system;</li> <li>• Open manhole covers;</li> <li>• Illegal electrical connections</li> <li>• Street marking;</li> <li>• Pavements not rehabilitated after work done</li> <li>• Broken pavements</li> <li>• Overgrown grass in the taxi rank</li> <li>• Informal traders on the side walk</li> <li>• Bad buildings (only facades and not structures)</li> <li>• Illegal advertisement</li> <li>• Illegal dumping</li> <li>• Refuse bins not strategically placed</li> <li>• Broken/missing refuse bins</li> <li>• Lack of traffic management along main road – Pretoria road</li> <li>• Slow collection of waste</li> <li>• Crime (pickpocketing)</li> <li>• Drugs and prostitution</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Upgrading;</li> <li>• By-law enforcement;</li> <li>• Replacement of manhole covers</li> <li>• Introduction of street furniture;</li> <li>• Road marking;</li> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Removal/relocation of illegal informal trading on sidewalk and issuing of trading permits on approved trading sites</li> <li>• Providing bins (sustainable material)</li> <li>• Rehabilitating walkways/pavements</li> <li>• Impounding of vehicles and issuing of traffic fines</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management – Clean City;</li> <li>• Urban Management (Coordination)</li> <li>• Engineering services;</li> <li>• EMPD</li> <li>• City Planning</li> <li>• Parks</li> <li>• Energy</li> <li>• SARS</li> <li>• Immigration Office</li> <li>• Home Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• As and When – but fix the area within 21 days;</li> <li>• Daily;</li> <li>• Clean according to the Programme;</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<p><b>2.Civic Precinct</b></p>		<ul style="list-style-type: none"> <li>• Bad buildings</li> <li>• Incomplete works on the side walk by the contractor</li> <li>• Illegal dumping</li> <li>• Illegal advertisement</li> <li>• Illegal informal traders</li> <li>• Illegal mechanics</li> <li>• Broken/missing refuse bins</li> <li>• Broken Stormwater drains</li> <li>• broken pavements</li> <li>• Leaking water meters</li> <li>• Land use contraventions</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Upgrading;</li> <li>• By-law enforcement;</li> <li>• Replacement of manhole covers</li> <li>• Introduction of street furniture;</li> <li>• Road marking;</li> <li>• Intensified cleaning operations</li> <li>• Develop and implement way leave policy</li> <li>• Safety &amp; Security - Visible policing;</li> <li>• Enforcement of Bylaws.</li> <li>• Management of public open spaces</li> <li>• Removal/relocation of illegal informal trading on sidewalk and issuing of trading permits on approved trading sites</li> <li>• Providing bins (sustainable material)</li> <li>• Issuing notices for unsightly building façades</li> <li>• Site inspection prior to payment of contractor by Roads department</li> <li>• Issuing notices to contraveners</li> </ul>	<ul style="list-style-type: none"> <li>• Building Control</li> <li>• Roads &amp; Storm water Department</li> <li>• Solid Waste &amp; Urban Management</li> <li>• Outdoor Advertising</li> <li>• Local Economic Development Department</li> <li>• City Planning (Land Use Management)</li> </ul>	<ul style="list-style-type: none"> <li>• As and When – but fix the area within 21 days;</li> <li>• Daily;</li> <li>• Clean according to the Programme;</li> </ul>



Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
3. Medical Precinct		<ul style="list-style-type: none"> <li>• Area well maintained but areas <b>leading</b> to precinct are affected by the scourge of</li> <li>• illegal dumping</li> <li>• illegal informal traders</li> <li>• Drugs and prostitution</li> <li>• Potholes</li> <li>• Leaking water infrastructure</li> <li>• Rodents</li> <li>• Open drain covers</li> <li>• Drugs and prostitution</li> <li>• Broken pavements</li> <li>• Broken Stormwater drainage system</li> <li>• Blocked kerb inlets</li> <li>• Illegal advertising</li> <li>• Overgrown grass on walkway areas</li> </ul>	<ul style="list-style-type: none"> <li>• Safety &amp; security</li> <li>• Permit issuing for legal and approved trading sites</li> </ul>	<ul style="list-style-type: none"> <li>• EMPD &amp; SAPS</li> <li>• Immigration office</li> <li>• SARS</li> <li>• Home Affairs</li> <li>• Solid Waste</li> <li>• Local Economic Development Department</li> <li>• Environmental Health Department</li> <li>• City Planning</li> </ul>	<ul style="list-style-type: none"> <li>• As and When – but fix the area within 21 days;</li> <li>• Daily;</li> <li>• Clean according to the Programme;</li> </ul>

## F2. TRANSPORT MANAGEMENT

CoE transport infrastructure includes air services, railway and road networks catering for both passenger and freight travel purposes. The public transport services offered in the municipality are a combination of airplanes, trains, bus services, minibus taxi's and metered taxi's. **Figure F2.1 to Figure F2.3** indicate the railway lines, bus routes and taxi routes within the municipality.

CoE has embarked on the development of a more sustainable transport management approach which include an integrated public transport network namely IRPTN (Integrated Rapid Public Transport Network). This initiative is planned in order to meet urban mobility needs and make Ekurhuleni a more liveable city. The long-term plan is constantly reviewed, to align with new developments or changes in strategic policy.

The IRPTN project integrates various modes of transport including mini-bus taxis, buses, rail and non-motorised transport to improve the quality of public transport by improving accessibility, commuter security, reducing journey times and making public transport more affordable to more commuters. The IRPTN also focuses on enabling the existing affected bus and taxi operators in Ekurhuleni to participate in the development of and operation of new vehicle operating companies (VOCs) which will be involved with operational activities of the IRPTN.

The IRPTN comprises of trunk routes along the major mobility spines in line with its Metropolitan Spatial Development Framework (MSDF), with branch and feeder routes, ensuring significant area-wide coverage. These routes link the existing (and proposed) major residential and economic nodes of Ekurhuleni, enabling equitable access to opportunities for all of CoE's citizens, regardless of their location within the district. Taking cognisance of DOT's Guidelines and Requirements, the following principles have been incorporated into the design:

- CoE intends to establish an all-encompassing IRPTN Management Team (also known as the IRPTN Unit) that, from inception, will provide management oversight over the BRT and the existing municipal-owned bus transport services. This will also prepare the way for taking over the rail subsidy functions at an appropriate point in time;
- in addition, the IRPTN Transport Management Centre (TMC) has been planned, from inception, to integrate with other scheduled modes of transport including municipal busses and rail, in particular, and thereby place the passenger at the centre of the service delivery regardless of which mode they select;
- the feeder routes are being designed to take passengers to and from both IRPTN stations and stops, as well as selected railway stations, providing as far as possible a door-to-door service;
- the NMT sidewalks and bicycle ways will link directly to rail and IRPTN stations as well as service local commuter foot traffic;

- the proposed branding of the BRT has been aligned with CoE's branding, and established as a sub-brand of CoE's. Public announcements, public relations and other communication activities are all designed to interact with CoE's existing Marketing and Communications Department;
- the fare systems will include the requirement to operate across multiple modes of transport and will be fully operational once the other modes migrate from their legacy systems;
- discussions are already underway with City of Johannesburg to integrate with their Phase 1C route to address the large cross-municipal-border traffic demands, with PRASA regarding integration with rail, and discussions with City of Tshwane are also being considered; and
- all IRPTN planning activity builds on the integrated development theme contained in the Comprehensive Integrated Transport Planning (CITP) report (prepared in 2013/14), Modal Integration Strategy Action Plan (Jun 2009), MSDF, Growth and Development Strategy 2040 and Capital Investment Framework.

Route 2 is identified as the priority route due to the following transportation and urban design principles:

- Population density;
- Modal integration;
- Existing public transport passengers;
- Improving access to underserved areas (Tembisa and Vosloorus);
- Potential for future densification along the route;
- Improvement in travel times;
- Existing roadway width and potential impact on traffic;
- A reduction in carbon emissions, and
- Municipal input.

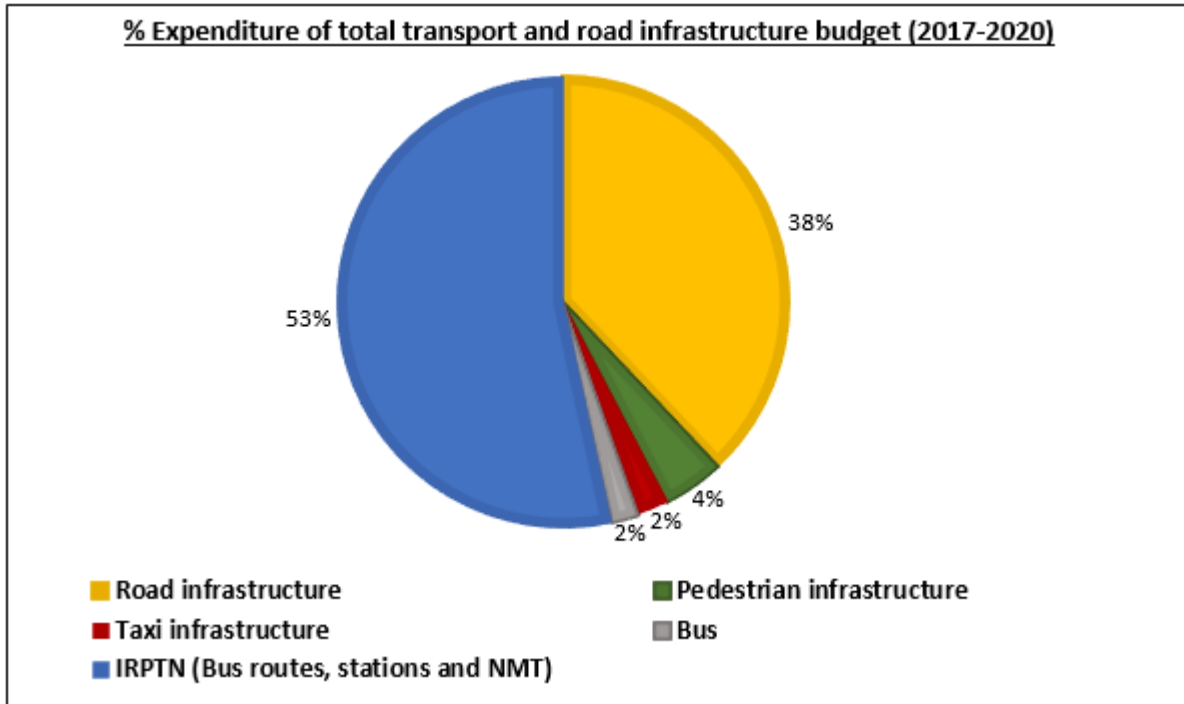
The Municipality's current budget per transport infrastructure is indicated in **Table F2.1** and **Diagram F2.1: (Table F2.1 and Diagram F2.1 will be updated in May submission)**

**Table F2.1: Percentage Expenditure of Total Transport and Road Infrastructure Budget**

Description	% Expenditure of total Transport and Road infrastructure budgets			
	2017/18	2018/19	2019/20	Total
Road infrastructure	38%	36%	40%	38%
Pedestrian infrastructure	5%	5%	3%	4%
Taxi infrastructure	1%	3%	2%	2%
Bus	0%	3%	2%	2%
IRPTN (Bus routes, stations and NMT)	56%	52%	52%	53%

**Diagram F2.1: Percentage Expenditure of Total Transport and Road Infrastructure Budget**

**Figure F2.1 Expenditure of Transport and Roads Infrastructure**



**F3. INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET**

The table below shows the metro’s anticipated future operating expenditure for a sample of high-value capital projects, focusing on the metro’s major transport related catalytic project, the IRPTN. The table shows the same projects as reflected in the procurement plan above, with the future expected annual operating expenditure subsequent to completion reflected. Please see Section G below for details of further important institutional and operating budget arrangements.

**Table F3.1 Anticipated Future Operating Expenditure (table to be updated in May submission)**

Department	Parent Project Name	Funding Source 2017/2018	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020	MTREF TOTAL	Expected Annual Operating Expenditure
Council General	Land Banking & Property Acquisition(Corporate)	Borrowings	R 65 500 000	R 60 000 000	R 68 000 000	R 193 500 000	-
Information Communication	DCS: Broadband Fibre(Corporate)	Borrowings	R 63 000 000	R 66 650 000	R 33 325 000	R 162 975 000	-
Transport	Construction of MVRA/DLTC Kwatsaduza(Tsakane)	Borrowings	R 2 000 000	R 45 000 000	R 35 000 000	R 82 000 000	R0.5 million - R1.0 million
Transport	Establishment of new MVRA and Transport Offices Kempton Park (Kempton Park)	Borrowings	R 2 000 000	R 40 000 000	R 60 000 000	R 102 000 000	R0.5 million - R1.0 million
Transport	IRPTN: Bus Depots	Public Transport	R 110 000 000	R 110 000 000	R 107 000 000	R 327 000 000	R0.5 million - R1.0 million
Transport	IRPTN: Industry Transition	Public Transport Infrastructure Grant	R 80 000 000	R 20 000 000	R -	R 100 000 000	> R5.0 million
Transport	IRPTN: Infrastructure	Public Transport Infrastructure Grant	R 70 000 000	R 50 000 000	R 50 000 000	R 170 000 000	R1.0 million - R5.0 million
Transport	IRPTN: Infrastructure and Implementing (PTNG)	Public Transport Infrastructure Grant	R 110 000 000	R 187 000 000	R 220 000 000	R 517 000 000	> R5.0 million
Transport	IRPTN: ITS (External Loans)	Public Transport Infrastructure Grant	R 20 000 000	R 20 000 000	R 10 000 000	R 50 000 000	R1.0 million - R5.0 million
Transport	IRPTN: ITS (PTNG)	Public Transport Infrastructure Grant	R 52 000 000	R 50 000 000	R 50 000 000	R 152 000 000	R1.0 million - R5.0 million
Transport	IRPTN: Project designs, Planning and Management	Public Transport Infrastructure Grant	R 78 000 000	R 83 000 000	R 73 000 000	R 234 000 000	-
Transport	IRPTN: Road Infrastructure (External Loans)	Public Transport Infrastructure Grant	R 77 000 000	R 77 000 000	R 87 000 000	R 241 000 000	> R5.0 million
Transport	IRPTN: Road Infrastructure (USDG)	Public Transport Infrastructure Grant	R 63 718 000	R 34 906 000	R 73 650 000	R 172 274 000	> R5.0 million
Waste Management	Specialised Vehicles (less than 2 seats)(Operational Equipment)	Council Funding	R 38 000 000	R 40 000 000	R 40 000 000	R 118 000 000	R0.01 million - R1.0 million
			<b>R 831 218 000</b>	<b>R 883 556 000</b>	<b>R 906 975 000</b>	<b>R 2 621 749 000</b>	

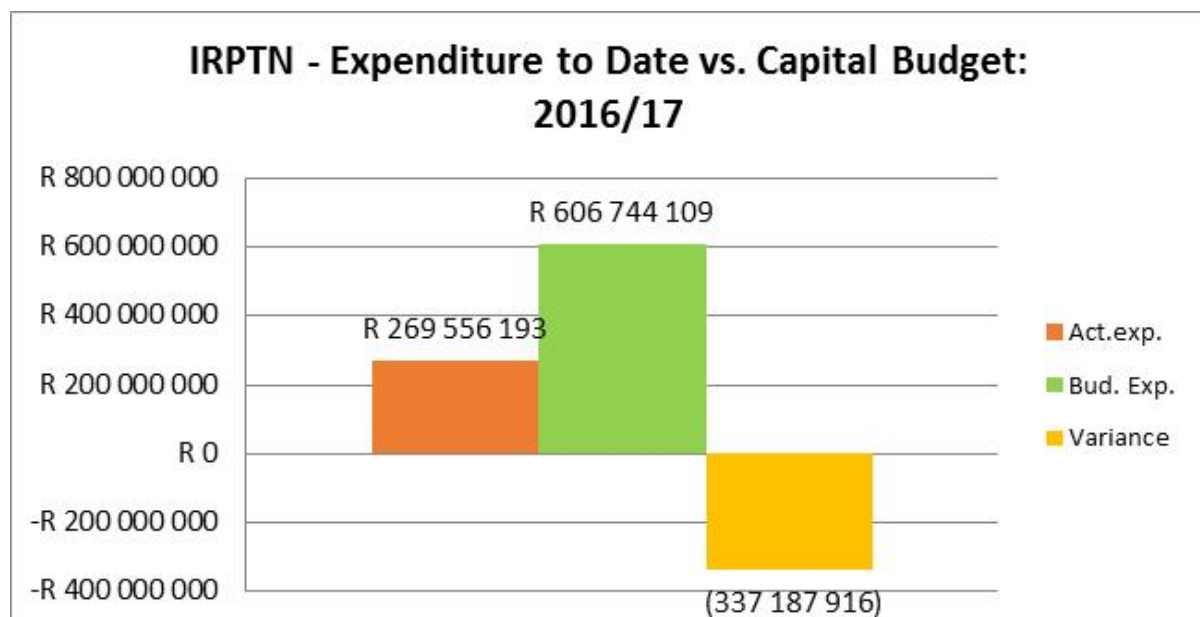
As detailed in Section E above, the Metro is a member of the Integrated Transport Planning Steering Committee. The forum is led by the Gauteng Department of Roads and Transport, and meets quarterly. Its' purpose is to share and interrogate the Comprehensive Integrated Transport Plans and to discuss areas of integration across municipal boundaries, and to discuss progress on the development of local Integrated Transport Plans and the IRTPN.

Please refer to section G2 regarding the future operationalisation of BEPP component city structures and Urban Management structures and their impact on the Operating Budget.

### Operating challenges

The metro experienced challenges with regards to capacity in its SCM and EPMD Departments and as a result project implementation is sometimes behind. This has had an effect on the operational side of project implementation, apparent when comparing the actual expenditure and achievements to budgeted expenditure and achievements. As an example, the following chart, showing actual expenditure to date for the IRPTN up to April 2017 vs the related Capital Budget for this project, illustrates this effect.

Diagram F3.1: IRPTN – Actual Expenditure vs Capital Budget 2016/17 (figure F3.1 to be updated in May submission)



The above chart shows that for the IRPTN, a total of R 269.6 million (44.4%) of the total year capital budgeted amount of R 606.7 million for the project has been spent as at April 2017. This means that R 337.2 million (55.6%) still needs to be spent within the remaining two months of the financial year in order to meet the achievements and avoid underspending on the project.

The metro is aware of this problem on certain projects and is actively attending to the SCM and project implementation challenges and in the process of appointing the required capacity. Extensive SCM

training is also taking place. There are also panels of contractors and project professionals which have been established and will be utilised going forward to significantly facilitate project initiation, implementation, and delivery. The metro has taken significant steps to improve project implementation, as explained below.

### **Steps to enhance Implementation of Capex Programmes by the Metro**

CoE has established an Enterprise Project Management Office (EPMO) whose vision is to create an environment that enables successful implementation of projects and programmes to ensure that the CoE's vision of being a smart, creative and developmental city is attained. To date the following has been implemented to introduce best practices in Project Management that will ensure the improvement in Capex expenditure and service delivery:

#### **1. Approved Project Management Framework**

This framework was approved by the Mayoral Committee and its main objective is to define the CoE Project Management Environment. Known as "CoE WAY OF IMPLEMENTING PROJECTS".

#### **2. Establishment of Professional PMOs**

Professional PMOs were established within the 16 key service delivery oriented departments.

#### **3. Training of Project Managers**

About 100 Project Managers have been trained on various areas of Project Management including International Certification.

#### **4. Introduction of Project Management Software**

This tool was introduced to ensure quality planning, tracking and reporting on the Capex programmes. This project management tool will be enhanced by a dashboard that is accessible through mobile devices.

The implementation of the above stated mechanisms has resulted in the Metro earning level 3 in terms of Project Management Maturity. EPMO has also established a 'war room' model where the 16 PMOs meet on monthly basis to discuss the projects status and highlighting the challenges of the projects especially those that are crosscutting within the PMOs. EPMO does mentoring and coaching of Project Managers within CoE.



# SECTION G

## G INDICATORS – REPORTING ON THE ACTUALS FROM THE PREVIOUS BEPP

This is a brief description of the following Outcome indicators: WG13, CC2, CC3, IC2, IC3, IC4, IC5, IC6, IC7, and PC4.

✦ **WG13 - Percentage change in the value of properties in Integration Zones**

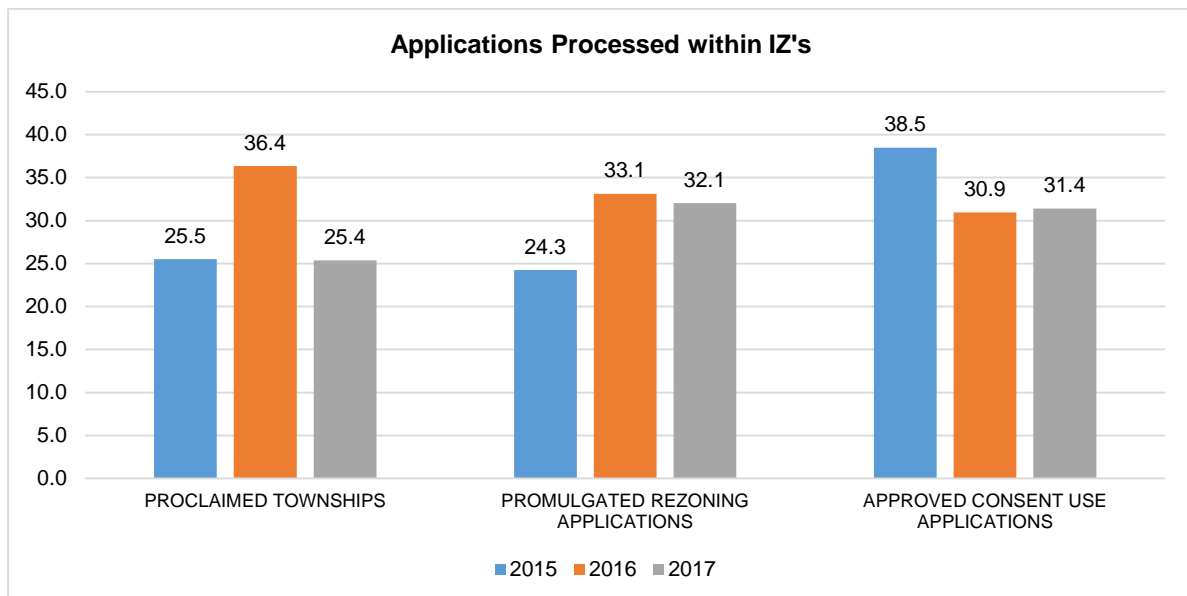
In line with the CoE Evaluation Roll, the Year 1 base line was established (during the previous cycle of BEPP). The Year 3 information will only be available in 2018 with the review of the Evaluation Roll. Accordingly the % change in the property values will only be calculated within the next cycle of BEPP.

✦ **CC2 - Number of land use applications processed in integration zones as a percentage of the total number of land use applications submitted city-wide.**

**Diagram 1** graphically illustrates the percentage of application processed within the Integration Zones compared to the remainder of the city for the time period 2015 to 2017. Over the three year period, on average:

- 29.1% of all *Proclaimed Township* applications was within the IZ's
- 29.8% of all *Promulgated Rezoning Applications* was within the IZ's
- 33.6% of all *Approved Consent Use Applications* was within the IZ's

**Diagram G.1: Percentage of Applications Processed within IZs (2015-2017)**



- \* **CC3 - Number of building plan applications processed in integration zones as a percentage of the total number of building plan applications city-wide.**

The city requires to amend the manner in which database is captured to be able to report on this. This is taken into consideration and may be able to start reporting on the indicator in March 2019.

- \* **IC2 - Gross residential unit density per hectare within integration zones**

**Table G.1: Indicator IC2**

Integration Zone	Gross residential unit density per hectare within integration zones
IZ 1	96 154 : 3 878
IZ 2	34 975 : 4 736
IZ 3	72 641 : 5 209
IZ 4	32 522 : 4 544
IZ 5	67 903 : 5 662
<b>Grand Total</b>	<b>304 194 : 24 028</b>

- \* **IC3 - Ratio of housing types in integration zones**

**Table G.3: Indicator IC3**

Integration Zone	Number of Formal Households in Integration zones	Number of Traditional Households in Integration zones	Number of Informal Households in Integration zones	Number of Other Households in Integration zones
IZ 1	39,752	3,943	52,430	30
IZ 2	18,449	2,244	14,244	38
IZ 3	34,451	6,486	31,691	12
IZ 4	18,551	1,946	11,932	93
IZ 5	32,924	2,889	32,060	30
<b>Grand Total</b>	<b>144,126</b>	<b>17,508</b>	<b>142,357</b>	<b>203</b>

The above table translates into the summary table below.

**Table G.3.1: Indicator IC3 Summary**

Integration Zone	Ratio of Housing Types in Integration zones
IZ 1	39 752 : 3 943 : 52 430 : 30
IZ 2	18 449 : 2 244 : 14 244 : 38
IZ 3	34 451 : 6 486 : 31 691 : 12
IZ 4	18 551 : 1 946 : 11 932 : 93
IZ 5	32 924 : 2 889 : 32 060 : 30
<b>Grand Total</b>	<b>144 126 : 17 508 : 142 354 : 203</b>

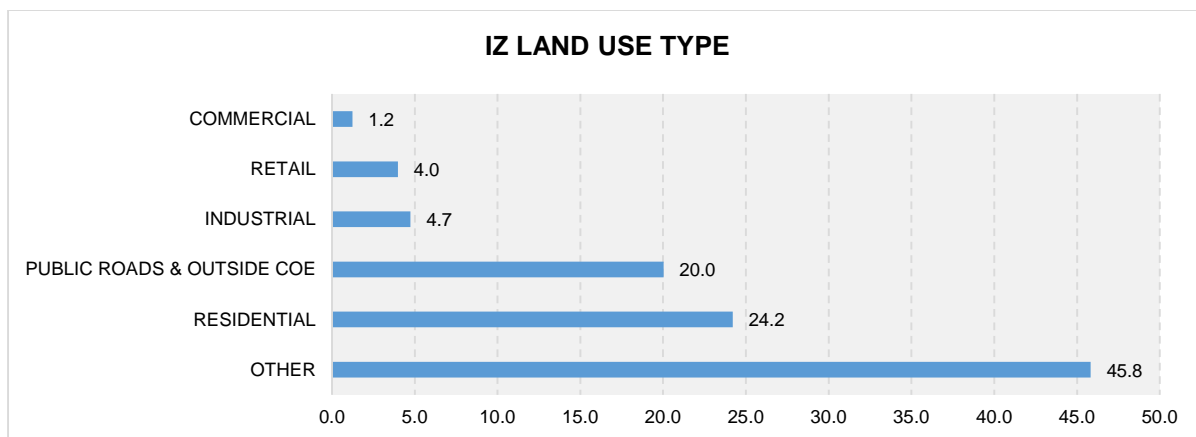
✳ **IC4 - Ratio of housing tenure status in integration zones**

Work in progress.

✳ **IC5 - Ratio of land use types (residential, commercial, retail, industrial) in integration zones**

Diagram G.1 graphically illustrates the land use type distribution with the IZs.

Diagram G.1: IZ Land Use Type



✳ **IC6 - % households accessing subsidy units in integration zones that come from informal settlements**

Work in progress.

✳ **IC7 - Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all dwelling units within Integration Zones**

35.7% of all dwelling units located within the Integration Zones, are within 800 metres from access points to the integrated public transport system.

✳ **PC4 - Commercial and industrial rateable value within integration zone for a single metro as a % of overall commercial and industrial rateable value for that same metro.**

The table below indicates the commercial and industrial rateable value within integration zone, compared to the remainder of the city.

Table G.5: Rentable Value

LAND USE TYPE	COE MARKET VALUE IN RAND	COE MARKET VALUE IN RAND IN IZ	% IN IZ
INDUSTRIAL	R 54,855,499,412	R 10,254,858,000	18.7%
COMMERCIAL	R 8,830,403,099	R 2,737,158,899	31%

