

# CITY OF EKURHULENI METROPOLITAN MUNICIPALITY

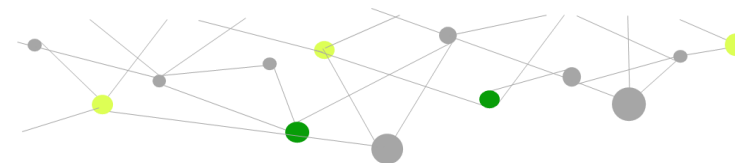
## BUILT ENVIRONMENT PERFORMANCE PLAN

2019-2020

DRAFT  
REPORT  
MARCH 2019



- CLIMATE  
REPONSIVENESS -



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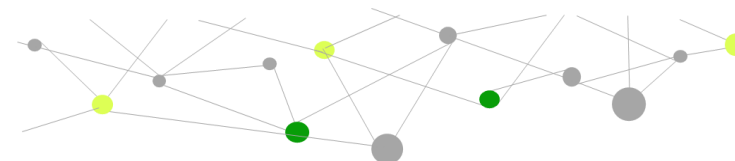
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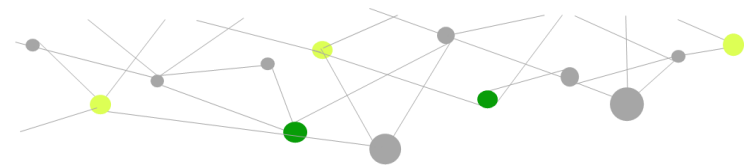
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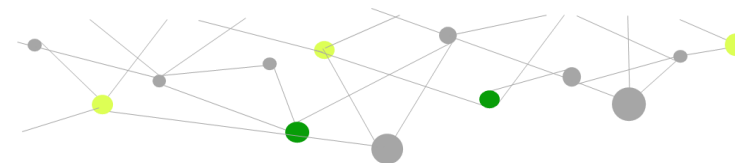
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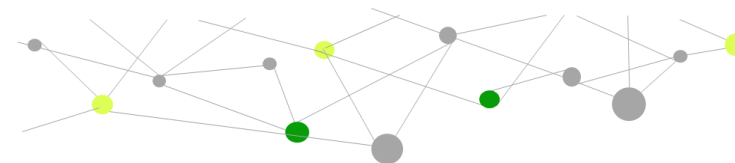




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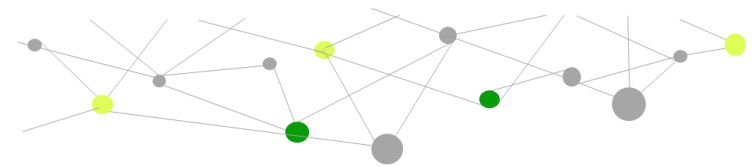
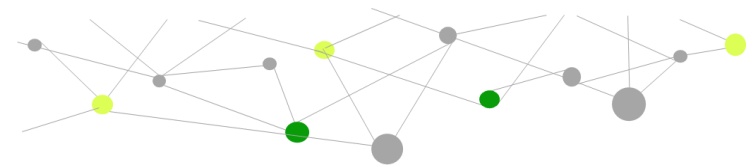


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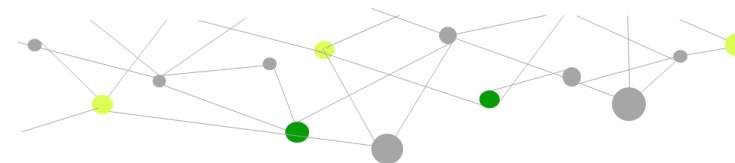


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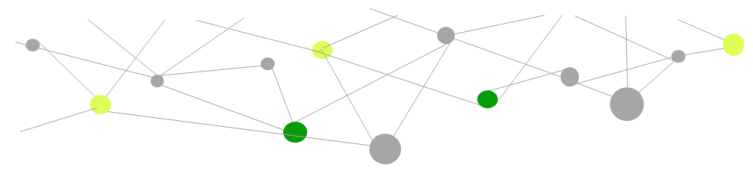
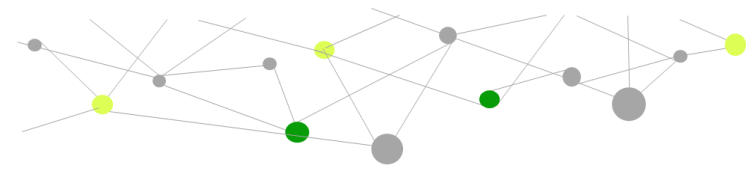


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## A1 INTRODUCTION

The City of Ekurhuleni is a metropolitan municipality found in the province of Gauteng, South Africa (refer to **Figure A1.1**), located east of Johannesburg; and south of Tshwane along the east-west Johannesburg-Maputo corridor and the east-west gold and coal mining corridor as well as the north-south iron and steel corridor. The metropolitan area is the industrial heartland of South Africa and the home of OR Tambo International Airport – the biggest airport in Africa. The name Ekurhuleni means “*place of peace*” in XiTsonga.

The CoE is in the direct economic and employment growth path of the Gauteng Province and is therefore faced with the challenges associated with rapid urbanisation as the major pull factor for urbanisation is an economic opportunity. The metro is further well-placed within the larger city region with good inter and intra-regional linkages for all modes of transport.

The absence of an urban core within the CoE, juxtaposed with high population densities over vast stretches of land supporting largely by, mining, agriculture, logistics and industrial economic activities, would in time expose the City to being the perfect arena for a new approach to spatial and economic transformation.

### A1.1 Socio-Economic Overview

(Source: StatsSA Census 2011; Community Survey 2016; CoE IDP 2018/2019)

The City of Ekurhuleni total population amounts to 3 379 104 people (2016 *Community Survey*) and represents 25.2% of the total Gauteng Provincial Population (refer to **Diagram A1.1**) and 6% of the total population of South Africa. It is evident that the total population of the CoE increased from 3 178 470 in 2011 to 3 379 104 in 2016 – an increment of 200 634 individuals. The incremental increase translates into  $\pm 40\,000$  individual per annum for the time period 2011 to 2016. The population growth rate of the CoE for the same time period (2011-2016) was 1.2%.

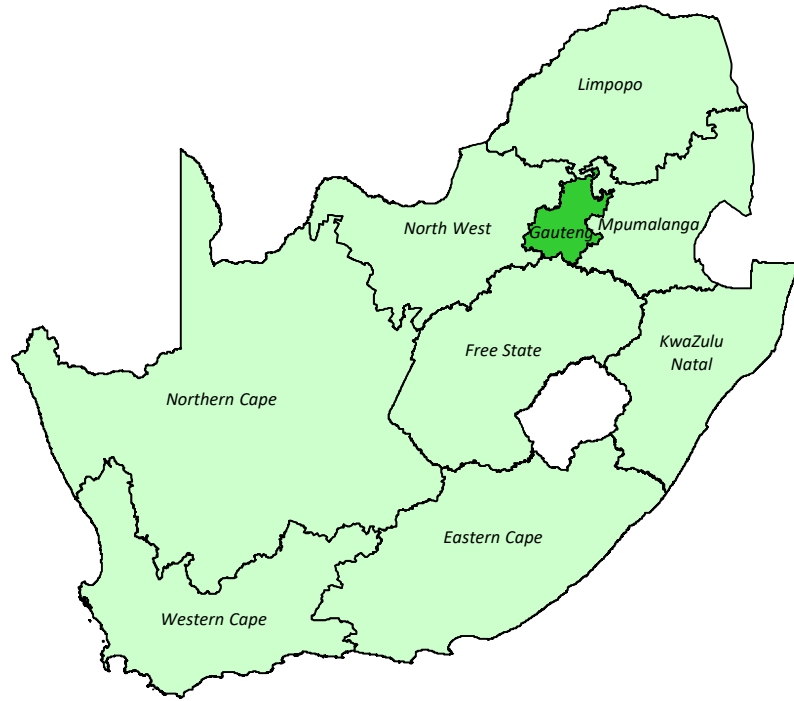
An important feature of growth in the Ekurhuleni population, is the net migration into the City. Ekurhuleni, together with Tshwane and Johannesburg are the *largest recipients of in-migration* in the country.

The total CoE Population represents 1 202 206 households, with an average household size of 2.8 persons per household (refer to **Diagram A1.1**). The Tembisa, Katlehong, Vosloorus, Duduza, Daveyton and Thokoza and Wattville townships (marginalised areas) collectively house over 61.3% of the City’s total population, primarily within informal dwellings (shacks)



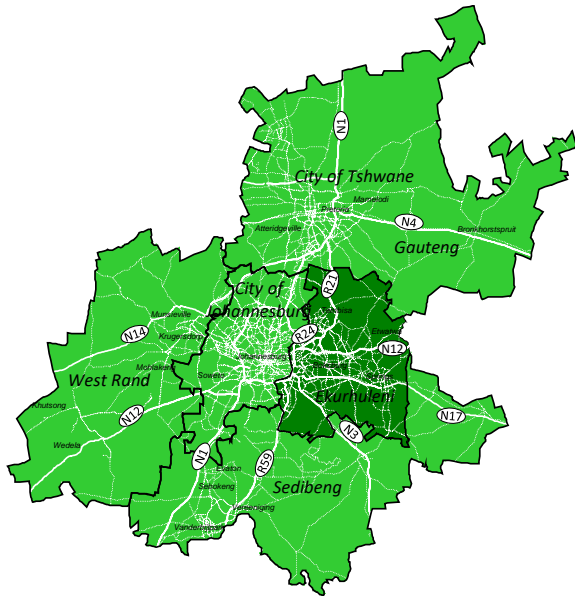
National

*South Africa*



Provincial

*Gauteng*



Local

*City of Ekurhuleni*

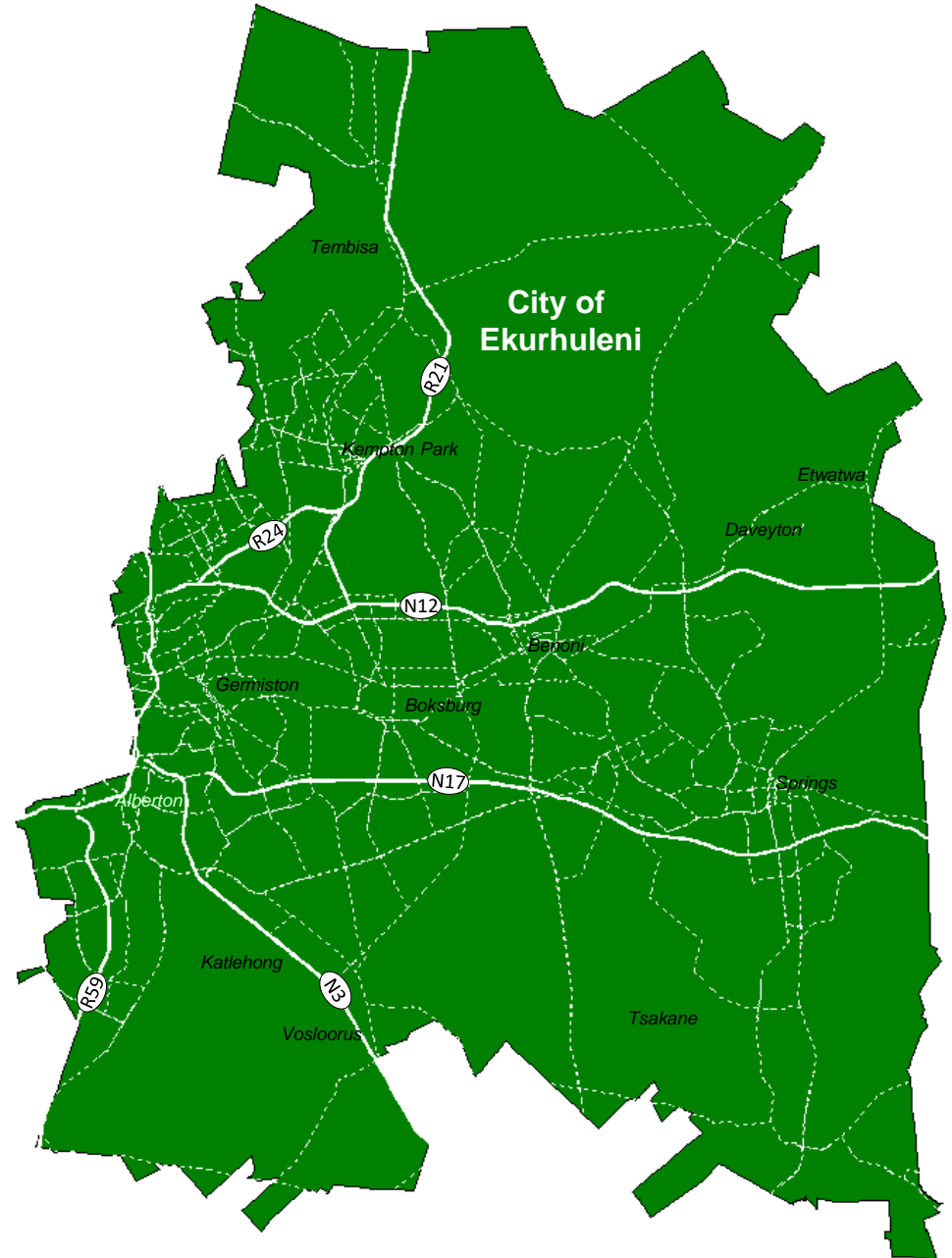
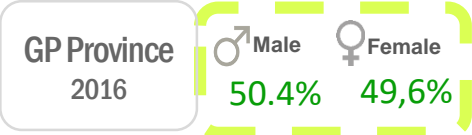


Figure A1.1

**Gauteng Province:**  
District/Local Municipalities

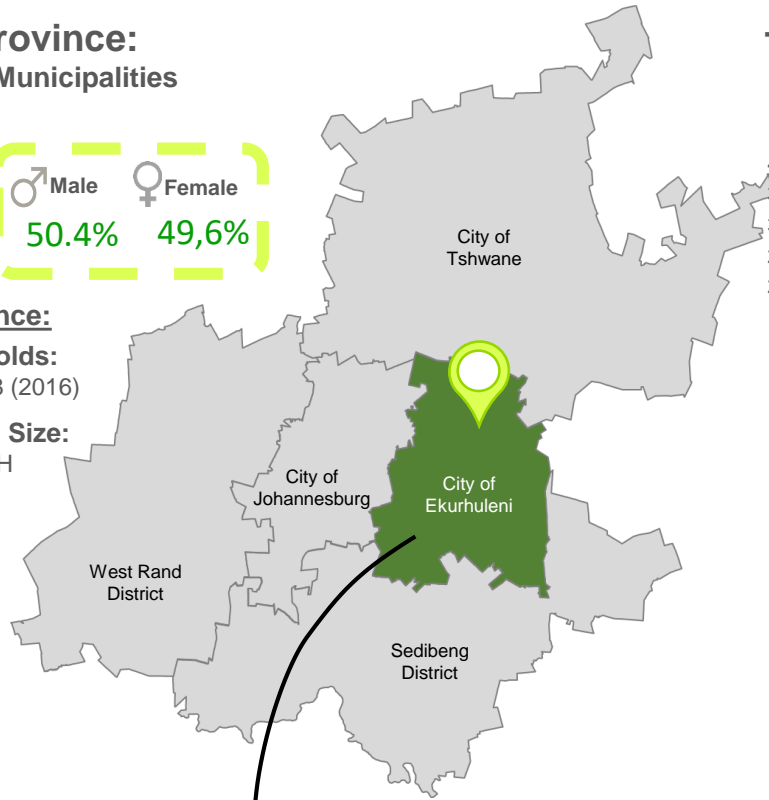


**Gauteng Province:**

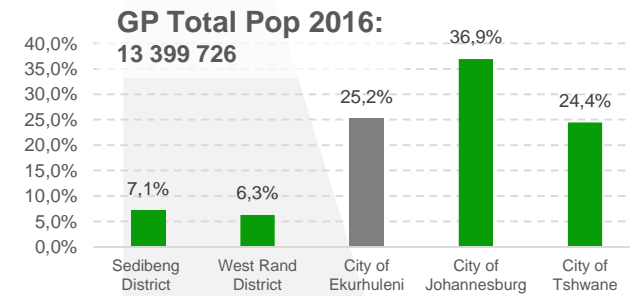
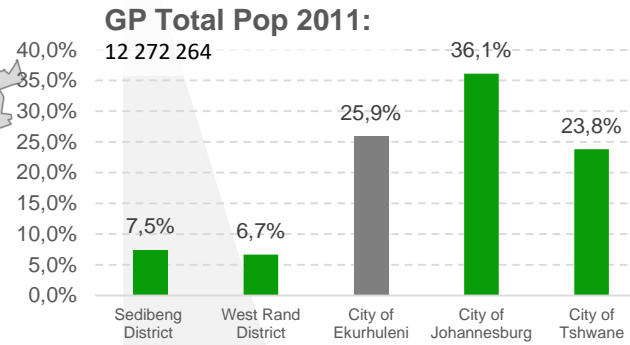


**Households:**  
4 564 578 (2016)

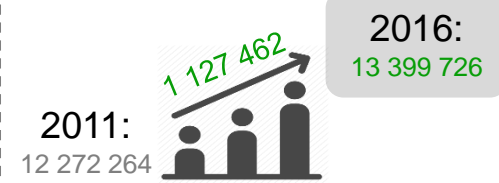
**Avg. HH Size:**  
2,9 per/HH



**Total Population Gauteng Province**



**GP Population Growth:**  
2011-2016



**GP Growth Rate**  
2011-2016: **1.9%**

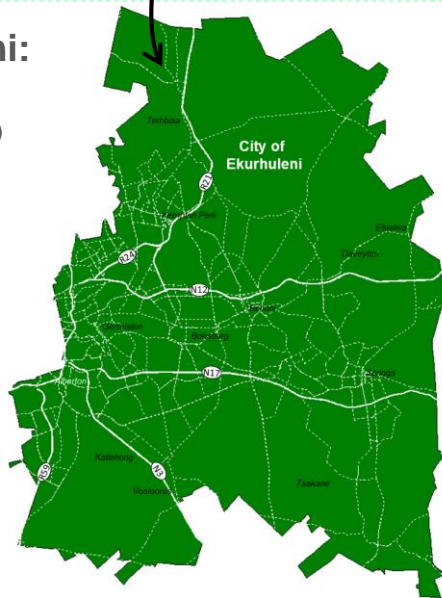
**Growth in DM's: 2011-2016**

District	2011-2016
Sedibeng District	41 045
West Rand District	17 599
City of Ekurhuleni	200 634
City of Johannesburg	514 520
City of Tshwane	353 664
<b>Gauteng</b>	<b>1 127 462</b>

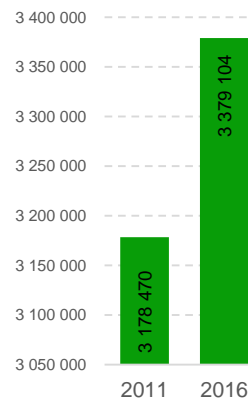
**City of Ekurhuleni:**

**Households:**  
1 202 206 (2016)

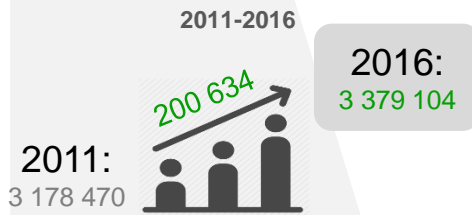
**Avg. HH Size:**  
2,8 per/HH



**CoE Total Pop**  
2011-2016:

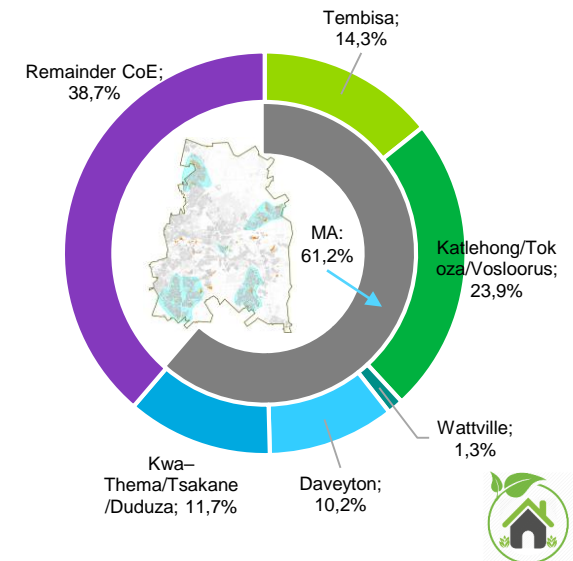


**CoE Population Growth:**  
2011-2016

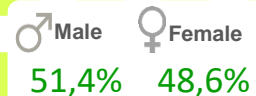


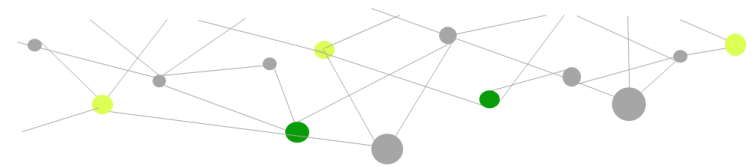
**CoE Growth Rate**  
2011-2016

**±40 000 people per annum**  
**1.2%**



**City of Ekurhuleni**  
2016



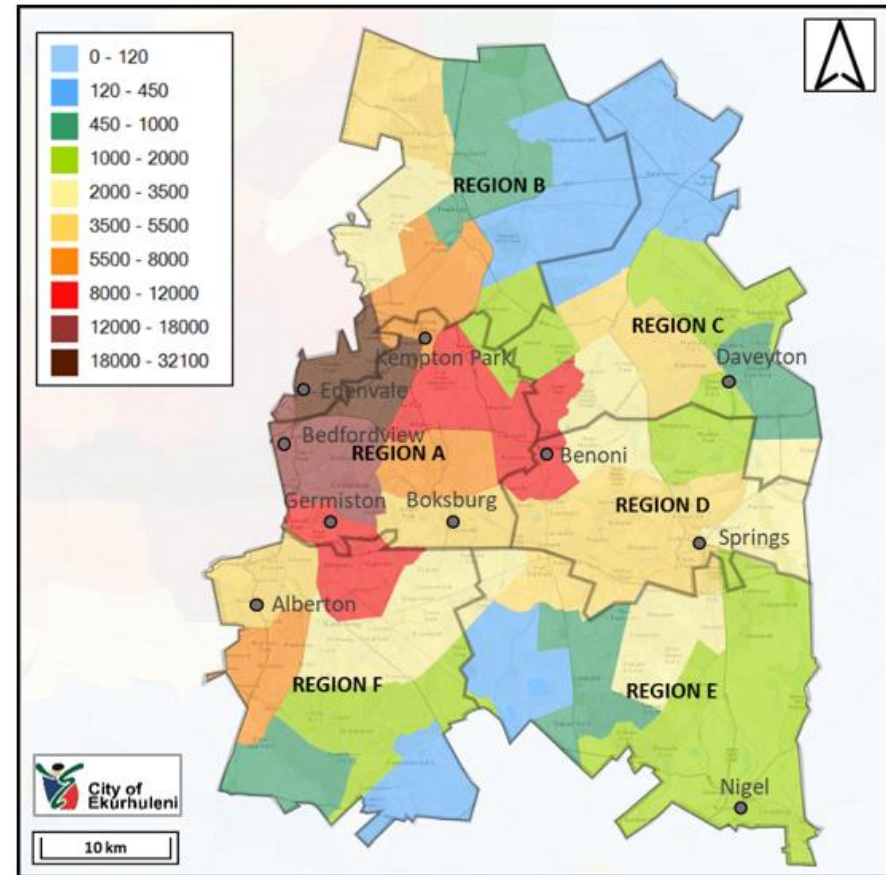


The structure of the City of Ekurhuleni’s economy is dominated by the following four sectors: manufacturing, finance and business services, community services and general government and to a lesser extent the trade and hospitality sector. Over the past 15 years, major structural shifts have occurred in the structure of the economy principally involving the decline of the dominance of the manufacturing sector which dropped from 30.3% in 2000 to 22.7% in 2015 and a comparable increase of the contribution of the finance and business services sector which increased its share from 14.8% in 2011 to 21.3% in 2015.

The continuing decline of the manufacturing sector is a big challenge for the municipality, therefore the revitalisation of the manufacturing sector is a key strategic focus for the municipality.

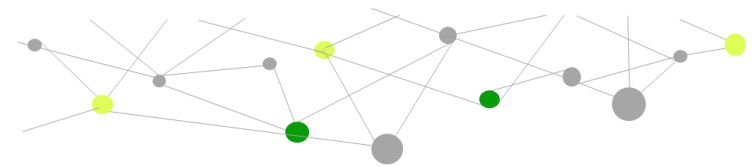
**Gross Value Added:** With a GDP of R 301 billion in 2015 (up from R 128 billion in 2005), Ekurhuleni contributed 21.43% to the Gauteng Province GDP of R 1.41 trillion in 2015 increasing in the share of Gauteng from 22.18% in 2005. The City of Ekurhuleni contributes 7.51% to the GDP of South Africa which had a total GDP of R 4.01 trillion in 2015 (as measured in nominal or current prices). It's contribution to the national economy remain constant in importance from 2005 when it contributed 7.5% to South Africa, but it is lower than the peak of 7.8% in 2005. The declining percentage contribution of Ekurhuleni to the national GDP is consistent with the decline in manufacturing as highlighted above.

CoE Total GVA 2013, Rand's Million



Source: Urban Econ CIF Modelling Socio-Economic Study 2017





In 2015, 48.5% of the total population of the CoE is regarded as being Economically Active. The number of formally employed people in the City of Ekurhuleni counted 1.03 million in 2015, which is about 86.71% of total employment, while the number of people employed in the informal sector counted 158 000 or 13.29% of the total employment. Informal employment in Ekurhuleni increased from 128 000 in 2005 to an estimated 158 000 in 2015.

### A1.2 City Form and Function

The city of Ekurhuleni is characterised by its multi-nodal spatial structure as the mining belt was historically the core around which the various towns and settlements were established. In total nine towns developed in the vicinity of the mining belt with Germiston, Boksburg, Benoni, Brakpan, Springs and Nigel being part of the mining belt itself while Edenvale, Kempton Park and Alberton developed adjacent to it. Accordingly, the CoE lacks a primary core, which lends character and identity to the Metro (Refer to **Figure A1.2**).

The CBDs and the surrounding inner-city core areas (including the older industrial areas) are all to a greater or lesser extent characterised by urban decay and deterioration of the physical environment. During the last decade, a number of large informal settlements have also developed in the mining belt, in close proximity to the CBDs and older industrial areas. Many of these settlements do not have even rudimentary services and large parts of them are situated on land that is unsuitable for housing due to various mining-related development constraints

Four major concentrations of historically disadvantaged communities exist within the CoE. All of these communities are situated on the outskirts of the main urban area and is removed from where the bulk of job opportunities are situated. These four communities are Tembisa, the Katorus complex, the Kwatsaduza complex and the Daveyton/ Etwatwa complex.














The CoE's transport system including rail, road and air, is well developed and remains a strong resource to attract and accommodate future development. The urban footprint is dispersed, placing pressures on service delivery and transport systems.

Overall, the City of Ekurhuleni is well placed to accommodate future regional growth in view of the growth patterns in Gauteng and the role of the future growth of the aerotropolis. In addition, the agricultural areas of the metro appear to have significant development potential in support of the aerotropolis and should as such be protected and developed.

### Employment Nodes

The CoE is characterised by its industrial role and function, linked to the OR Tambo International Airport freight and warehousing related operations. In addition to the industrial/commercial areas, the nine CBD's, the shopping centres and the secondary nodes provide most formal employment opportunities within the CoE. **Figure A1.3** graphically illustrate the CoE residential footprint in relation to the areas of employment, overlaid with the primary employment nodes as identified within the 25-Year Integrated



-  Urban Area
-  Parks/Protected Area
-  Industrial Area
-  Airport Area
-  Airport Runway
-  National Roads
-  Main Roads
-  Railway
-  Railway
-  Gautrain Rapid Rail
-  Gautrain Stations
-  Rivers
-  Dams

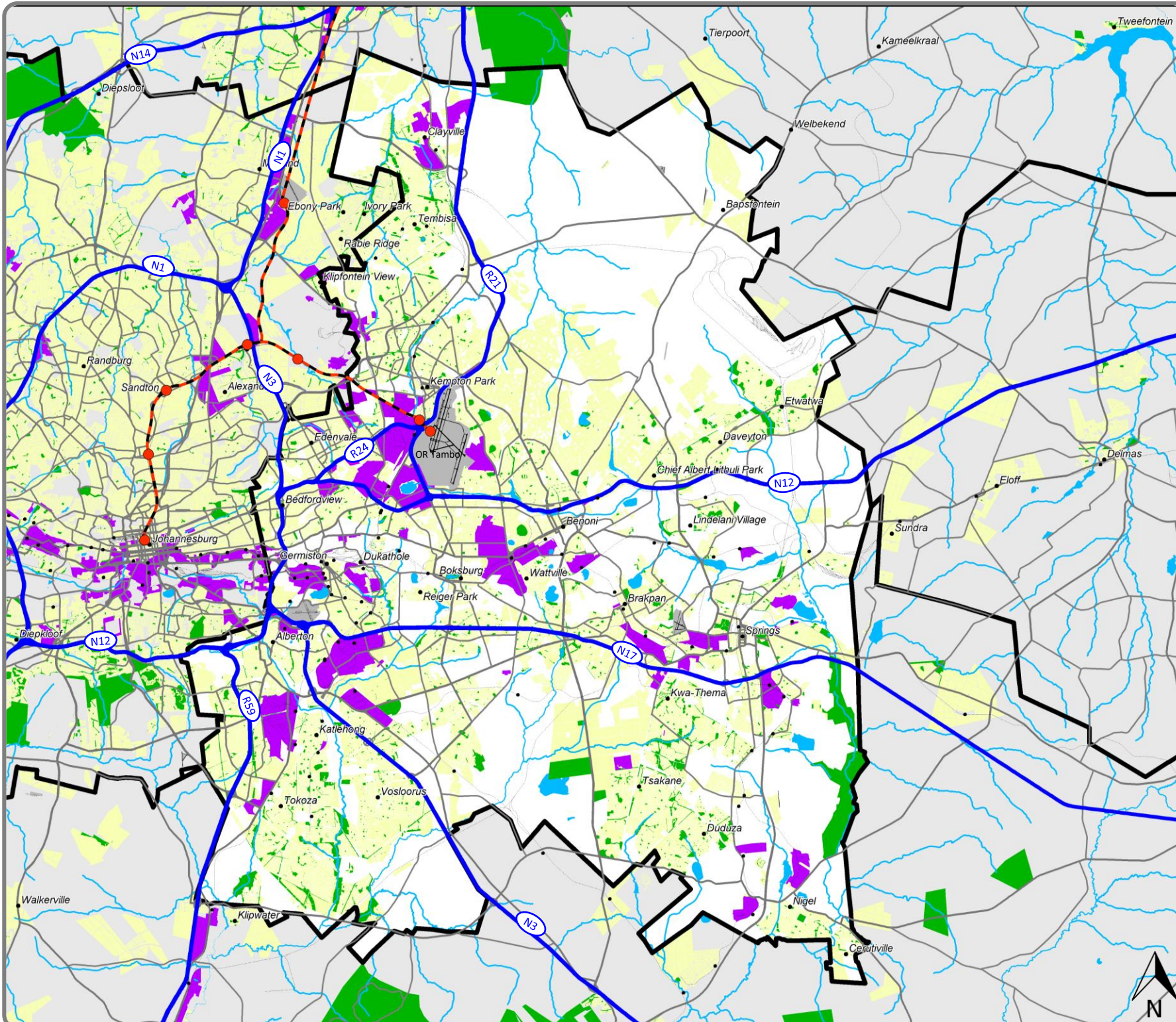
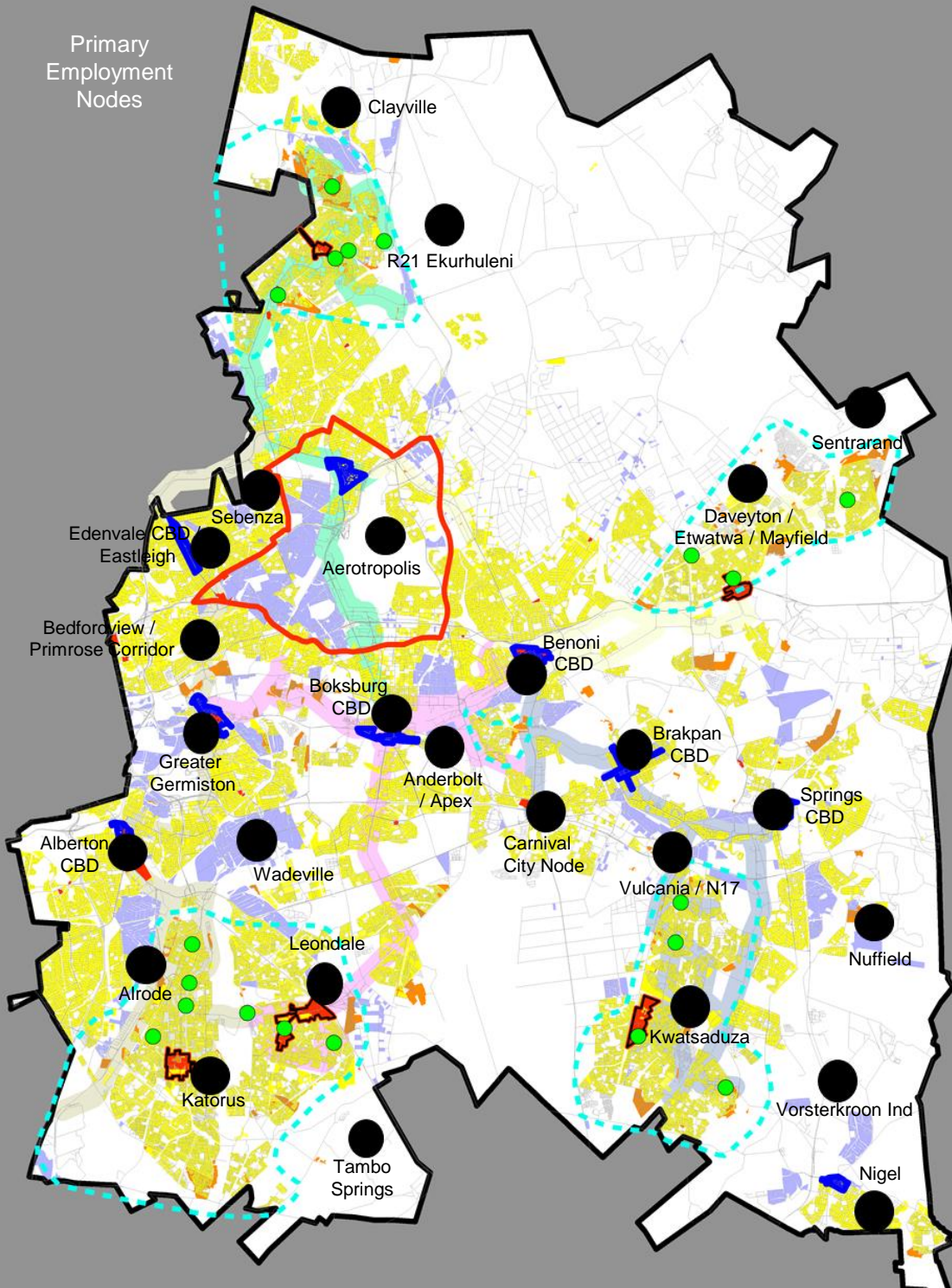


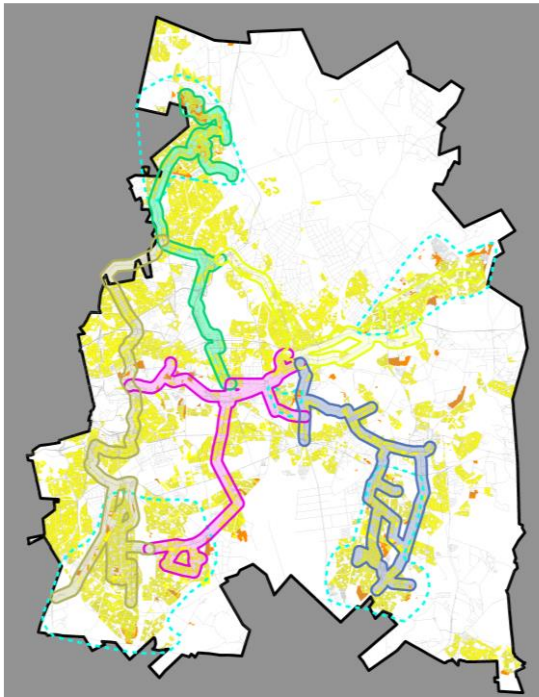
Figure A1.2



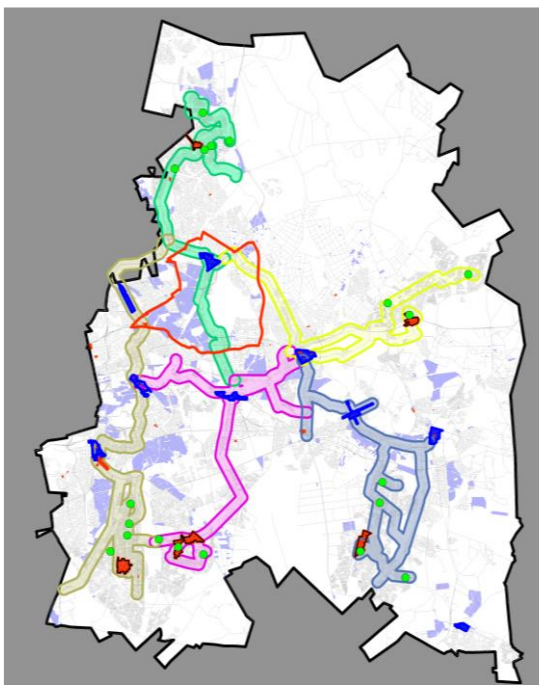
Primary  
Employment  
Nodes



### RESIDENTIAL FOOTPRINT



### AREAS OF EMPLOYMENT

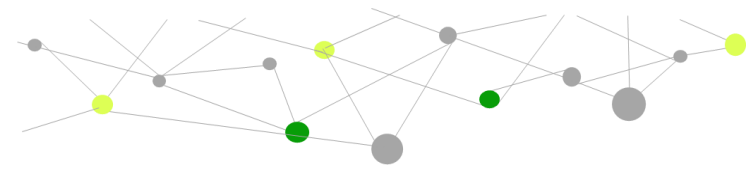


### Areas of Employment in relation to Residential Areas

- CoE Boundary 2016
- IZ1: Tembisa-Kempton Park
- IZ2: Vosloorus-Boksburg-Bartlett
- IZ3: Katlehong-Tokoza-Alberton-Germiston
- IZ4: Etwatwa-Daveyton-Benoni
- IZ5: Duduza-Tsakane-Kwa-Thema-Boksburg
- Aerotropolis Core Node
- Urban Hubs
- CBD Boundaries
- Shopping Centre
- Secondary Node
- Industrial Area
- Marginalised Area
- Informal Settlements 2018
- Residential Areas
- Primary Employment Nodes



Figure A1.3



Transport Master Plan for the Gauteng Province. The identified CoE primary employment nodes consist of the following:

- Aerotropolis
- Alberton CBD
- Alrode
- Anderbolt / Apex
- Bedfordview / Primrose Corridor
- Benoni CBD
- Boksburg CBD
- Brakpan CBD
- Carnival City Node
- Clayville
- Daveyton / Etwatwa / Mayfield
- Edenvale CBD / Eastleigh
- Greater Germiston
- Katorus
- Kwatsaduza
- Leondale
- Nigel
- Nuffield
- R21 Ekurhuleni
- Sebenza
- Sentrarand
- Springs CBD
- Tambo Springs
- Vorsterkroon Ind
- Vulcania / N17
- Wadeville

Based on the Formal Worker projections, graphically illustrated in Figure A1.4, it is evident that the following nodes will experience the most significant growth in the total number of employment opportunities from 2010 to 2037 is the *Aerotropolis Core* and the *R21 Development Corridor*. **Table A1.1** provide an indication of the total number of formal workers for the *Aerotropolis Core* and the *Aerotropolis Node* in 2037.

**Table A1.1 Formal Worker 2037**

2037 Formal Workers	Aerotropolis Core	R21 Dev. Corridor
Retail Office	56 448	149 798
Industrial Commercial	69 789	173 524
Other	57 176	89 100
<b>Total</b>	<b>183 413</b>	<b>412 422</b>

\*Source: Source: Gauteng 25-year Integrated Transport Master Plan

**Natural Environment**

The City of Ekurhuleni contains large amounts of threatened plant species, thereby making it an important area for conservation. A large proportion of untransformed grassland occurs within the municipality, and consists of 2 vegetation types, namely the Moist Cool Highveld Grassland and the Rocky Highveld Grassland (refer to **Figure A1.5**).

The municipality currently encompasses five protected areas covering an area of 2 199 ha, which is only 1.1% of the CoE. In addition, the Gauteng Conservation Plan indicates that a further 40% (78 865 ha) of the municipality is regarded as having ecological importance. The protected areas situated within and adjacent to the municipality include:

- Rondebuilt Bird Sanctuary;
- Suikerbosrand Nature Reserve;
- Rietvlei Dam;
- Marievale Bird Sanctuary (Blesbokspruit – Ramsar Site);
- Meyersdal Nature Area;
- Kliprivierberg; and
- Korsman.

The following critical issues were identified in the Ekurhuleni Biodiversity and Open Space Strategy report:

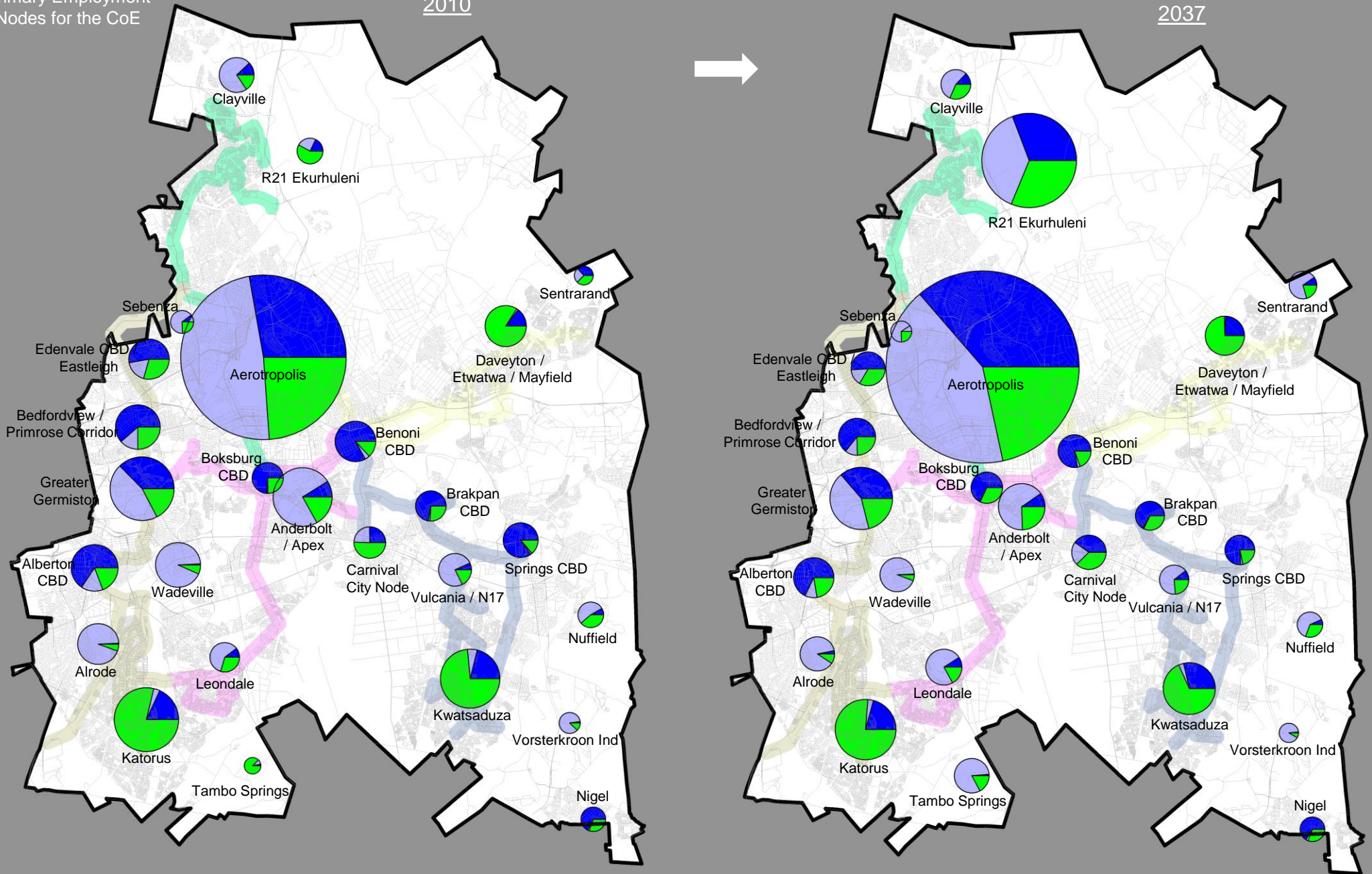
- Ekurhuleni comprises a vast hydrological network. The presence of the Ramsar Site in the Blesbokspruit is a key element in the hydrological network.



Growth in Proposed  
Formal Workers per  
Primary Employment  
Nodes for the CoE

Formal Workers:  
2010

Formal Workers:  
2037



Source: Gauteng 25-year Integrated  
Transport Master Plan

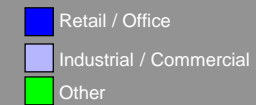

















Figure A1.4

**Natural Environment**

-  Urban Area
-  Parks/Protected Area
-  Airport Area
-  Critical Biodiversity Area
-  Ecological Support Area
-  Other Natural Area
-  Dolomite
-  National Roads
-  Main Roads
-  Railway
-  Railway
-  Gautrain Rapid Rail
-  Gautrain Stations
-  Rivers
-  Dams

Source: CPlan 2011 / MBSP 2014

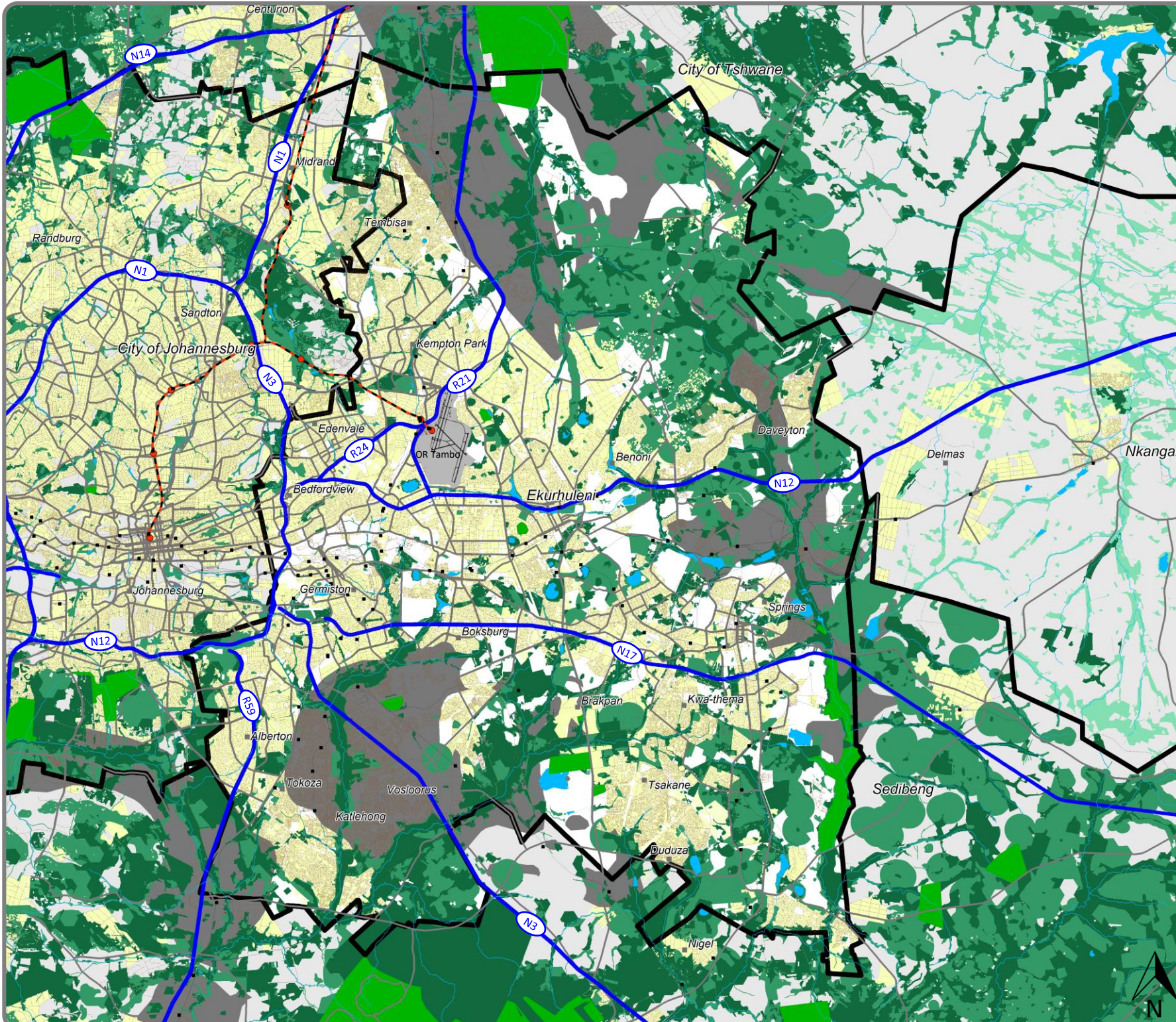
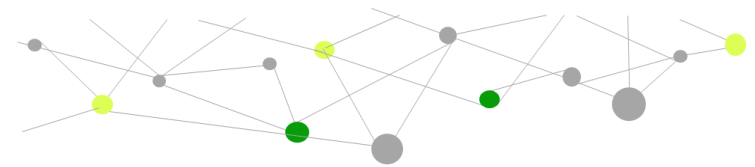


Figure A1.5



- The EMM possesses a variety of urban open spaces that include urban parks and sports fields.
- Municipal and other services servitudes and significant surface areas of shallowly undermined areas have the potential to provide important links in the open space system.
- There are significant physical constraints to development that are advantageous for the development of an open space system in the area that include elements such as shallow undermined areas, dolomite and wetlands.
- Most of the natural open space that remains in Ekurhuleni is privately owned (at least 80%) and not necessarily easily available for use as public open space and consequently for the protection of biodiversity.
- Significant parts of open space, especially the rivers in the area, are polluted or degraded and may require significant investment to return them to an acceptable state.
- Natural open space elements are often fragmented and, in some places, it will be difficult to establish adequate links.

### **A1.3 Climate Responsiveness (Resilience, Adaption, Mitigation)**

#### **CoE Climate Change Response Strategy, 2015**

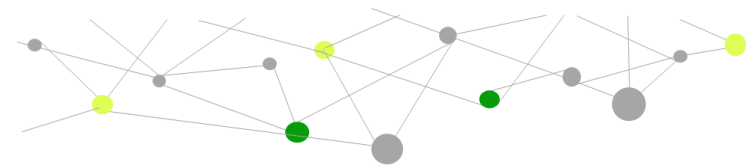
Cities act as the concentration of economic activity within any region. Cities are therefore consumers of the vast majority of natural resources within the country and act as a major contributor to environmental degradation. Although urbanization is the driving force for modernization, economic

growth and development, there is increasing concern about the effects of expanding cities, principally on human health, livelihoods and the environment. The implications of rapid urbanization and demographic trends for employment, food security, water supply, shelter and sanitation, especially the disposal of wastes (solid and liquid) that the cities produce are staggering (UNCED, 1992). This intense utilisation of natural resources has severe effects on the natural environment within the region causing it's the ecosystems within the area to become severely distressed.

The City of Ekurhuleni is no different in this respect. The urban landscape has highly concentrated populations that are serviced by major infrastructure, which renders them vulnerable to the impacts of climate change and environmental degradation. These impacts may be warmer temperatures, fiercer storms and increases in rainfall over shorter periods, contributing to the exposure of the society to flash floods and other natural disasters. At the same time, better urban planning, policies and service delivery infrastructure choices can reduce energy use, greenhouse gas emissions, improve the resilience of urban infrastructure to climate change, and minimize the impact of climate change on the poor, thus shaping future trends.

Ekurhuleni is regarded as the manufacturing and industrial hub of Gauteng which thus positions the city as a large emitter of Green House Gasses (GHGs). Further to this Ekurhuleni is home to the largest airport in South Africa – OR Tambo International Airport and has positioned itself to be the first Aerotropolis City in Africa. This would mean that the heart of the region





would be a transport and logistics nexus lead to freight movement and thus associated emissions related to the transport sector. The CoE Emissions per Capita is calculated at **7.7 tCO<sub>2</sub>e**.

***History of Disasters and Major Incidents in the COE***

The following list of declared disasters within the CoE was compiled from open source media:

- 2008 Xenophobia – provincial, extended to national (post-disaster report by HRC and Wits and Govt);
- 2010 Bapsfontein sinkhole – local;
- 2010 Floods – national; and
- 2011 Duduza tornado.

*Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016*

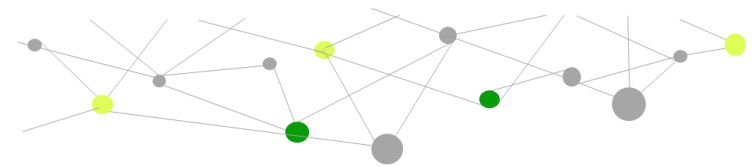
Addressing the effects of climate change, environmental degradation and reduction of GHG emissions not only improves the natural environment, ecosystem services and living habitat, but also helps municipalities in three dimensions of sustainability: economic, environmental, and social.

**Economic:** The maintenance of sprawled communities is expensive and contributes to the municipal infrastructure deficit. Taking measures towards increasing energy efficiency, water usage and protection of soils is not only about combating climate change, but also about ensuring that our communities are economically viable, well into the future. In particular, research shows that the impacts of climate change are borne most heavily by the poor, thus combating climate change and its effects within EMM ensures not only economic viability but the protection of the poor.

**Environmental:** The predicted effects of climate change include extreme weather events, increased frequency of disease, and heat stress. These will undoubtedly have severe effects on a number of sectors including agricultural, hampering consistent production and leading food insecurity. Existing water management infrastructure (i.e. storage and drainage systems) may not be well suited to changes in precipitation. Fortunately, many actions which will reduce emissions can also help municipalities adapt to climate change. Some examples of actions include water conservation measures e.g. fixing leaking pipes and rainwater harvesting; reducing energy use e.g. energy efficiency and solar water heating, and making municipalities more resilient in the face of droughts, and other extreme weather events.

**Social:** Population is an important source of development, yet it is a major source of environmental degradation when it exceeds the threshold limits of the support systems. Unless the relationship between the multiplying population and the natural life support system can be stabilised, development programmes, howsoever innovative, are not likely to yield desired results. Population impacts on the environment primarily through the use of natural resources and the production of wastes and are associated with environmental stresses like loss of biodiversity, air and water pollution and increased pressure on arable land. The burning of fossil fuels not only contributes to greenhouse gas concentrations but also releases chemicals that are detrimental to human health. Ambient air quality within the region is linked directly to industry and manufacturing, informal settlement (fires, stoves, burning of garbage) and from motor vehicles, this





has serious consequences for the region and environment. Therefore, taking action on climate change often results in improved air quality and human health. Climate change and environmental degradation also have numerous socio-economic impacts including increased health care costs, social disruption, loss of income and productivity and diminished quality of life.

Climate change is therefore not just an environmental issue and more importantly, it is not an issue which should be addressed in isolation. The impacts of climate change and the varying parameters in which planning for these should occur, cut across all sectors and ultimately culminate indirect impacts on the city’s ability to deliver sustainable services.

**The priority risks identified through the community-based assessment at a City level are the following:**

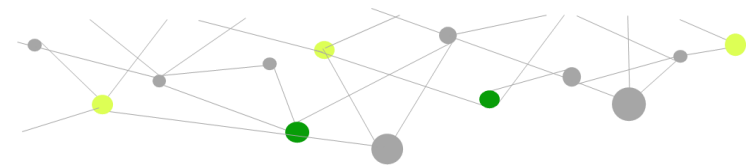
- Air Pollution;
- Dangerous electrical connection;
- Sewage and Drainage;
- Flooding;
- Road incident;
- Electricity Supply Disruption;
- Illegal/uncontrolled waste disposal;
- Structural fire (informal settlement); Pest Infestation;
- Stormwater Flood;
- Hazardous Materials HAZMAT;
- Veldfires;
- Civil Unrest;
- Severe Storms; and
- Infrastructure Failure

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016

**Table A1.2** indicate the *Climate Change Factors*, which inform the climate risks and vulnerabilities as identified for the CoE. Following is a brief description of the findings:

- Increasing temperatures impacting on social welfare and natural assets.
- Increased rainfall which could lead to infrastructure damage, particularly with regards to road infrastructure.
- Water service disruption due to increasing rainfall overburdening existing system capacity. Subsequently, concerns were raised pertaining to the potential contamination to potable water as a result of ineffective and under-capacitated service infrastructure.
- Increased dry spells will lead to a heightened need for water and again the over-capacitating of an already strained resource network.
- Changing weather patterns will greatly affect the agricultural sector of the CoE leading to inter alia reduced agricultural production.





**Table A1.2: Estimated CoE Climate Change Factors**

Climate Variable		Current Conditions	2040 Predictions	Increase
<b>Temperature</b>	Annual Average Temperature	Max 25°C (Summer) Min 17°C (Winter)	>+5°C	✓
<b>Rainfall</b>	Annual Average Rainfall	713mm	841mm	✓
	Summer	107mm	116mm	✓
	Autumn	53mm	64mm	✓
	Winter	6mm	7mm	✓
	Spring	72mm	94mm	✓
<b>Extreme Rainfall</b>	Heavy Rainfall Intensity		+6.4% increase	✓
<b>Humidity</b> (For every 1°C rise in temperature the humidity will increase by 7%)	Annual Average Humidity	30-50%	14% increase	✓
<b>Additional</b>	Annual average number of extreme heat waves	35°C	+2.1°C increase in temperature	✓

Source: Cities Climate Resilience Preparedness Workshop November 2018

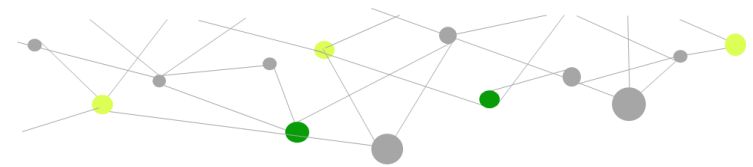
Taking into consideration the Climate Change Factors, the CoE current and future Climate **Threats** and **Vulnerabilities** can be distinguished as follow:

Threats	<ul style="list-style-type: none"> <li>• Higher Temperatures and Heatwaves</li> <li>• Heavy precipitation leading to urban flooding</li> <li>• Storms (wind, rain, thunderstorms leading to floods and physical damage to infrastructure)</li> <li>• Decreased in water availability leading to water scarcity and droughts</li> <li>• Climate impacts e.g. bushfires, pests</li> <li>• Increase in vector and waterborne diseases</li> </ul>
Vulnerabilities	<ul style="list-style-type: none"> <li>• Energy supply</li> <li>• Communication and information</li> <li>• Transportation</li> <li>• Water supply</li> <li>• Sewerage and drainage</li> <li>• Solid waste</li> <li>• Human Settlements - Buildings and built up areas</li> <li>• Urban greening and biodiversity</li> <li>• Health</li> <li>• Food production and supply</li> <li>• Governance and management</li> <li>• Social composition</li> </ul>

In responding to the climate change realities, the City of Ekurhuleni has commenced with the following **Climate Change Adaption and Mitigation Initiatives** as summarised within **Table A1.3**.







**Table A1.3: CoE CC Adaption and Mitigation Initiatives per Department**

Department	Initiative
Disaster Management and Emergency Services	<ul style="list-style-type: none"> <li>Comprehensive Disaster and Vulnerability Assessment for CoE</li> </ul>
Energy Department	<ul style="list-style-type: none"> <li>Energy Efficiency (All council-owned buildings &amp; Streetlight replacement program)</li> <li>Renewable Energy Generation (Solar PV – 2 projects &amp; Landfill gas to energy)</li> </ul>
Water	<ul style="list-style-type: none"> <li>Pilot projects Rain Water Harvesting at W&amp;S Depots</li> </ul>
Waste	<ul style="list-style-type: none"> <li>Landfill gas recovery and flaring</li> <li>Recycling Cooperatives Setup in three communities</li> </ul>
Transport	<ul style="list-style-type: none"> <li>IRPTN – North-South Corridor</li> </ul>
City Planning	<ul style="list-style-type: none"> <li>Ekurhuleni Urban Design Policy Framework (considers Climate Change)</li> <li>Capital Investment Framework – Additional Scoring for Green Infrastructure Projects</li> <li>Built Environmental Performance Plan</li> </ul>
Real Estate Department	<ul style="list-style-type: none"> <li>Environmental principles embedded in CoE Buildings (design for 4 buildings completed)</li> </ul>

Table A1.4 contain initiative specific details whilst **Figure A1.6** graphically represents the spatial distribution of the *Climate Change Adaption and Mitigation Initiatives*.



**Climate Change Initiatives**

**Legend**

- CoE Boundary 2016
- National Roads
- Gautrain Rapid Rail
- Railways and IPTN
- Landfill gas to Electricity & Biofuel
- Recycling Plant
- Rooftop Solar (Renewable Energy)
- Trees to Mitigate Co2
- Rainwater Harvesting

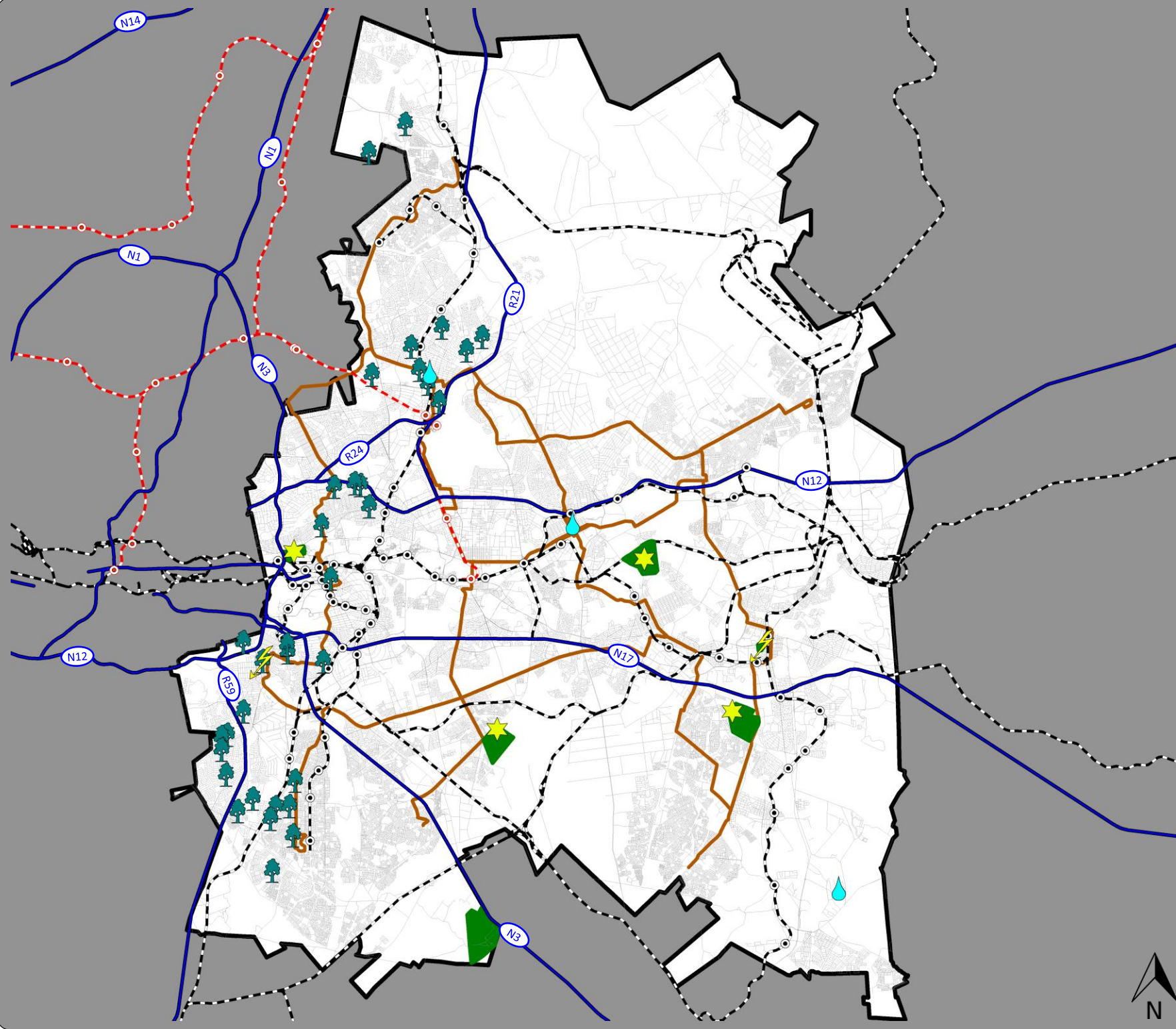
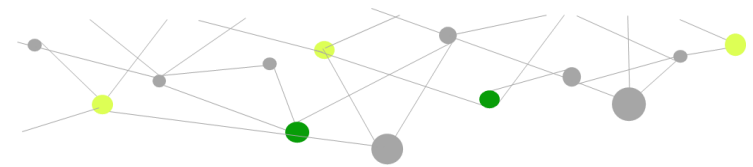


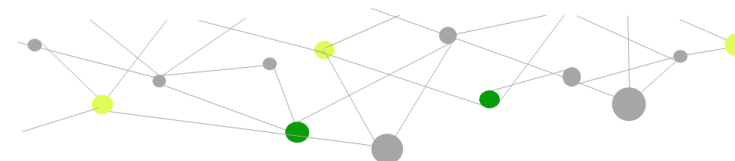
Figure A1.6



**Table A1.4: City of Ekurhuleni Climate Change Adaption and Mitigation Initiatives - Projects Details**

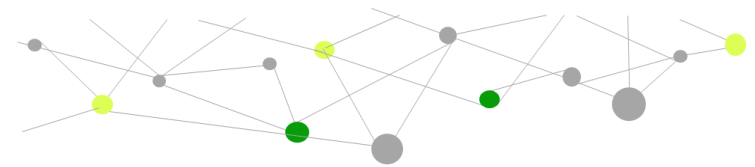
Programme Name	Project Type	Social and Environmental Impact	Location	Responsible Department	Hyperlink
Ekurhuleni Landfill gas to electricity and bio-fuel. <ul style="list-style-type: none"> <li>Reduce and recycle waste</li> <li>Waste to energy</li> </ul>	Landfill gas to electricity and bio-fuel for vehicles	The extraction and utilisation of landfill gas reduce harmful greenhouse gas (GHG) emissions and prevent explosion hazards at the landfill sites from the accumulation of methane gas. The local air quality has improved as a result of the project due to the extraction and combustion of landfill gas. The potential for migration of landfill gas has significant reducing the risk of explosion, toxicity and asphyxiation due to LFG accumulation.	CoE Landfill Sites: <ul style="list-style-type: none"> <li>Rooikraal</li> <li>Simmer Jack</li> <li>Weltevreden</li> <li>Rietfontein</li> <li>Platkop</li> </ul>	Waste Management	
Rainwater Harvesting, Water Security	Rainwater Harvesting, Water Security	<ul style="list-style-type: none"> <li>The water is free; the only cost is for collection and use.</li> <li>The end use of harvested water is located close to the source, eliminating the need for complex and costly distribution systems.</li> <li>Rainwater provides a water source when groundwater is unacceptable or unavailable, or it can augment limited groundwater supplies.</li> <li>The zero hardness of rainwater helps prevent scale on appliances, extending their use; rainwater eliminates the need for a water softener and the salts added during the softening process.</li> <li>Rainwater is sodium-free, important for persons on low-sodium diets.</li> <li>Rainwater is superior for landscape irrigation.</li> <li>Rainwater harvesting reduces flow to stormwater drains and also reduces non-point source pollution.</li> <li>Rainwater harvesting helps utilities reduce the summer demand peak and delay expansion of existing water treatment plants.</li> <li>Rainwater harvesting reduces consumers' utility bills.</li> </ul>	CoE Water and Sanitation Depots: <ul style="list-style-type: none"> <li>Crystal Park,</li> <li>Nigel and</li> <li>Kempton Park</li> </ul>	Water and Sanitation Department	
Disaster Risk and Vulnerability Assessment	Adaption Planning and Mitigation	Assessing vulnerability to climate change is important for defining the risks proposed by climate change and provide information for identifying measures to adapt to climate change impacts. It enables practitioners and decision-makers to identify the most vulnerable areas, sectors and social groups. In turn, this means climate change adaption options targeted at specific contexts can be developed.	CoE Wide	Disaster and Emergency Services Department	
Springs CCC - 250kWp Solar PV plant	Renewable Energy Generation	The use of PV produces no: <ul style="list-style-type: none"> <li>Atmospheric emissions                             <ul style="list-style-type: none"> <li>PV curtails air pollution, which produces acid rain, soil damage and human respiratory ailments.</li> </ul> </li> </ul>	Springs CCC	Energy Department	





Programme Name	Project Type	Social and Environmental Impact	Location	Responsible Department	Hyperlink
	(Rooftop solar PC)	<ul style="list-style-type: none"> <li>Radioactive waste</li> <li>Produces no greenhouse gasses (GHG's) so it will help offset CO2 emissions and global climate destabilization.</li> </ul>			
Greenhouse gas inventory	Mitigation	<p>The submission of GHG inventory on the carbon-climate registry enables the City of Ekurhuleni to participate in the One Planet City Challenge (OPCC) which is run by WWF. The One Planet City Challenge invites cities in participating countries to report ambitious and innovative climate actions and to demonstrate how they are delivering on the 2015 Paris Agreement. Cities are also encouraged to demonstrate how they have enabled a dramatic increase in sustainable urban transport systems in the coming decades.</p> <p>Action (mitigation and adaption) around climate change enhance the community's resilience to the effects of climate and increase the coping capacity of communities.</p>	CoE wide	Environmental Resource Management Department	
Tree Planting to mitigate CO2	Mitigation	Reduces CO2	Tembisa Kempton Park Thokoza Alberton Driehoek Primrose	Environmental Resource Management Department	
Alberton CCC - 500kW Rooftop Solar	Renewable Energy Generation (Rooftop solar PC)	<p>The use of PV produces no:</p> <ul style="list-style-type: none"> <li>Atmospheric emissions                             <ul style="list-style-type: none"> <li>PV curtails air pollution, which produces acid rain, soil damage and human respiratory ailments.</li> </ul> </li> <li>Radioactive waste</li> <li>Produces no greenhouse gasses (GHG's) so it will help offset CO2 emissions and global climate destabilization.</li> </ul>	Alberton CCC	Energy Department	
Climate Friendly Parks - Feasibility study	Climate Change Adaption and Resilience	<ul style="list-style-type: none"> <li>The feasibility study us developed around the final product of a Climate Friendly Park Model, which can be implemented within the CoE communities and defined at different scales to ensure that resilience is built through innovative planning infrastructure</li> </ul>	CoE Wide	Environmental Resource and Waste Management Department	





**Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016**

In addition to the *Climate Change Response Strategy*, in 2016 the CoE undertook a **Comprehensive Disaster Risk and Vulnerability Assessment**. The goal of the disaster risk and vulnerability assessment was to quantify hazards, vulnerabilities and capacities that in certain combinations can result in disasters. From the Comprehensive Disaster Risk and Vulnerability Assessment, **20 Priority Risk** (refer to **Table A1.5**) was identified based on based on calculated risk ratings.

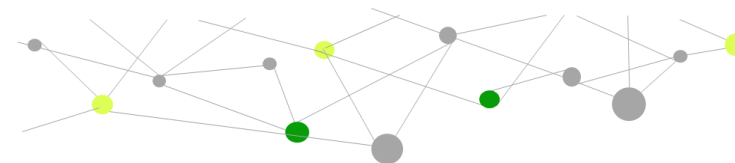
EMM has several hazard-specific plans in place, which is an indication of known priority risks. These plans include:

- Flood Plan
- OR Tambo and Rand Airport plans, Brakpan airfield
- Template available for council building evacuation plans
- Water, Electricity (Hennie Marx) has contingency plans/phase plans
- Different departmental plans
  - ICT / EM Metro Police / DEMs / Water and Sanitation / Facility and real estate / ERWAT – Section 21 company / Internal Audit / Comms and Branding / Transport & Provisioning Department / Human Settlements / Energy
- All departments have business continuity plans (27)

**Table A1.5: Top 20 Risks**

Priority	Priority risk	High-risk area
1	Stormwater Flood	Nigel CCA
2	MHI	Springs CCA
3	Illegal Uncontrolled Waste Disposal	Kempton Park CCA
4	Severe Storms	Kempton Park CCA
5	Electricity Supply Disruption	Nigel CCA
6	Dangerous Electrical Connection	Tembisa 2 CCA
7	Sewage and Drainage	Nigel CCA
8	Electricity Supply Disruption	Springs CCA
9	Infrastructure Hazard	Springs CCA
10	Dangerous Electrical Connection	Kempton Park CCA
11	Floods	Kempton Park CCA
12	Air Pollution	Tembisa 2 CCA
13	Severe Storms	Tsakane CCA
14	Structural Fire Informal Settlement	Nigel CCA
15	MHI	Duduza CCA
16	Sewage and Drainage	Duduza CCA
17	Stormwater Flood	Duduza CCA
18	Dangerous Electrical Connection	Germiston CCA
19	Civil Unrest	Kempton Park CCA
20	Hazmat	Kempton Park CCA





**Climate Change Institutional Arrangements**

The CoE Department of Environmental Management has done a substantial amount of work to strategically and transversally institutionalise Climate Responsiveness within the City. Accordingly, the Department of Environmental Management has secured **Environmental Management Co-Operative Agreements** between the CoE Environmental Management Department and the following CoE departments as listed in **Table A1.6:**

**Table A1.6: Departmental Co-Operative Agreements**

Department	Date	Hyperlink
City Planning Department	2014	
Waste Management Department	2014	
Water and Sanitation	2015	
Fleet Management Department	2015	
Economic Development Department	2015	
Facilities Management and Real Estate Department – Parks and Cemeteries Division	2015	
Transport Department	2015	
Energy Department	2015	
Human Settlements Department	2015	
Disaster and Emergency Management Services	2016	
Ekurhuleni Metropolitan Police Department	2016	
Finance Department	2016	
Health and Social Development Department	2016	
Sport, Recreation, Arts and Culture Department	2017	
Communication and Brand Management Department	2017	
Corporate Legal Services Department	2017	

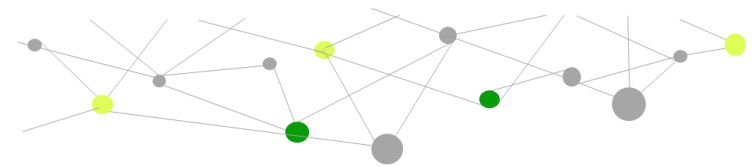
In addition, with the commencement of the 219/2020 BEPP cycle, a workshop meeting was held by the CoE Environmental Department with the BEPP portfolio committee departmental representatives to introduce the different departments to the crucial work done by the Environmental Department on Climate change, and how this filter into the BEPP. The workshop focused on the impact climate change has on the different departments, and the changes required within the different departments to assist in addressing climate change (Resilience, Adaption, Mitigation).

**A2 PURPOSE AND ROLE OF BEPP**

The Built Environment Performance Plan (a requirement by the Division of Revenue Act (DoRA) (Act no 3 of 2018), in respect of infrastructure grants related to the built environment of metropolitan municipalities) is a plan to achieve urban transformation over a longer-term period by promoting a more compact, integrated and transit-oriented urban form.

The BEPP assist the city to make institutional and operational changes that enable the city to achieve the desired built environment outcomes of becoming a productive, sustainable, inclusive and well-governed city. Accordingly, the BEPP is regarded as a planning instrument that provides mechanisms for the existing CoE strategies and policies to accomplish spatial transformation, social inclusivity and economic growth through integrated and coordinated planning and investment.





In addition, the BEPP seeks to establish and strengthen the transversal institutional arrangements between the City, Gauteng Province and relevant National Departments to foster vertically (within the city) and horizontally (across the sphere of government) planning and funding alignment. The BEPP intends to provide better clarity in relation to the link between the capital budgeting and various other resources allocated to the City. In turn, the municipal plan provides a guideline for future Provincial and National Government programmes and funding.

This year’s review focus on:

- incorporating the draft 2019/20 budget,
- incorporating Climate Responsiveness
- a detailed assessment of the identified priority areas located within the Tembisa-Kempton Park Integration Zone 1.

**Table A2.1: Municipal Grant Allocations – Division of Revenue Act**

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	To support and facilitate the planning and development of neighbourhood development programmes and projects that provide catalytic

NAME OF GRANT	PURPOSE OF GRANT
Partnership Grant (NDPG)	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.

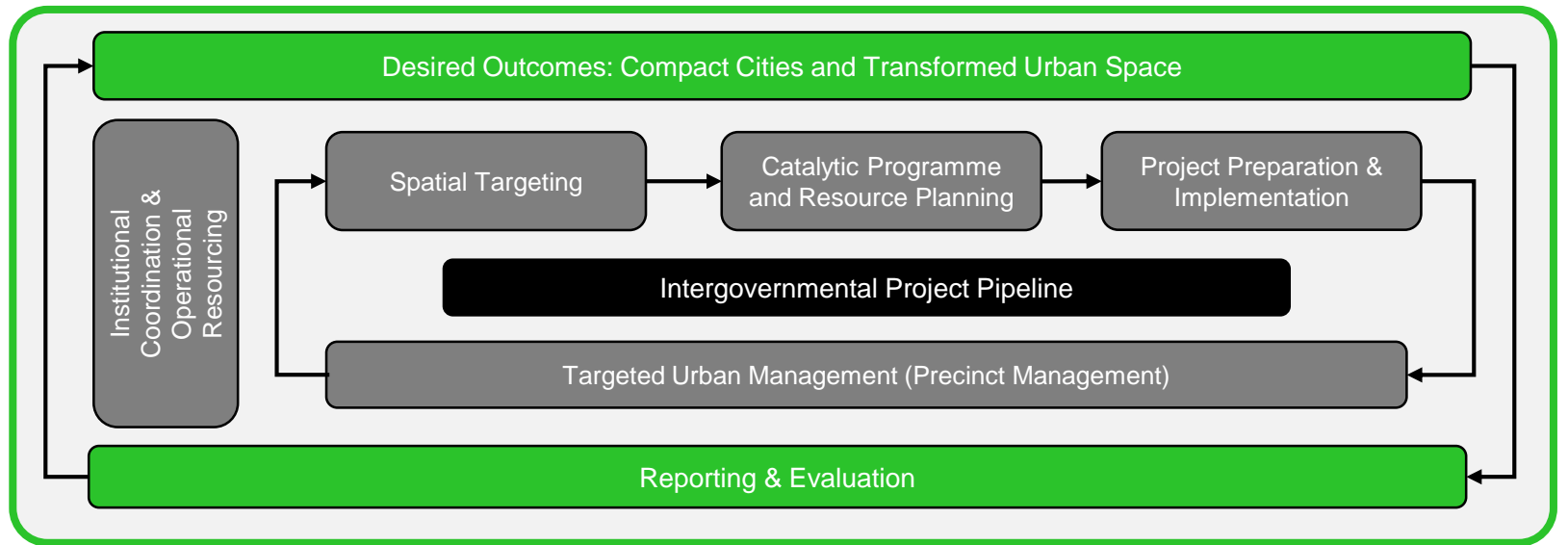
**A3 BUILT ENVIRONMENT VALUE CHAIN**

The Built Environment Value Chain (BEVC) is at the heart of the outcomes led approach of the BEPP and is an intergovernmental process aimed at achieving the CoE Built Environment objectives. It is an intervention logic that structures the BEPP as a plan and planning process whose starting point is the identification and definition of integrated outcomes.

Mainstream climate responsiveness into the BEPP through the BEVC as each element of the BEVC can be leveraged to enhance climate change response and support climate change resilience – refer to **Diagram A3.1**.



## Spatially Transformed Cities

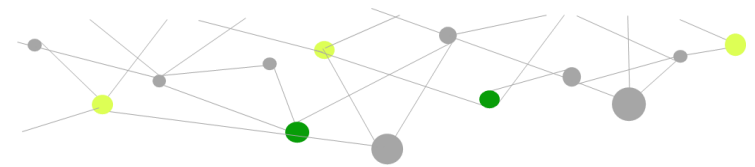


Desired Outcomes	The BEPP guidelines require Cities to adopt a results-based approach with the ultimate desired outcome of spatially transformed cities that are well-governed, inclusive, productive and sustainable. Importantly, climate mitigation and adaptation is identified as a result statement in terms of achieving the outcome of an environmentally sustainable city
Spatial Targeting	Spatial targeting is guided by the Urban Networks Strategy and Urban Networks Plan, advocating for the prioritisation of integration zones, marginalised areas, and growth nodes. Because existing vulnerabilities or special geographic characteristics can make certain locations more prone to the damaging impacts of climate change than others, it is essential that climate responsive concerns are built into the spatial targeting at the outset. In a resource-constrained environment, it is important to target climate change response projects at the most vulnerable locations and communities and ensure that when infrastructure investments are planned, climate change risks of that place are considered, addressed and mitigated.
Catalytic Programme and Resource Planning	Following from the identification of spatially targeted areas, the areas are prioritised, and plans developed for the priority precincts within these prioritised areas. A catalytic urban development programme is then developed out of the precinct plans. Climate responsiveness is, by nature, iterative. Key interventions (projects or programmes) build on each other and advance the resilience created by each other. Given that budgets are limited, it becomes important to identify priority programmes and projects that address present and future climate risks. Catalytic projects are infrastructure projects that are designed to enable public expenditure to influence the location of investment by firms and households to support the spatial transformation agenda at the heart of the BEVC. Catalytic projects that are designed to reflect and apply climate responsiveness will improve the longevity and resilience of urban infrastructure specifically and the urban environment as a whole.
Project Preparation and Implementation	The catalytic urban development programme and associated projects are required to follow a rigorous portfolio management and programme preparation approach. In this regard, for climate change response to be effectively mainstreamed into the Built Environment, it cannot be treated as an “add-on” to infrastructure planning and development. Climate change considerations must be integrated into the project preparation cycle, from the concept and pre-feasibility stage, right into feasibility, bankability, financial close, and finally into construction and operation. This will also ensure that project preparation at the city level yields climate change resilient projects that are better positioned to attract climate change co-finance. This would be done most advantageously in close cooperation with DEA.
Targeted Urban Management	Climate responsiveness can be strengthened not only through infrastructure projects, but also through more adaptive management at a precinct level that is cognisant of the demand’s climate change creates on the Built Environment, service delivery, and municipal assets.



Diagram A3.1





#### A4 ALIGNMENT OF BEPP

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 an 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, the 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

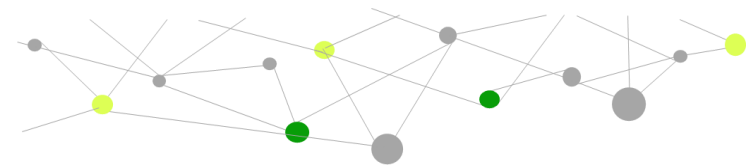
plan and Municipal Spatial Development Framework (MSDF) which provides spatial direction of the municipality.

The BEPP serves as an instrument that reinforces the above national outcomes and municipal objectives by providing incentives that result in 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 investment in 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 A4.1**). 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.

Whilst the 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). The 2019/20 BEPP cycle will mark the third year of the BEPP chapter being incorporated in the IDP document. Together, these municipal documents produce programmes which need to be supported by the budget which is distributed through the Capital Investment Framework (CIF) and prioritised through the Capital Prioritisation Model (CPM). Allocation of the budget is informed by spatial targeting methodology which gives preference to identified, targeted and prioritised focus areas.

The CIF Operational Task Team serves as an institutional structure that validates the authenticity, effectiveness and efficacy of the automated system that supports CPM. The task team evaluates the projects and provides a 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 to their planning and budgeting methods. The BEPP Implementation Steering Committee (BISC) reviews the content, structure and quality of CoE BEPP while following through on the progress of BEPP catalytic programmes. Both these structures convene monthly and comprise of different key departments within the city.

As illustrated in **Diagram A4.1**, the BEPP planning rational is informed by the NDP, IUDF and SPLUMA. BEPP gives into effect spatial and strategic directive from MSDF 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 rational.



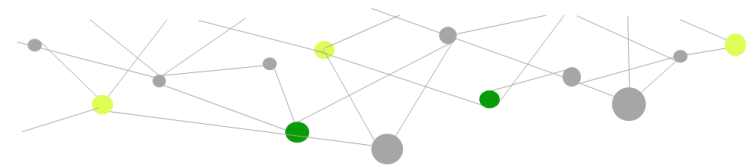
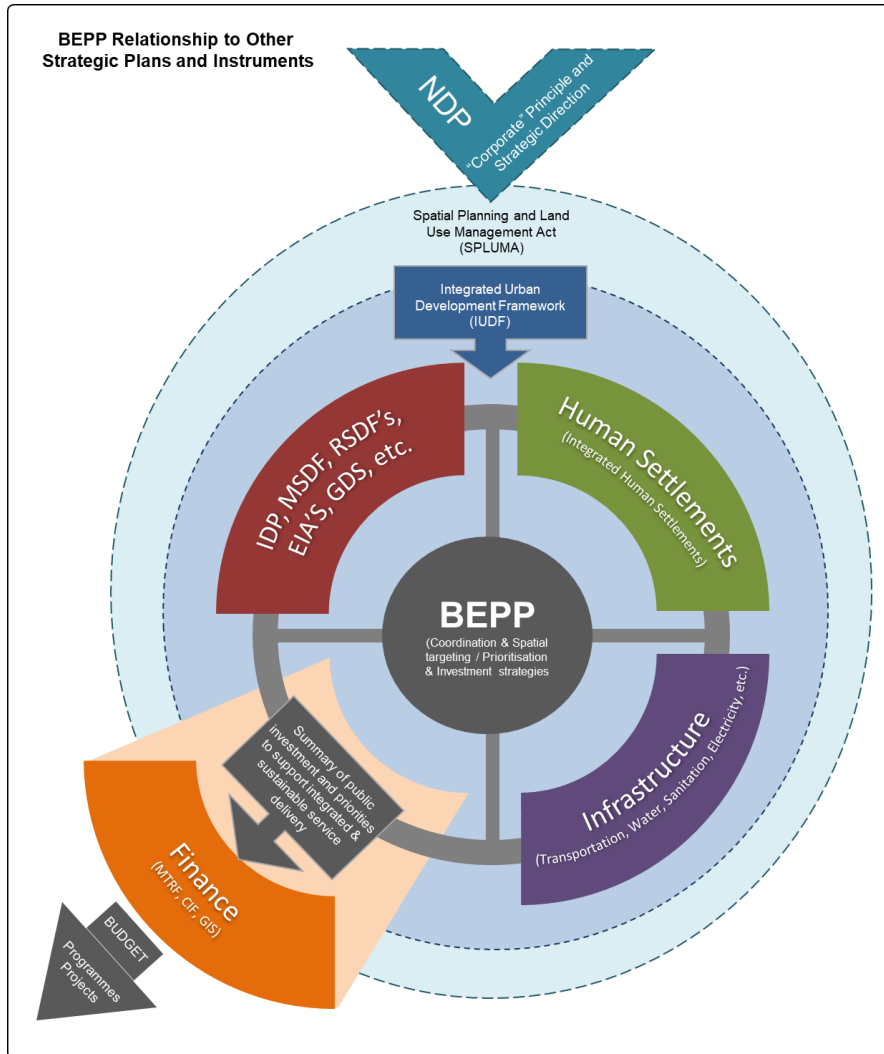


Diagram A4.1: BEPP Relationship - Other Strategic Plans/Instruments



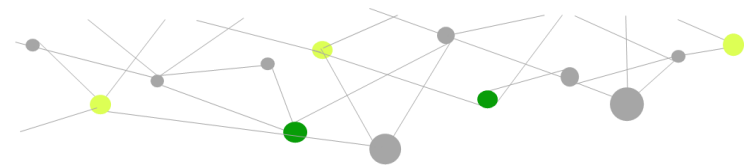
A5. GUIDING DOCUMENTATION

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:

Table A4.1: Statutory Document utilised in BEPP

Document	Hyperlink
CoE Metropolitan Spatial Development Framework, 2015	
City of Ekurhuleni Integrated Development Plan 2016-2021 - 2018/2019 Review	
StatsSA: Census 200, Community Survey, 2016	
Gauteng Conservation Plan	
Ekurhuleni Biodiversity and Open Space Strategy	
CoE Climate Change Response Strategy, 2015	
United Nations Conference on Environment and Development (UNCED), 1992	
Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016	
CoE Household Travel Survey, 2013	
The development of an Integrated Rapid Public Transport Network, Operations Analysis Report, April 2012	
Ekurhuleni Modal Integration Strategy, 2009	





**A6 ADOPTION OF THE BEPP**

BEPP forms part of the 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 2019/20 BEPP are informed by 2019/12-2021/22 budget guidelines and were evaluated through CIF Capital Prioritisation Model encompassed within ProCapMan.

Council APPROVED the City of Ekurhuleni 2019/20 draft BEPP on ..... A copy of Council Resolution is included as Appendix A.



**B1 SPATIAL TARGETING**

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 5 Integration Zones, marginalised areas (informal settlements, townships and inner-city areas) and growth nodes (commercial and industrial) for focused development.

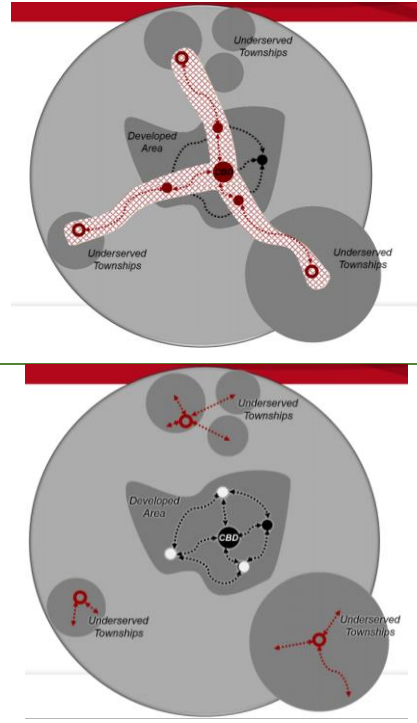
**Diagram B1.1** and **Diagram B1,2** is a summary of the MSDF and CIF informing the spatial targeting of the BEPP. *Refer to the 2018-2019 BEPP for detailed spatial targeting rationale.*

**B1.1 Urban Network Identification**

The urban network comprises of the aggregated integration zones, growth nodes and identified marginalised areas. The Urban Network comprises of a primary network and a secondary network.

The **Primary Network** comprises of a primary public transport link (e.g. Rapid Rail, Rail, IRPTN or BRT Network), connecting the CBD's and Urban Hubs with each other.

The **Secondary Network** comprises of the secondary transport links (e.g. bus feeders and minibus taxis) connecting the Urban Hubs with the underserved townships, located within the marginalised areas.



Following is the identification and prioritisation of the Urban Network elements.

**B1.2 Primary Network**

**Primary Public Transport Link:** The CoE Commuter Rail and proposed IPTN serves as the backbone of the Primary Network. **Figure B1.1** graphically illustrates the Primary Public Transport Link.



## CoE Metropolitan Spatial Development Framework

The **CoE MSDF** 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. Following are the 12 guiding principles as identified with the MSDF:

1. Create a single, uniform identity for EMM;
2. Develop a well-defined system of activity nodes;
3. Promote the development of a sustainable compact urban structure;
4. Create a sustainable and functional open space network;
5. Optimise job creation capacity of the formal economy;
6. Integrate the disadvantaged communities into the urban fabric;
7. Actively promote sustainable public transport;
8. Promote access to social and municipal services through CCAs;
9. Identify the spatial impact of climate change;
10. Promote sustainable livelihoods development;
11. Promote sustainable development; actions to focus on:
12. Optimise the comparative advantages of EMM.

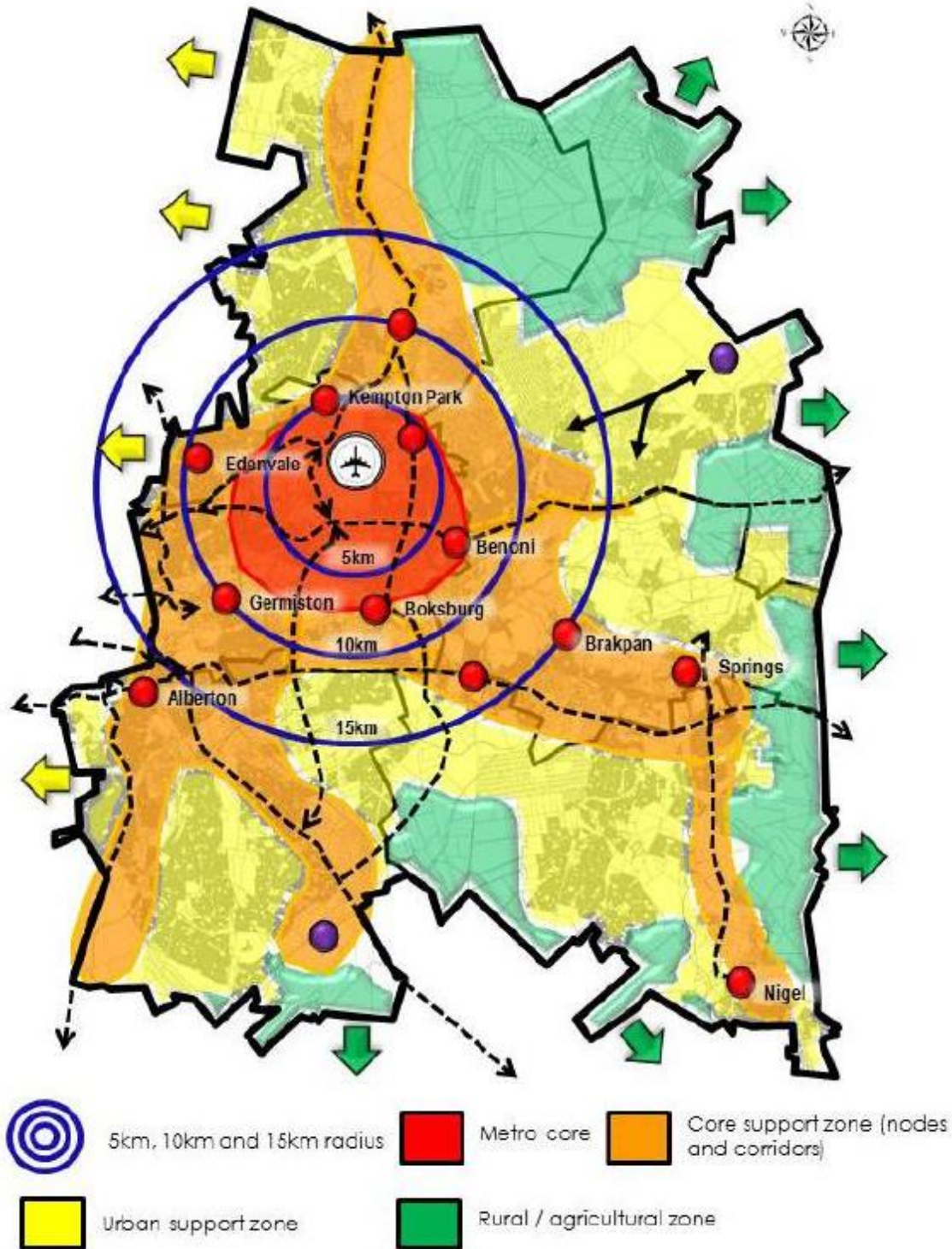
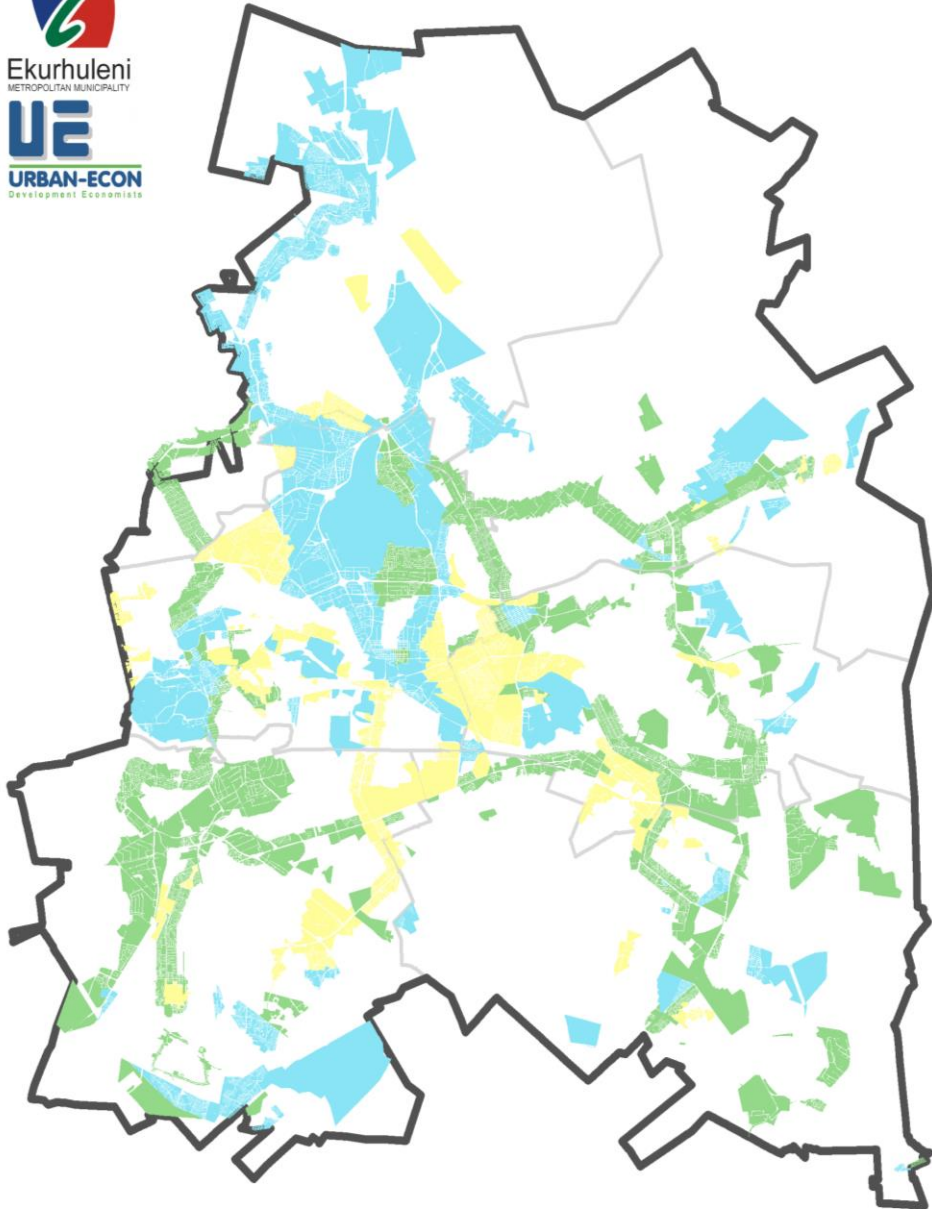
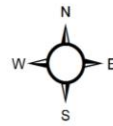


Diagram B1.1



### Legend

- CIF Priority Area 1
- CIF Priority Area 2
- CIF Priority Area 3
- Ekurhuleni

## Refined 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.







The CIF geographic priority areas includes the newly identified Strategic Urban Development Areas (SuD's), precinct plans and key road and corridor developments, in alignment as outcome to spatial strategy set out in the Metropolitan Spatial Development Framework which provides a basis for the spatial structuring elements (SSE) utilised in the development of the priority areas



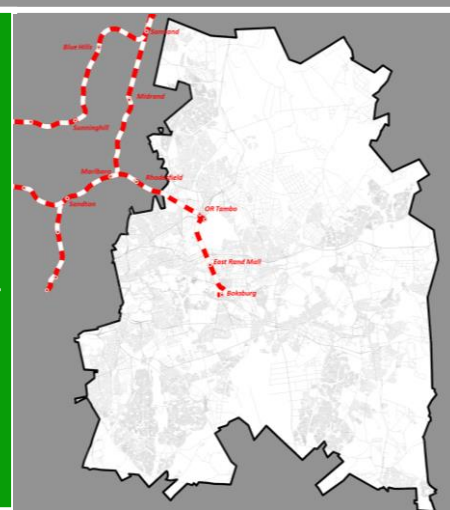
**CoE BEPP**

2019-2020

Primary Public Transport Network

-  CoE Boundary 2016
-  Gautrain Rapid Rail
-  Railway line
-  IPTN Routes

Rapid Rail



Rail



IPTN

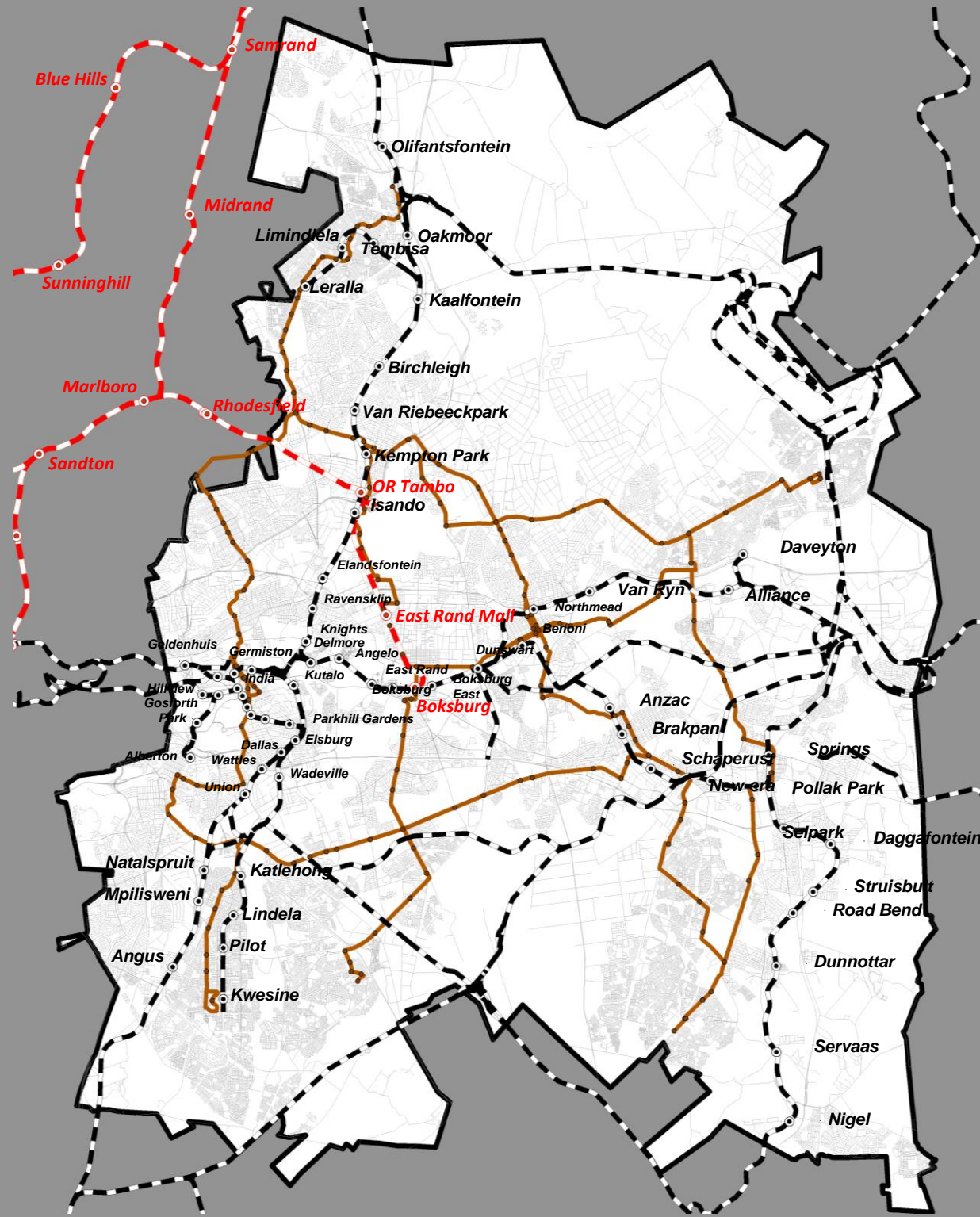
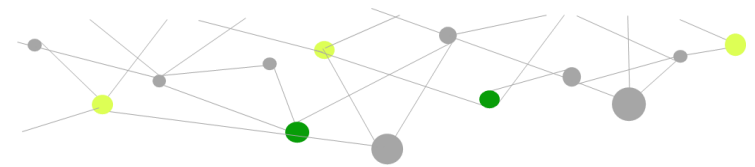


Figure B1.1





**Integration Zones:** The identification and prioritisation of the Integration Zones are informed by the IRPTN phasing and the CoE Capital Investment Framework reflecting the CIF identified Geographic Priority Areas. The aforementioned is aligned with the Long-Term Vision of the CoE as set out in the City of Ekurhuleni Growth and Development Strategy 2055 and the Spatial Development Framework of the Municipality.

The Integration Zones represent a 500-meter buffer area aligned with the primary public transport links (Commuter Rail and IRPTN). **Figure B1.2** graphically indicate the identified Integration Zones, prioritised as follow:

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: Tembisa-Kempton Park** as a priority Integration Zone. Investment and resources within the Intergovernmental Project Pipeline should be prioritised accordingly to achieve focused investment within the Tembisa-Kempton Park Integration Zone.

**Economic Nodes:** The economic nodes serve as the key connecting anchors of the Primary Public Transport Link. The following tables are a summary of the most predominant economic nodes within the COE,










consisting of the core node, urban hubs, CBD's, secondary nodes, shopping centres and industrial areas, according to the Integration Zone Prioritisation. Refer to **Figure B1.3** which is a graphical representation of the Economic Nodes. The economic nodes are viewed as the main employment nodes.

**Table B1.1: Economic nodes per Integration Zone**

Economic Nodes	Description	Priority
<b>Integration Zone 1</b>		
Core Node	Aerotropolis Core Node	IZ1, IZ4
Urban Hubs	Tembisa CCC2	IZ1
CBD's	Kempton Park	IZ1
Secondary node	Winnie Mandela Node	IZ1
	Oakmoor Station Node	IZ1
	Tembisa Station Node	IZ1
	Swazi Inn Node	IZ1
	Leralla Station Node	IZ1
Shopping centre	East Rand Mall	IZ1
	East Rand Galleria	IZ1
	Festival Mall	IZ1
	Birch Acres Mall	IZ1
	K90 Shopping Centre	IZ1
	East Rand Retail Park	IZ1 (part)
Industrial areas	Chloorkop	IZ1 (part)
	Clayville	IZ1 (part)
	Isando	IZ1 (part)
	Jet Park	IZ1 (part)
	Spartan	IZ1 (part)



**Integration Zones**

-  CoE Boundary 2016
-  Gautrain Rapid Rail
-  Railway line
-  IPTN Routes
-  IZ1: Tembisa-Kempton Park
-  IZ2: Vosloorus-Boksburg-Bartlett
-  IZ3: Katlehong-Tokoza-Alberton-Germiston
-  IZ4: Etwatwa-Daveyton-Benoni
-  IZ5: Duduza-Tsakane-Kwa-Thema-Boksburg

The Integration Zones align with the Proposed IRPTN and / or existing Railway Line

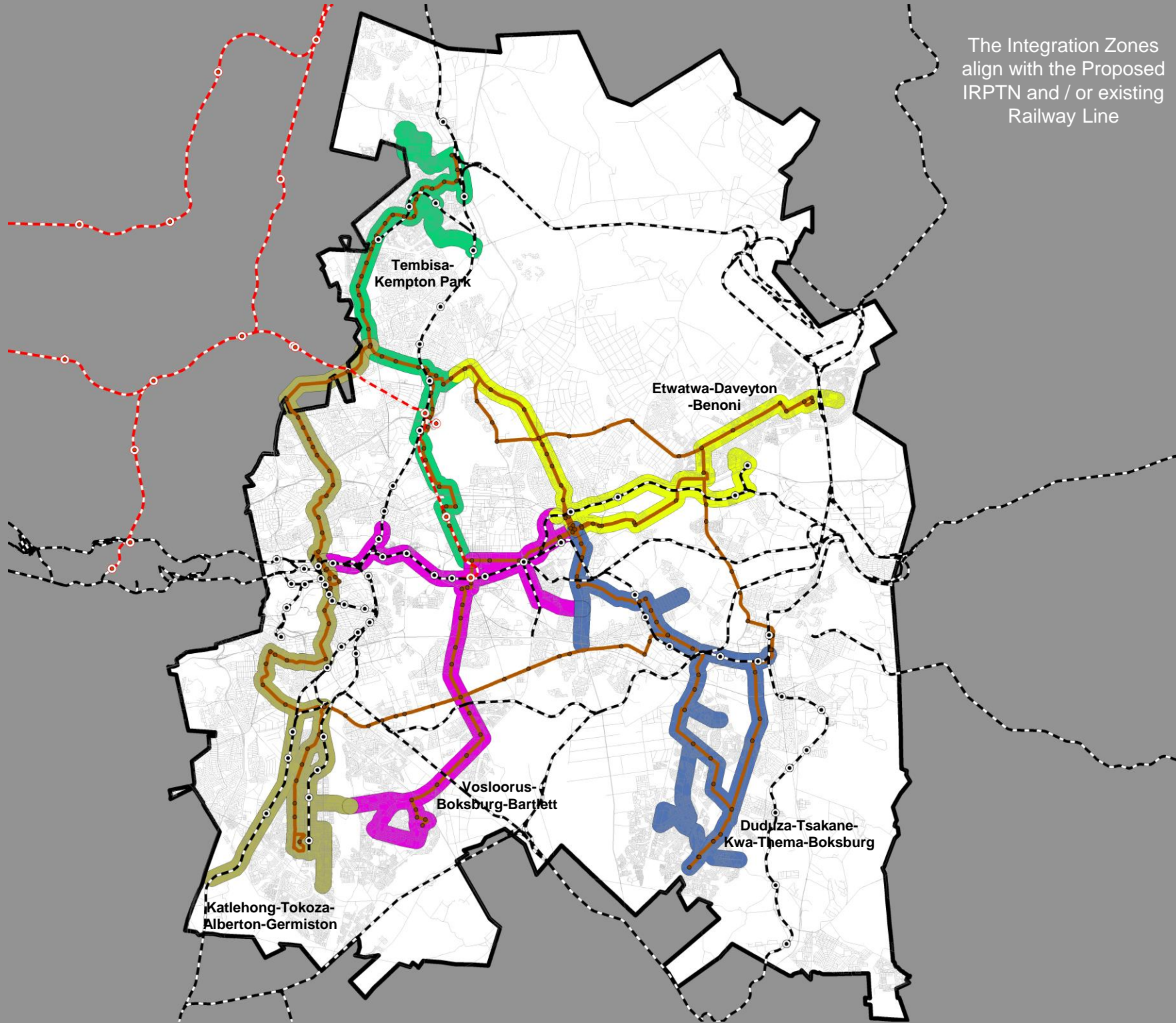








Figure B1.2

## CoE BEPP

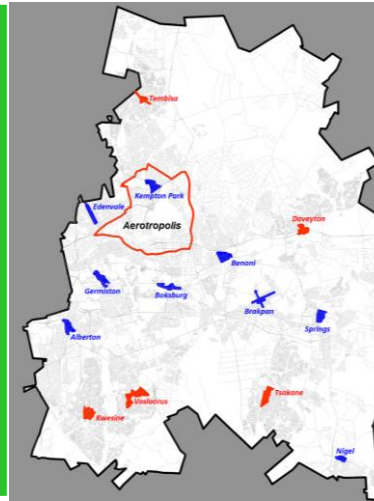
2019-2020

### Economic Nodes

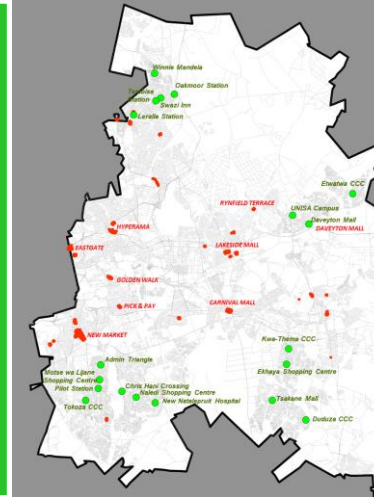
CoE Boundary 2016

-  Aerotropolis Core Node
-  Urban Hubs
-  CBD Boundaries
-  Shopping Centre
-  Secondary Node
-  Industrial Area

#### Core Node, CBD's & Urban Hubs



#### Secondary Nodes & Shopping Centres



#### Industrial Areas

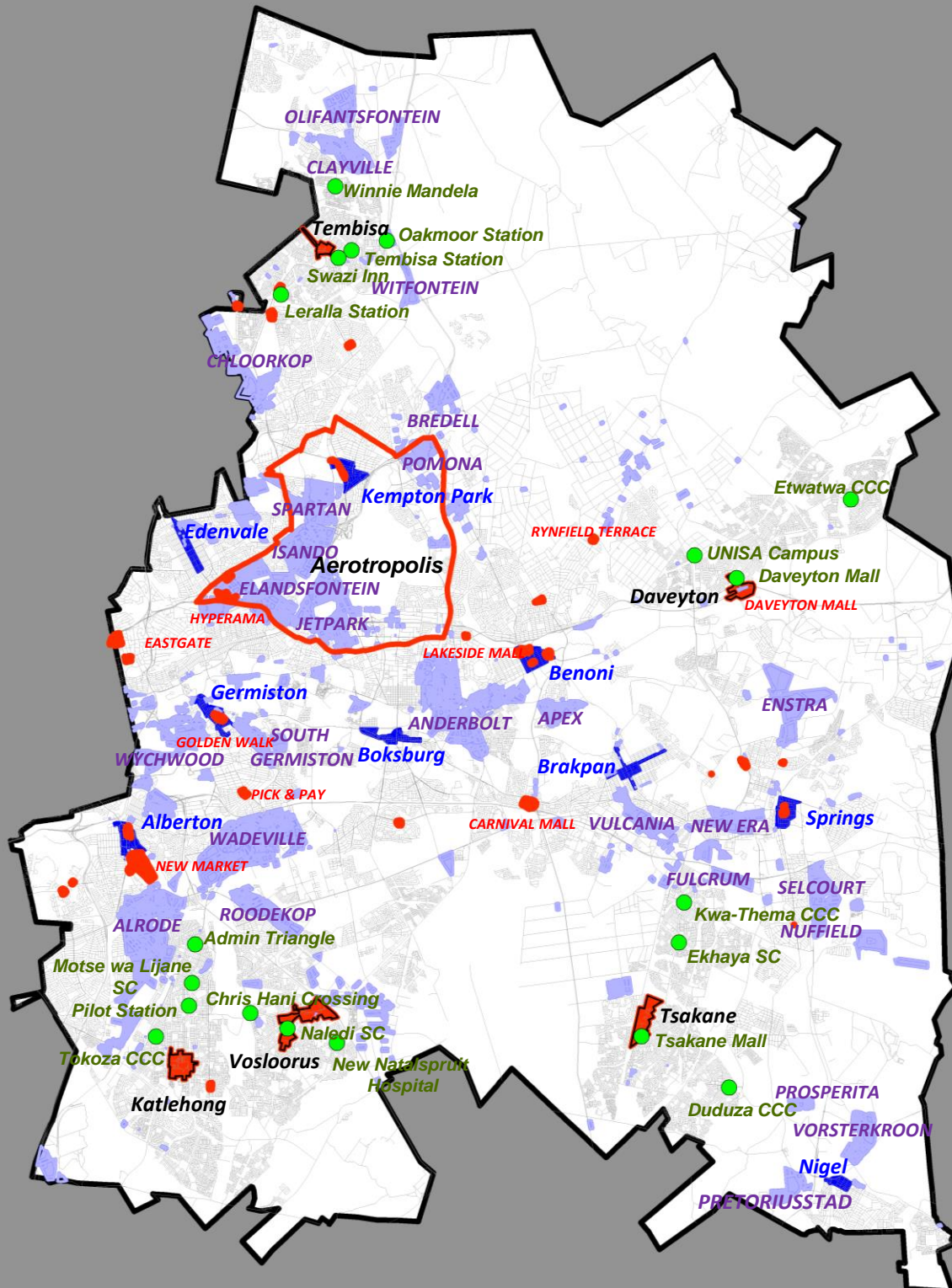
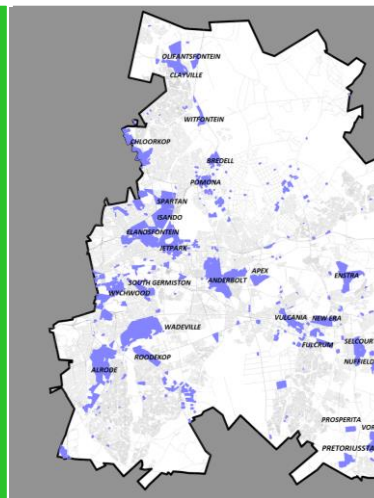
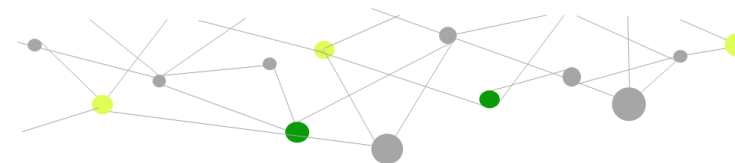


Figure B1.3



Economic Nodes	Description	Priority
<b>Integration Zone 2</b>		
Urban Hubs	Vosloorus CCC4	IZ2
CBD's	Boksburg	IZ2
Secondary Node	New Natalspruit Hospital	IZ2
	Naledi Shopping Centre	IZ2
	Chris Hani Crossing	IZ2
Shopping centre	Chris Hani Crossing	IZ2
Industrial areas	Anderbolt	IZ2 (part)
	Balmoral	IZ2 (part)
	Benoni South	IZ2 (part)
	Boksburg East	IZ2 (part)
	Driehoek	IZ2 (part)
	Dunswart	IZ2 (part)
	Germiston South	IZ2 (part)
<b>Integration Zone 3</b>		
Urban Hubs	Kwesini CCC4	IZ3
CBD's	Edenvale	IZ3
	Germiston	IZ3
	Alberton	IZ3
Secondary Node	Tokoza CCC	IZ3
	Admin Triangle	IZ3
	Pilot Station	IZ3
	Motse wa Lijane Shopping Centre	IZ3
Shopping centre	Meadowdale Mall	IZ3
	Newmarket Mall	IZ3
	Alberton City Shopping Centre	IZ3
Industrial areas	Alrode	IZ3 (part)
	Elandsfontein	IZ3 (part)

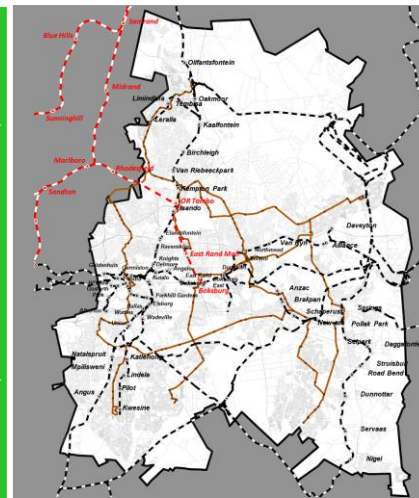
Economic Nodes	Description	Priority
<b>Integration Zone 4</b>		
Core Node	Aerotropolis Core Node	IZ1, IZ4
Urban Hubs	Daveyton CCC2	IZ4
CBD's	Benoni	IZ4, IZ5
Secondary Node	UNISA Campus	IZ4
	Etwatwa CCC	IZ4
	Daveyton Mall	IZ4
Shopping centre	Lakeside Mall – Benoni	IZ4
	Mayfield Square	IZ4
Industrial areas	Pomona	IZ4 (part)
<b>Integration Zone 5</b>		
Urban Hubs	Tsakane CCC4	IZ5
CBD's	Benoni	IZ4, IZ5
	Brakpan	IZ5
	Springs	IZ5
Secondary Node	Kwa-Thema CCC	IZ5
	Ekhaya Shopping Centre	IZ5
	Tsakane Mall	IZ5
	Duduza CCC	IZ5
Shopping centre	Mall @ Carnival	IZ5
	Tsakane Mall	IZ5

The **primary network** thus consists of the Primary Public Transport Link(s), that serve in connecting the Economic Nodes, within the spatially targeted areas represented by the Integration Zones. **Figure B1.4** is a graphical representation of the Primary Network.

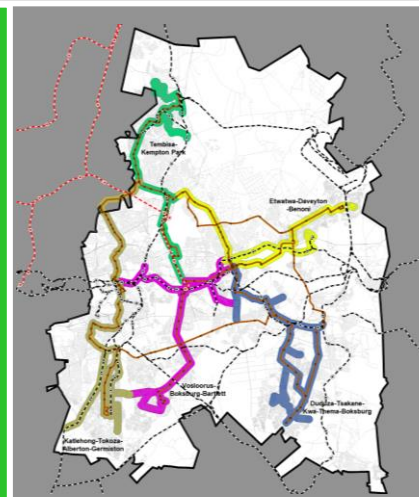


Primary Network

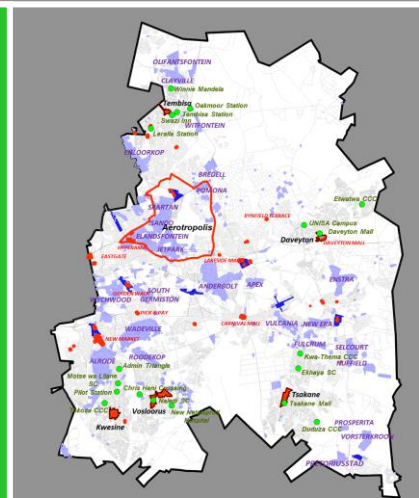
Primary Public Transport Network  
(Commuter Rail / IRPTN)















Integration Zones



Economic Nodes



-  CoE Boundary 2016
-  Gautrain Rapid Rail
-  Railway line
-  IPTN Routes
-  IZ1: Tembisa-Kempton Park
-  IZ2: Vosloorus-Boksburg-Bartlett
-  IZ3: Kattlehong-Tokoza-Alberton-Germiston
-  IZ4: Etwatwa-Daveyton-Benoni
-  IZ5: Duduza-Tsakane-Kwa-Thema-Boksburg
-  Aerotropolis Core Node
-  Urban Hubs
-  CBD Boundaries
-  Shopping Centre
-  Secondary Node
-  Industrial Area

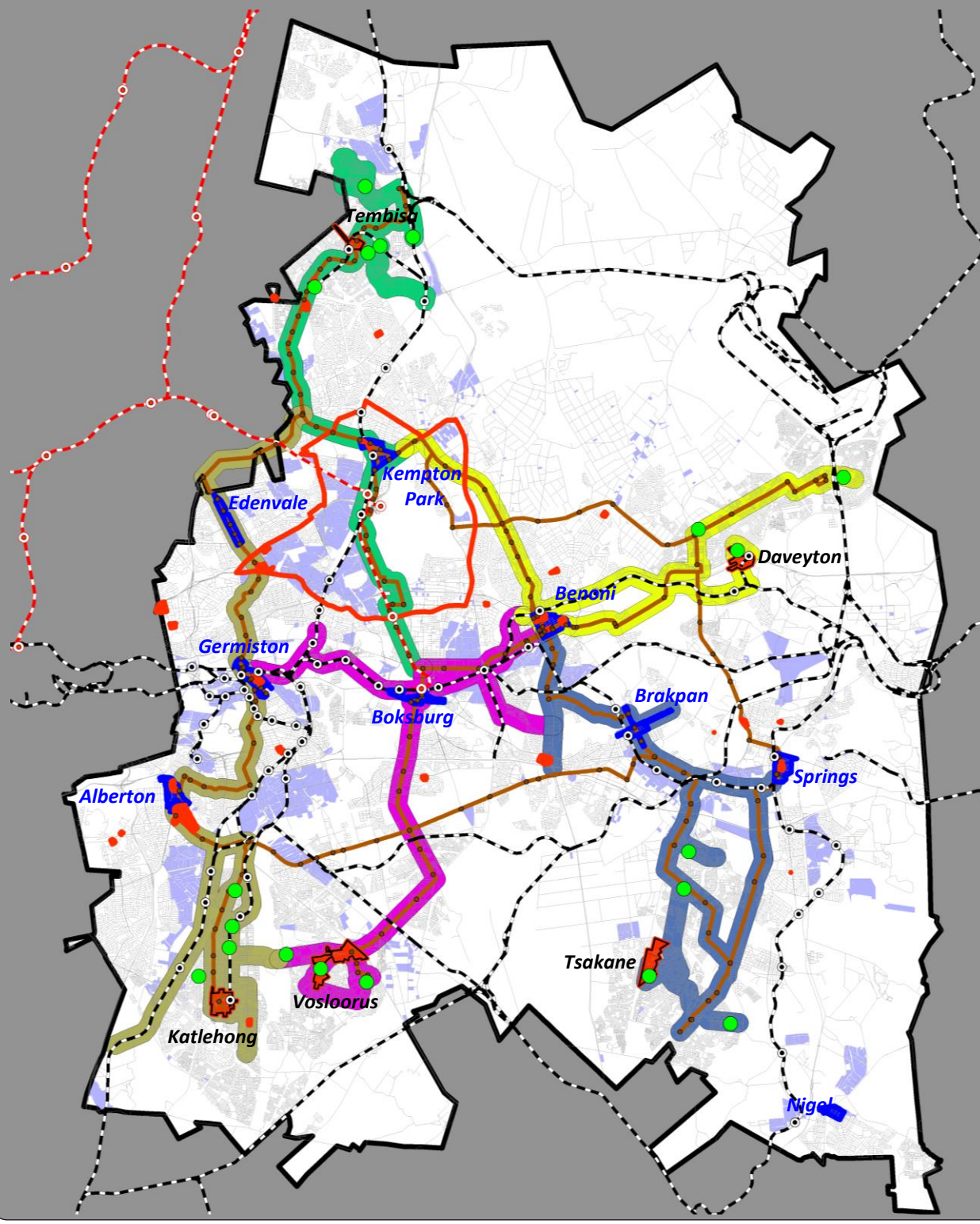
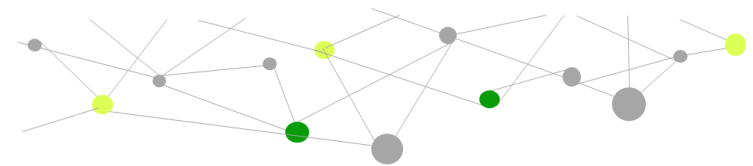


Figure B1.4



**B1.3 Secondary Network**

**Marginalised Areas:** The marginalised areas are segmented in townships and informal settlements. These areas are identified within the MSDF and defined by a grouping of Census sub-places in which 60% of the households exhibit a monthly household income of less than R3 188 per month (representing the City’s most vulnerable low-income households).

**Figure B1.5** graphically illustrate the identified five Marginalised Areas and respective townships and informal settlements. The Marginalised areas are prioritised in accordance with the Integration Zones, as listed below:

Tembisa Marginalised Area	Priority 1
Wattville Marginalised Area	Priority 2
Katoru Marginalised Area	Priority 3
Daveyton / Etwatwa Marginalised Area	Priority 4
KwaTsaDuza Marginalised Area	Priority 5

**Secondary Transport Links:** The IPTN bus feeder, metropolitan bus service (including Putco and JR Cheou) and minibus taxis currently serve as the connectors, providing public transport access from the Urban Hubs to the underserved townships / informal areas, located within the marginalised areas and the broader CoE. **Figure B1.5** graphically illustrate the Secondary Transport Links.

The **secondary network** thus consists of the marginalised areas, informal settlements and the secondary transport links, which is graphically illustrated in **Figure B1.5**.

Overlaying the primary and secondary network, the complete **Urban Network** becomes apparent (refer to **Figure B1.6**). **Figure B1.7** graphically represent the **Primary** and **Secondary** Public Transport Link, clearly indicating an integrated public transport system serving the entire CoE.

**Diagram B1.3** is a graphical summary of the CoE Urban Network’s most salient features. From the diagram, it is evident that IZ1 has the largest population (249 467) residing within the IZ, followed by IZ5 (239 615). Furthermore, IZ5 has the most Low-Income Households (64%) residing within the IZ, compared to the other IZ’s.

From the CoE IZ Target Modal (2017), which is based on the availability of vacant land, IZ5 has the most vacant land (1 200 ha) available for development within the IZ.

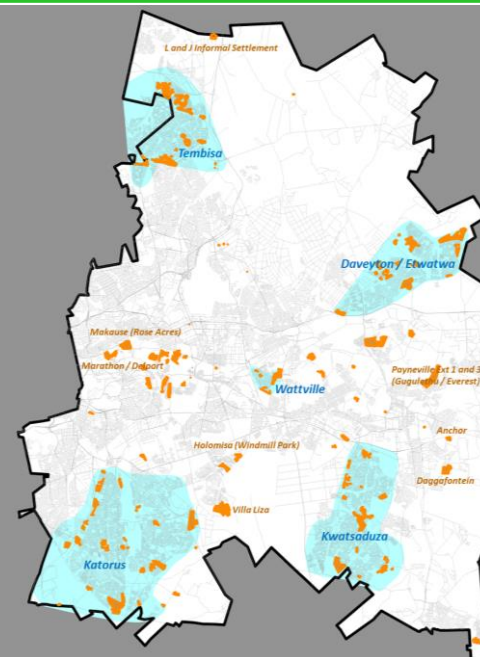
**B2 PLANNING FOR PRIORITY SPATIAL TARGETING AREAS**

The following section unpacks the planning of the Spatially Targeted Areas.

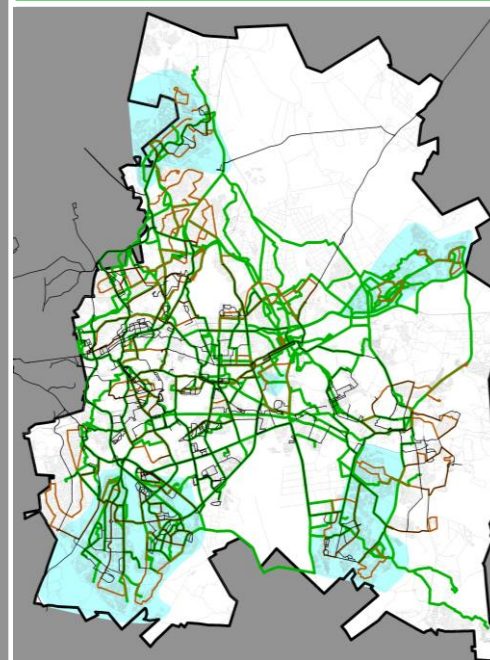


☐ CoE Boundary 2016

**Marginalised Areas & Informal Settlements**



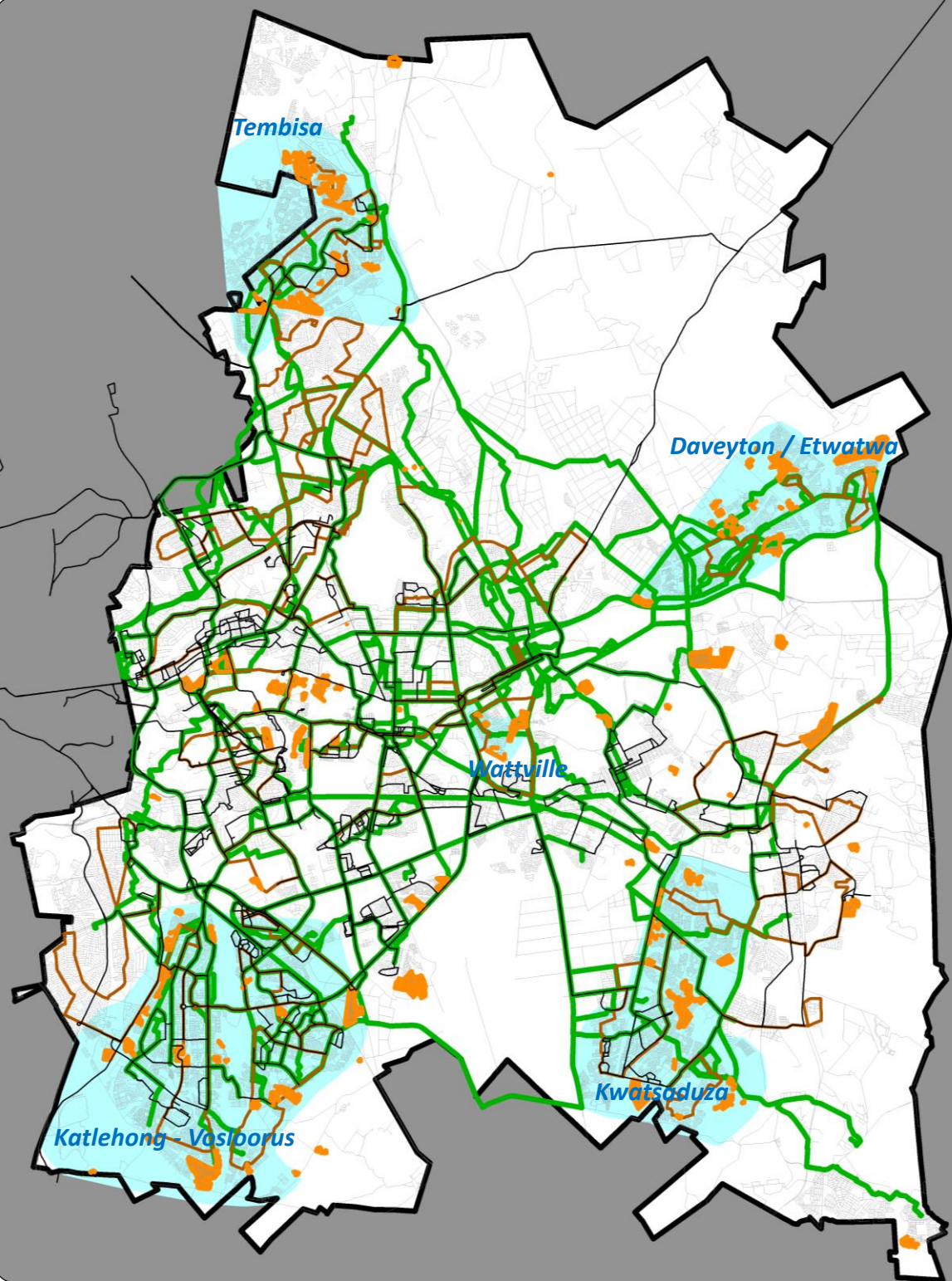
**Secondary Transport Link**



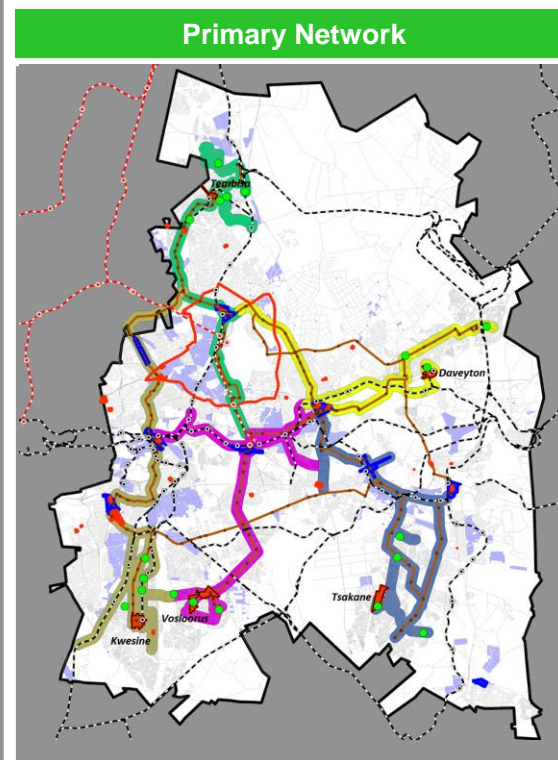
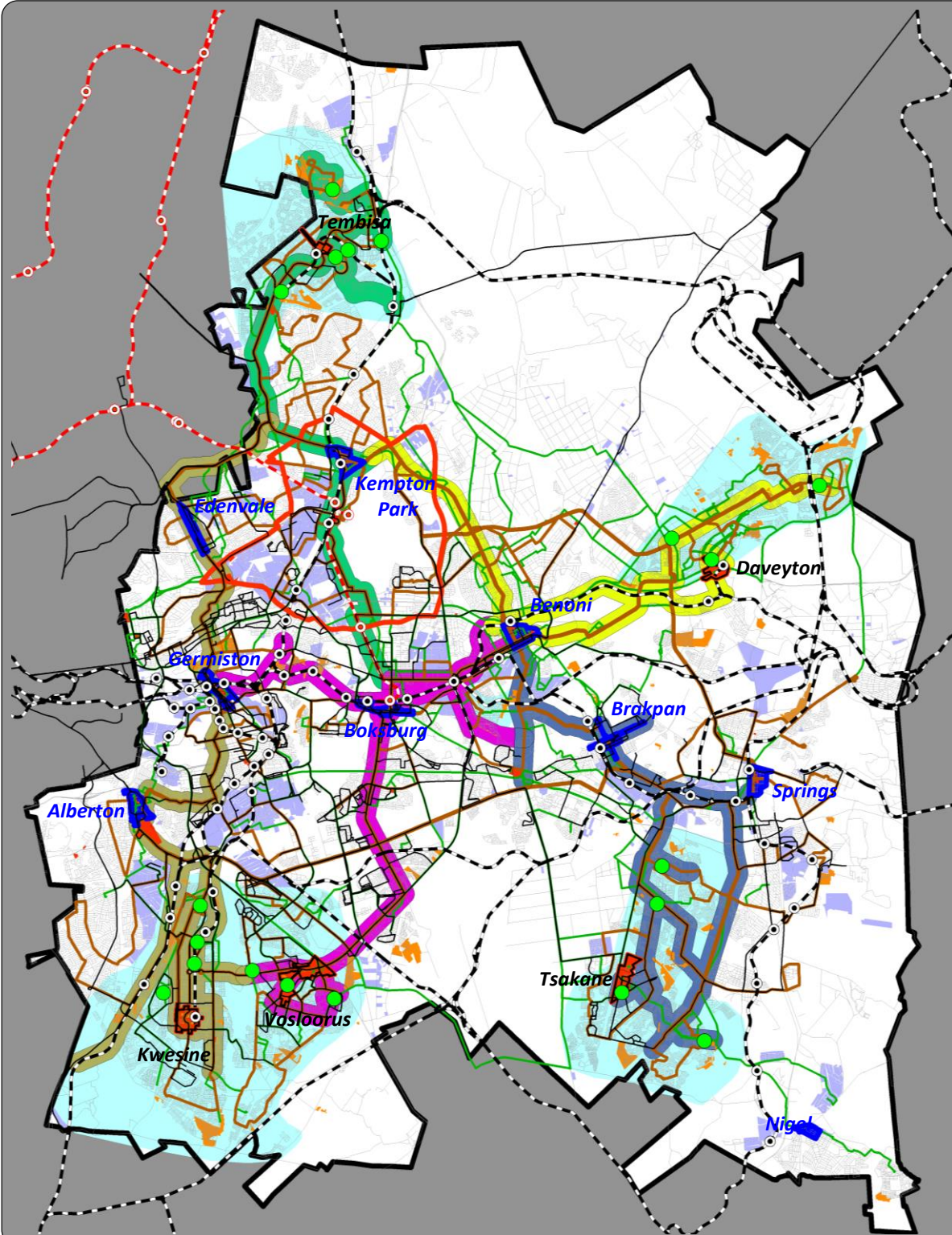
- Marginalised Area
- Informal Settlements 2018
- IRPTN Feeder Route
- Bus Route
- Taxi Route



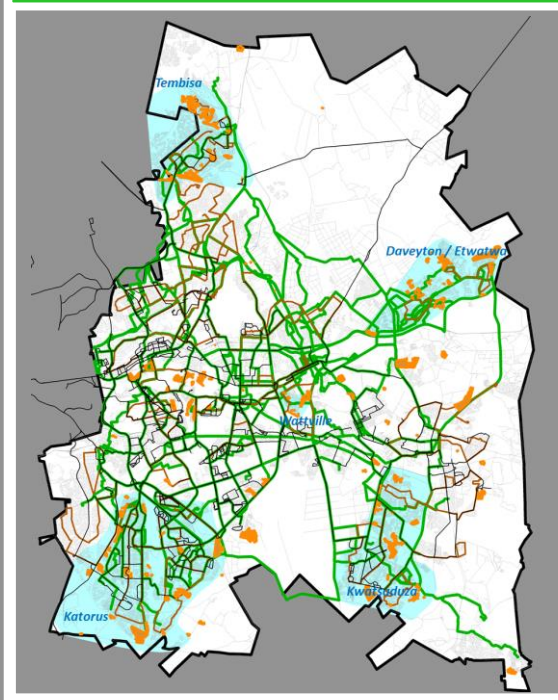
Figure B1.5



CoE Urban Network



Secondary Network









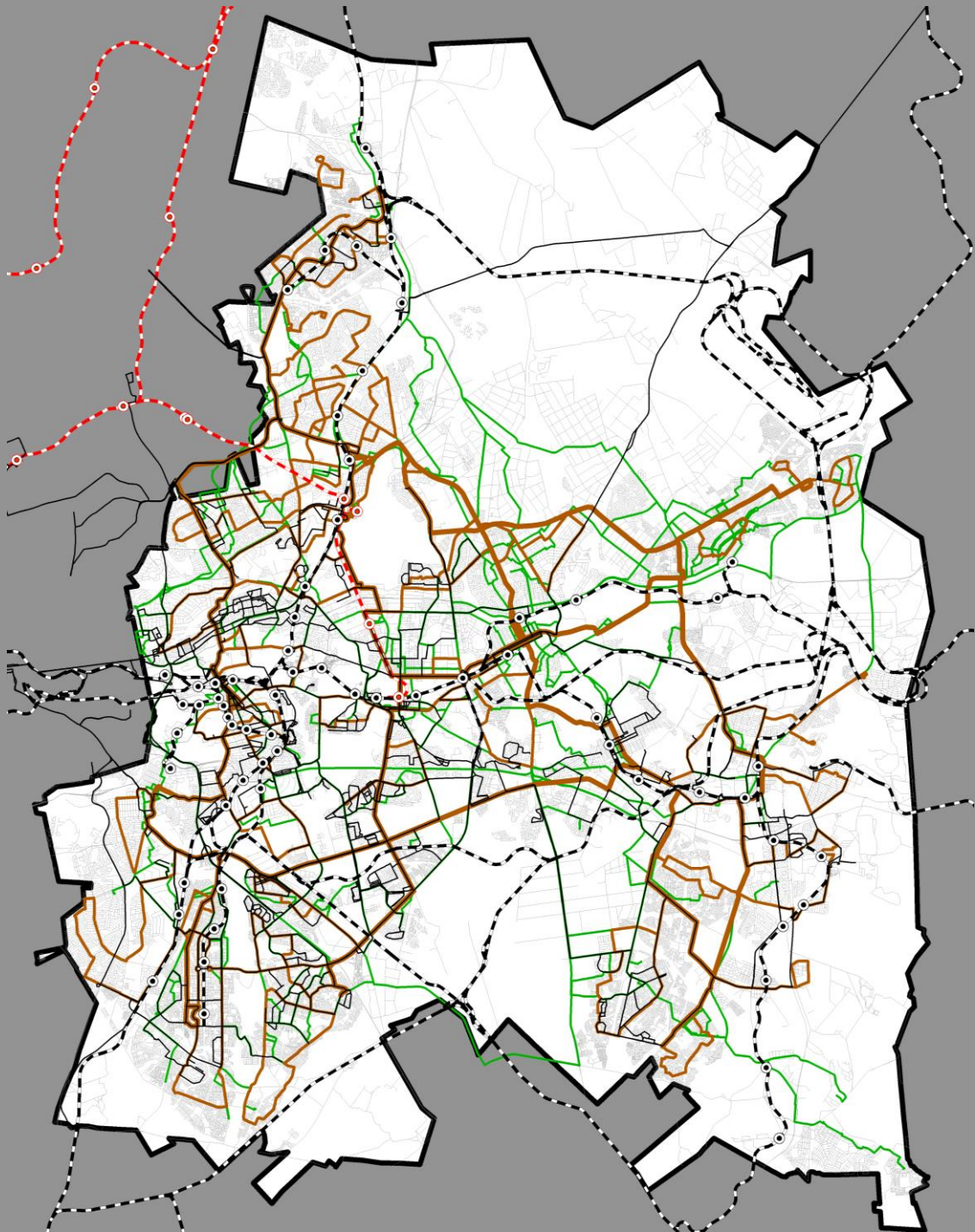
-  CoE Boundary 2016
-  Gautrain Rapid Rail
-  Railway line
-  IPTN Routes
-  IZ1: Tembisa-Kempton Park
-  IZ2: Vosloorus-Boksburg-Bartlett
-  IZ3: Katlehong-Tokoza-Alberton-Germiston
-  IZ4: Etwatwa-Daveyton-Benoni
-  IZ5: Duduza-Tsakane-Kwa-Thema-Boksburg
-  Aerotropolis Core Node
-  Urban Hubs
-  CBD Boundaries
-  Shopping Centre
-  Secondary Node
-  Industrial Area
-  Marginalised Area
-  Informal Settlements 2018
-  IRPTN Feeder Route
-  Bus Route
-  Taxi Route

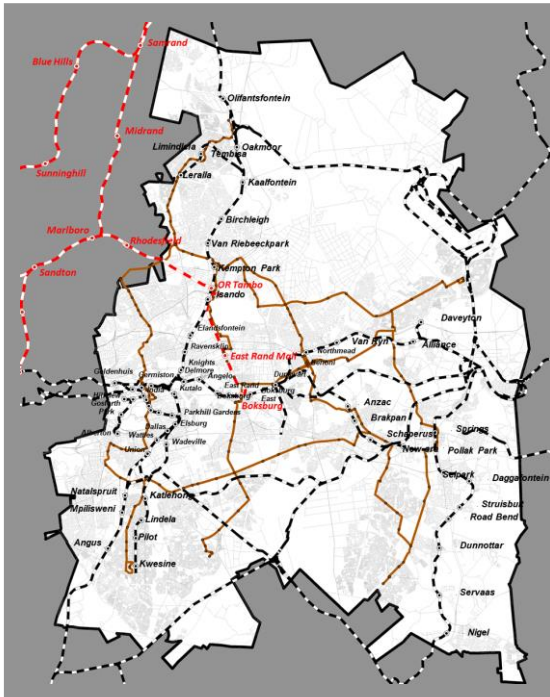


Figure B1.6

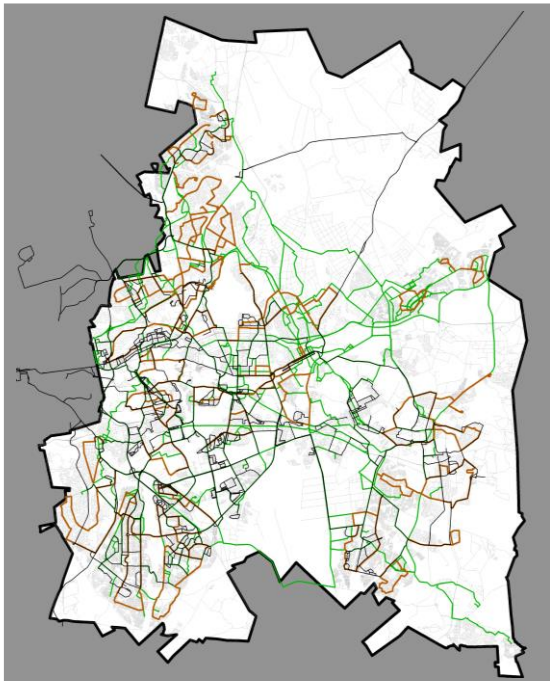




**Primary Public Transport Network**



**Secondary Public Transport Network**



**Integrated Public Transport Network**

- CoE Boundary 2016
- Gautrain Rapid Rail
- Railway line
- IPTN Routes

- IRPTN Feeder Route
- Bus Route
- Taxi Route



Figure B1.7



# CoE URBAN NETWORK

Diagram B1.3

## SALIENT FEATURES

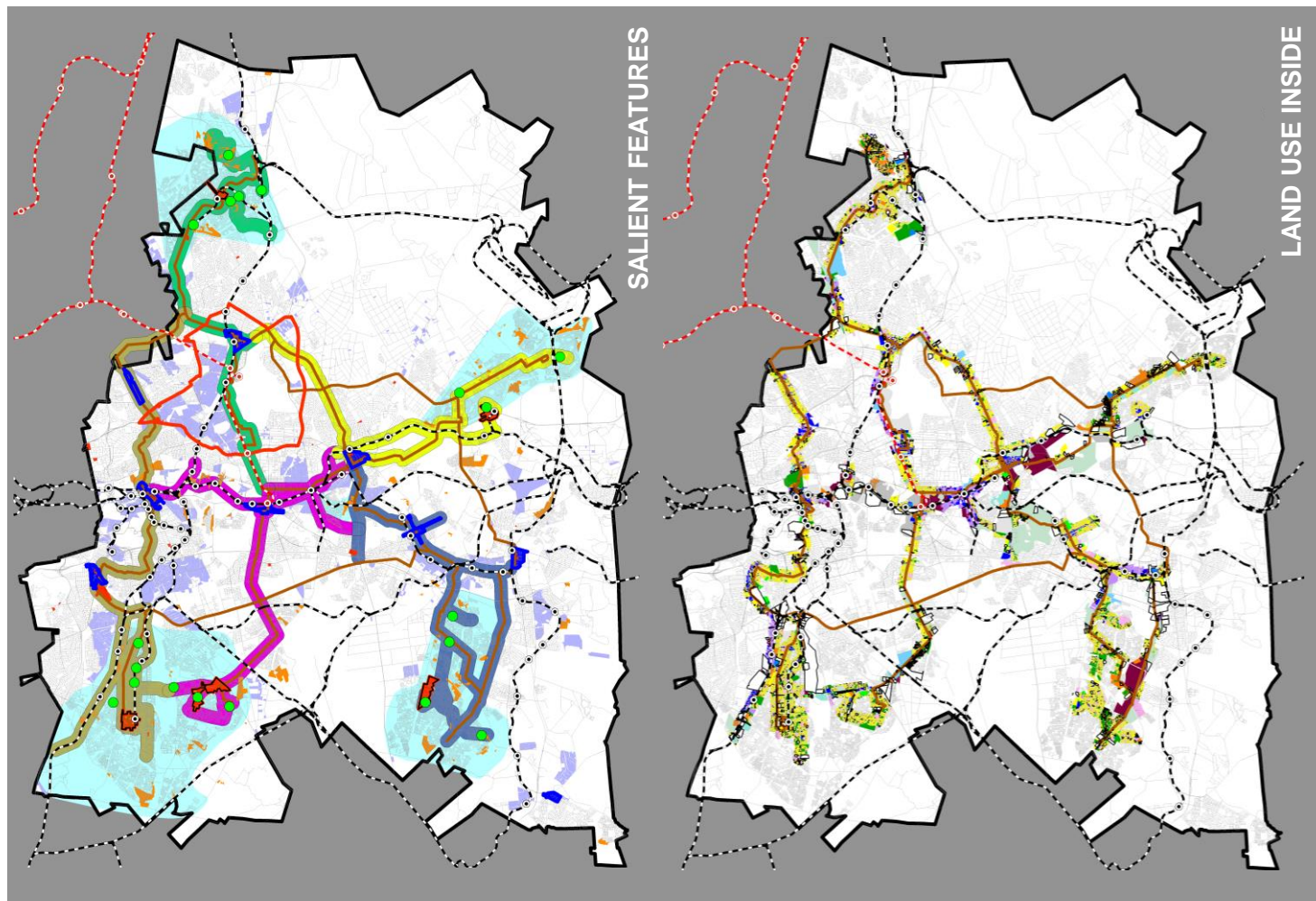
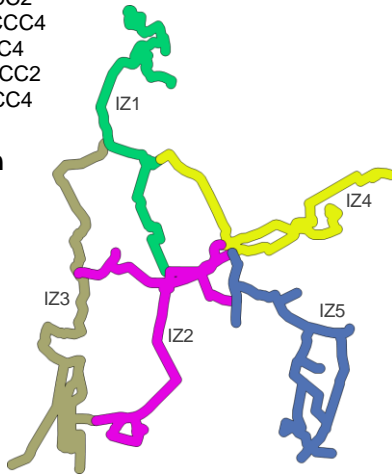
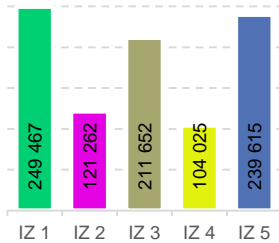


**Integration Zones**  
 IZ 1: Tembisa-Kempton Park  
 IZ 2: Vosloorus-Boksburg-Bartlett  
 IZ 3: Katlehong-Tokoza-Alberton-Germiston  
 IZ 4: Etwatwa-Daveyton-Benoni  
 IZ 5: Duduza-Tsakane-KwaThema-Boksburg

**Marginalised Areas**  
 Tembisa Marginalised Area  
 Wattville Marginalised Area  
 Katlehong / Vosloorus Marginalised Area  
 Daveyton / Etwatwa Marginalised Area  
 KwaTsaDuza Marginalised Area

**Urban Hubs**  
 Tembisa CCC2  
 Vosloorus CCC4  
 Kwesini CCC4  
 Daveyton CCC2  
 Tsakane CCC4

### Population Distribution



## DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
IZ 1	249,467	96,154	62%	3,878
IZ 2	121,262	34,975	52%	4,736
IZ 3	211,652	72,641	61%	5,209
IZ 4	104,025	32,522	58%	4,544
IZ 5	239,615	67,903	64%	5,662
<b>Total</b>	<b>926,022</b>	<b>304,194</b>	<b>60%</b>	<b>24,028</b>



## LAND USE FEATURES

Baseline Assessment

	Primary Land Use (%)	Vacant Land (%)
IZ 1	Residential - 34%	7%
IZ 2	Residential - 26%	19%
IZ 3	<b>Residential - 37%</b>	<b>27%</b>
IZ 4	Agriculture – 27%	16%
IZ 5	Residential - 29%	16%

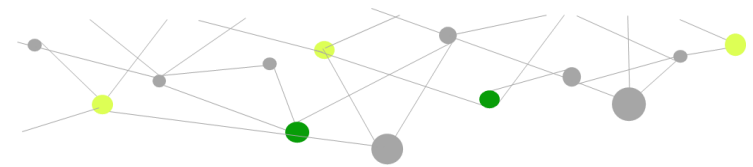


## INTEGRATION ZONE TARGETS

CoE IZ Target Model (2017)

	Additional Population	Additional No. of Residential Units	Additional Low Income DU (%)	Additional Developable Area (ha)
IZ 1	33,127	12,436	45%	361
IZ 2	93,954	33,838	46%	777
IZ 3	27,698	16,387	61%	471
IZ 4	59,022	22,973	52%	723
IZ 5	116,348	46,049	56%	1,200
<b>Total</b>	<b>330,150</b>	<b>131,683</b>	<b>52%</b>	<b>3,532</b>

\* The CoE IZ Target Model (2017) is based on Vacant Land only



**B2.1 Integration Zone plan(s) and Precinct Plans for the Priority Precincts within Integration Zones**

The CoE Integration Zones are strategically divided into 34 homogeneous/functional segments and **Prioritised** to guide future planning and thus achieve focused development within identified priority segments. The \*prioritisation of the segments are based on a weighted ranking assessment, taking into consideration the following guidelines:

- Urban Network Elements
- Multi-Modal Integration
- CoE MSDF Principles
- CoE CIF Priority Areas
- CoE and Provincial Priority Projects
- IZ Model additional dwelling unit’s capacity
- IZ Model additional employment opportunities.

*\*Refer to Appendix B for the detailed Priority Ranking methodology.*

The **Segments** are prioritised according to 4 priority ranges based on the ranking outcome. **Table B2.1** indicates the range per priority. **Figure B2.1** is a graphical representation of the prioritised segments identified across the Urban Network as per the 4 ranking categories.

**Table B2.1: Priority Ranking Points Range**

Priority	Points Range
Priority 1	≥ 50 points
Priority 2	≥ 40 points
Priority 3	≥ 25 points
Priority 4	≥ 7 points

Following from the prioritisation of the 34 segments in relation to each other across the entire Urban Network, the segments were then translated into Priority Segments per IZ. Informed by the priority ranges, 7 priority categories were defined per IZ. **Figure B2.2.1** and **Figure B2.2.2** is a graphical representation of the Priority Ranking Categories per IZ.

The following section describes the integration zones and identified priority segments per IZ:



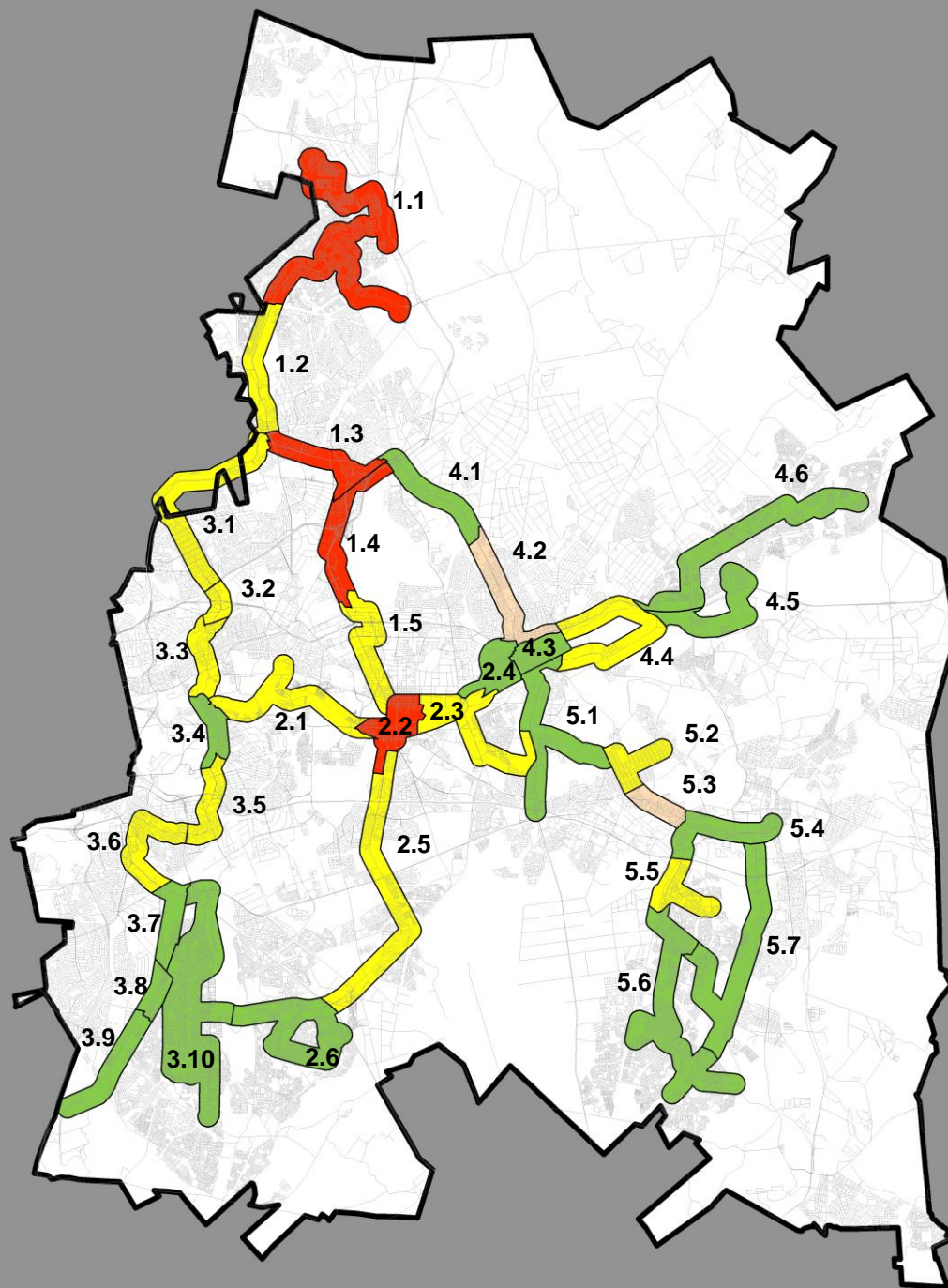
**Priority Ranking**

□ CoE Boundary 2016

Priority Ranking Categories

- 1 ≥ 50 points
- 2 ≥ 40 points
- 3 ≥ 25 points
- 4 ≥ 7 points

Segment	Name	Total Ranking
1.1	Tembisa	53
2.2	Boksburg CBD	53
1.3	KP CBD	52
1.4	Rhodesfield/Isando	51
4.5	Daveyton	47
4.6	Chief Luthuli to Etwatwa	47
2.4	Benoni CBD West	46
	New Kleinfontein/Carnival	46
5.1	Mall	46
2.6	Vosloorus	45
3.8	Old Natalspruit	45
5.6	Phelendaba to Duduza	45
3.4	Germiston CBD	44
3.9	Thinasonke	44
4.1	Aerotropolis CC	44
3.10	Admin Block/Kwesini	43
4.3	Benoni CBD East	43
3.7	Natalspruit	42
5.7	East/Kwa-Themax3/Selcourt	41
5.4	New Era/Springs	40
2.1	Mining Belt West	39
5.2	Brakpan CBD	39
5.5	Kwa-Thema Central	38
1.5	East Rand Mall	35
3.6	Alberton	35
2.3	Dunswart	33
3.1	Esther Park/Edenvale CBD	32
3.2	Meadowbrook	32
2.5	Parkdene to Villa Liza	30
3.3	Primrose	29
1.2	Chloorkop	28
4.4	Mining Belt East/Van Ryn	28
3.5	Lambton/Union	25
5.3	Schaperust	24
4.2	Northmead	21



Priority 1

Priority 2

Priority 3

Priority 4



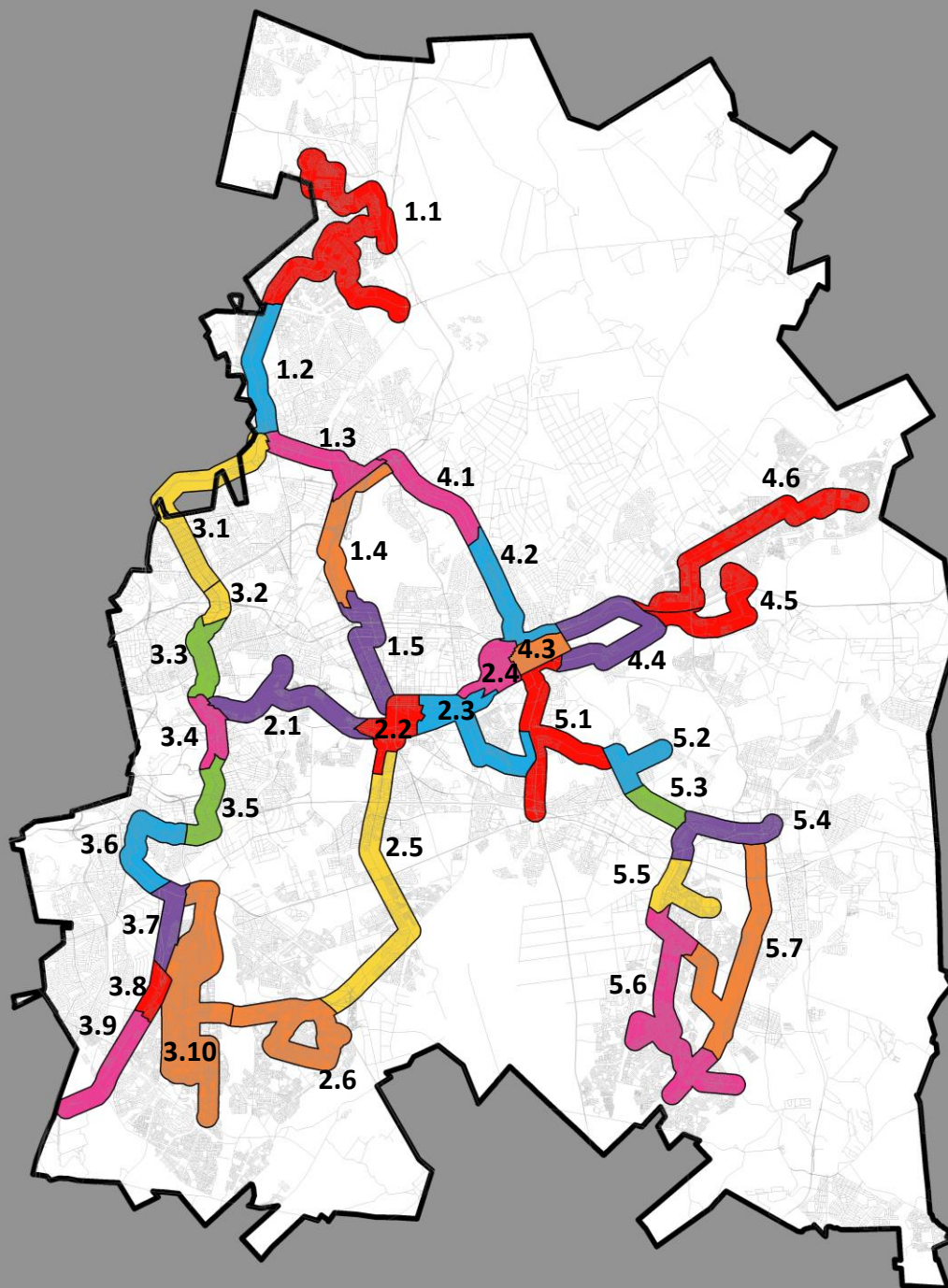
Figure B2.1

**Priority Ranking Per IZ**

□ CoE Boundary 2016

Priority Ranking Category per IZ

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7





Segment	Name	IZ Ranking
<b>Integration Zone 1</b>		
1.1	Tembisa	1
1.3	KP CBD	2
1.4	Rhodesfield/Isando	3
1.5	East Rand Mall	4
1.2	Chloorkop	5
<b>Integration Zone 2</b>		
2.2	Boksburg CBD	1
2.4	Benoni CBD West	2
2.6	Vosloorus	3
2.1	Mining Belt West	4
2.3	Dunswart	5
2.5	Parkdene to Villa Liza	6
<b>Integration Zone 3</b>		
3.8	Old Natalspruit	1
3.4	Germiston CBD	2
3.9	Thinasonke	2
3.10	Admin Block/Kwesini	3
3.7	Natalspruit	4
3.1	Esther Park/Edenvale CBD	5
3.2	Meadowbrook	6
3.6	Alberton	6
3.3	Primrose	7
3.5	Lambton/Union	8
<b>Integration Zone 4</b>		
4.5	Daveyton	1
4.6	Chief Luthuli to Etwatwa	1
4.1	Aerotropolis CC	2
4.3	Benoni CBD East	3
4.4	Mining Belt East/Van Ryn	4
4.2	Northmead	5
<b>Integration Zone 5</b>		
5.1	New Kleinfontein/Carnival Mall	1
5.6	Phelendaba to Duduza	2
5.7	Vlakfontein/Langaville	3
5.4	New Era/Springs	4
5.2	Brakpan CBD	5
5.5	Kwa-Thema Central	6
5.3	Schaperust	7



Figure B2.2.1

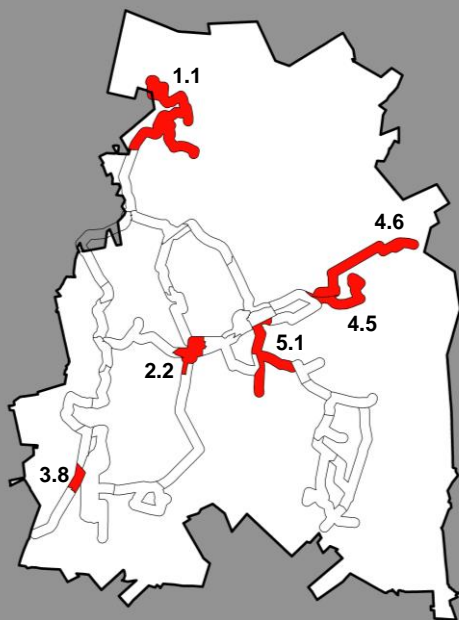
Priority Ranking per Priority

-  CoE Boundary 2016
-  IZ Priority Buffers

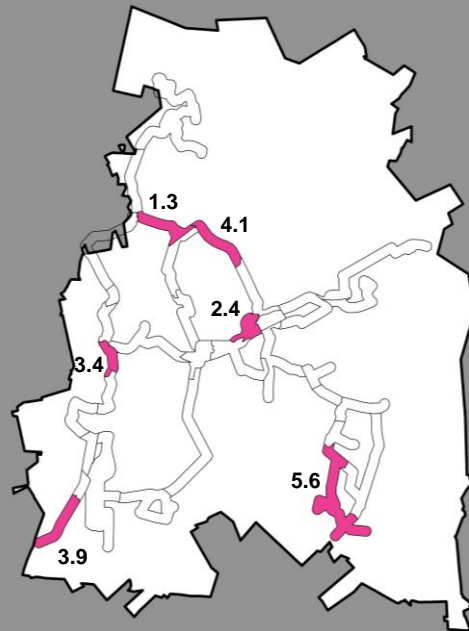
Priority in Integration Zone

-  Priority 1
-  Priority 2
-  Priority 3
-  Priority 4
-  Priority 5
-  Priority 6
-  Priority 7

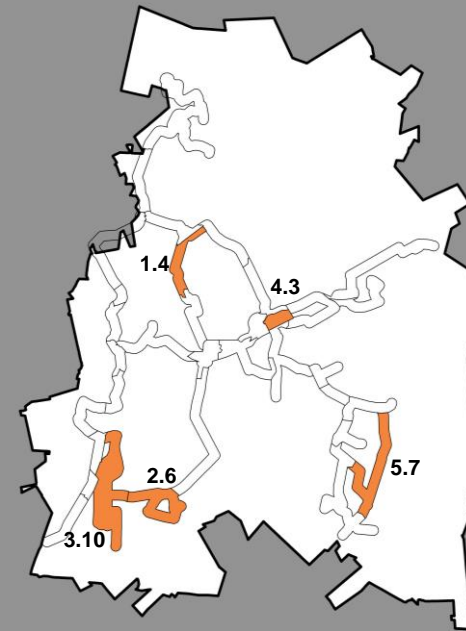
Priority Ranking per IZ – Priority 1



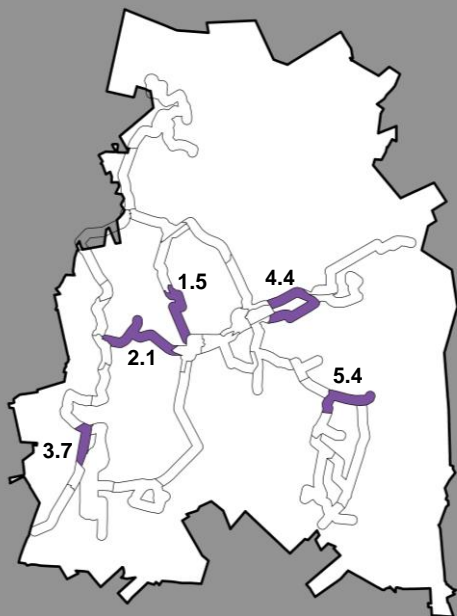
Priority Ranking per IZ – Priority 2



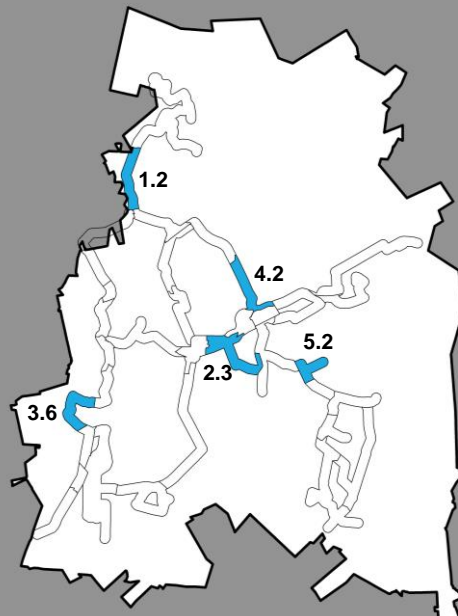
Priority Ranking per IZ – Priority 3



Priority Ranking per IZ – Priority 4



Priority Ranking per IZ – Priority 5



Priority Ranking per IZ – Priority 6 & 7

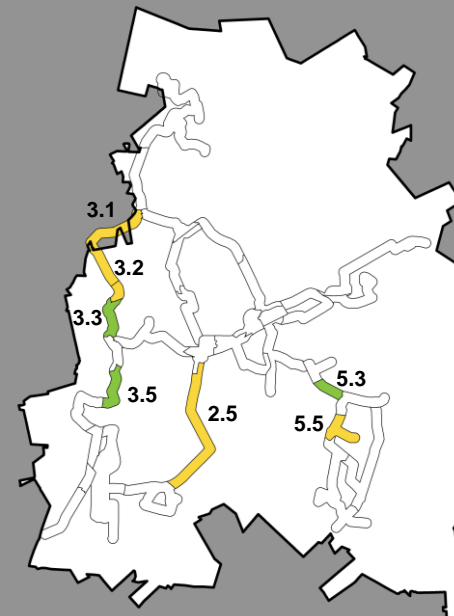
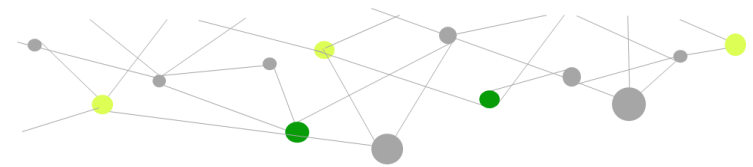


Figure B2.2.2



**INTEGRATION ZONE 1: TEMBISA-KEMPTON PARK**

Integration Zone 1 (refer to **Diagram B2.1.1**) is divided into five segments,

- namely:
- 1.1 Tembisa,
  - 1.2 Chloorkop,
  - 1.3 Kempton Park CBD,
  - 1.4 Rhodesfield/Isando and
  - 1.5 East Rand Mall.

From the IZ ranking, it is evident that the Tembisa segment is Priority 1 within IZ1 and represents the largest population (76%) concentration within IZ1. The primary land use within Tembisa (segment 1.1) is residential – representing 48% of the land use within the priority 1 segment. In addition, Tembisa has the most additional developable land available (146 ha) and can accommodate an addition 4 733 residential units (informed by the CoE IZ Target Model (2017) which is based on Vacant Land only).

**Human Settlements**

**Diagram B2.1.2** graphically represent the current housing situation within IZ1 and the Tembisa marginalised area, indicating the (1) informal settlements, (2) housing projects and the (3) dolomite risk areas in relation to the housing projects.

The informal settlements (1) located within IZ1 and the Tembisa marginalised area include:

- Duduza North
- Kaalfontein Station
- Isiphetweni
- Ecaleni
- Freedom Square
- Madelakufa 1 (Iggagqqa)
- Madelakufa 2 (Isekelo)
- Inxiweni
- Sophiatown
- Khayelitsha
- Vusi Musi / Ehlanzeni

There are a number of housing projects (2) currently located within IZ 1 and the Tembisa marginalised area. The projects are as follow:

Project Type		Project / Township Name
★	Mega Projects	<ul style="list-style-type: none"> <li>• Old Mutual Land (Winnie Mandela New Land)</li> <li>• Clayville Ext 45</li> <li>• Esselen Park</li> <li>• Clayville Ext 50</li> </ul>
★	Housing Projects 2018	<ul style="list-style-type: none"> <li>• Witfontein 15-IR</li> <li>• Driefontein 85-IR</li> <li>• Tembisa X 25</li> <li>• Isekelo</li> <li>• Zuurfontein 33-IR</li> </ul>
★	Housing Projects CAPEX 2018/19	<ul style="list-style-type: none"> <li>• Mega Project: Esselen Park - Witfontein (Mega - Tembisa Triangle) - Birchleigh North Ext 4(Kempton Park)</li> <li>• Esselen Park - CRU-SOCIAL HOUSING</li> </ul>
★	NUSP Identified Settlements	<ul style="list-style-type: none"> <li>• Kaalfontein Station - Relocate</li> <li>• Sophiatown - Relocate</li> <li>• Winnie Mandela – Partial Upgrade</li> </ul>





# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

Diagram B2.1.1

1

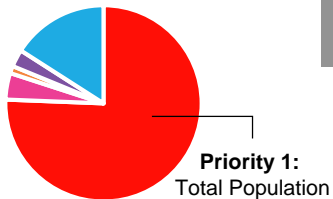
## SALIENT FEATURES

**CBD**                      Kempton Park<sup>1</sup>,  
**Urban Hub:**            Tembisa CCC<sup>2</sup>,  
**Secondary Nodes:**    Winnie Mandela Node<sup>3</sup>,  
                                   Oakmoor Node<sup>4</sup>,  
                                   Tembisa Node<sup>5</sup>,  
                                   Swazi Inn Node<sup>6</sup>,  
                                   Leralla Node<sup>7</sup>  
**Marginalised Area:**    Tembisa<sup>8</sup>

2

## PRIORITY AREAS

IZ Section	Name	IZ Ranking
<b>Integration Zone 1</b>		
1.1	Tembisa	1
1.3	KP CBD	2
1.4	Rhodesfield/Isando	3
1.5	East Rand Mall	4
1.2	Chlookop	5



3

## DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
<b>IZ 1</b>	249 467	96 154	62%	3,878
1.1	188 661	74 080	66%	1 723
1.3	10 916	4 176	28%	435
1.4	2 996	875	28%	443
1.5	7 130	2 439	25%	609
1.2	39 763	14 584	55%	668

4

## LAND USE FEATURES

Baseline Assessment

	Primary Land Use (%)	Vacant Land (%)
<b>IZ 1</b>	<b>Residential - 34%</b>	<b>7%</b>
1.1	Residential – 48%	10%
1.3	Residential – 32%	8%
1.4	Other/Utilities – 43%	4%
1.5	Other/Utilities – 29%	5%
1.2	Other/Utilities – 32%	3%

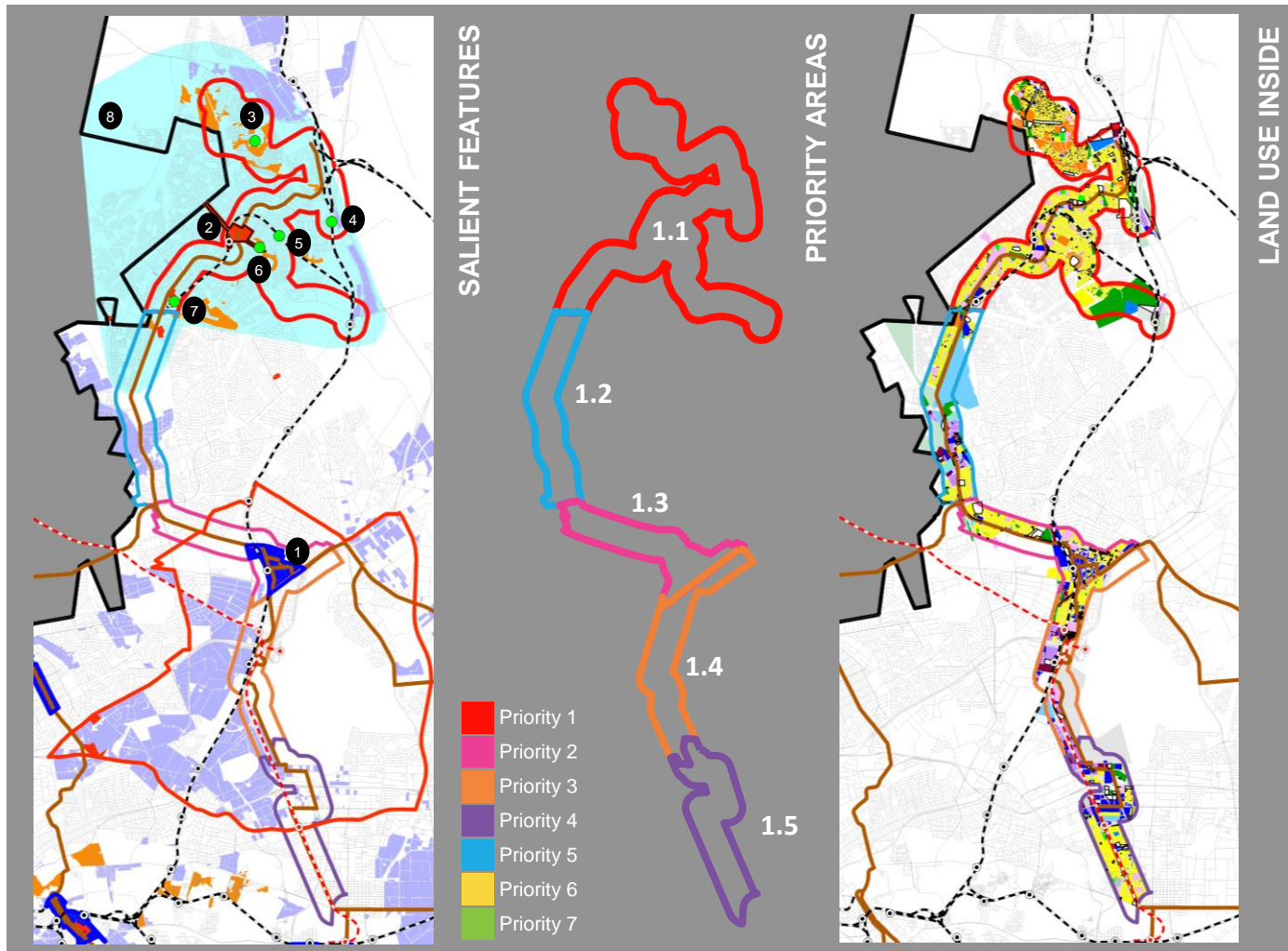
5

## INTEGRATION ZONE TARGETS

CoE IZ Target Model (2017)

	Additional Population	Add. No. of Residential Units	Low Income DU (%)	Add. Developable Area (ha)
<b>IZ 1</b>	<b>33 127</b>	<b>12 436</b>	<b>45%</b>	<b>361</b>
1.1	13 425	4 733	62%	146
1.3	2 094	662	28%	14
1.4	12 783	3 683	28%	90
1.5	4 469	1 496	25%	64
1.2	357	1 863	55%	48

\* The CoE IZ Target Model (2017) is based on Vacant Land only

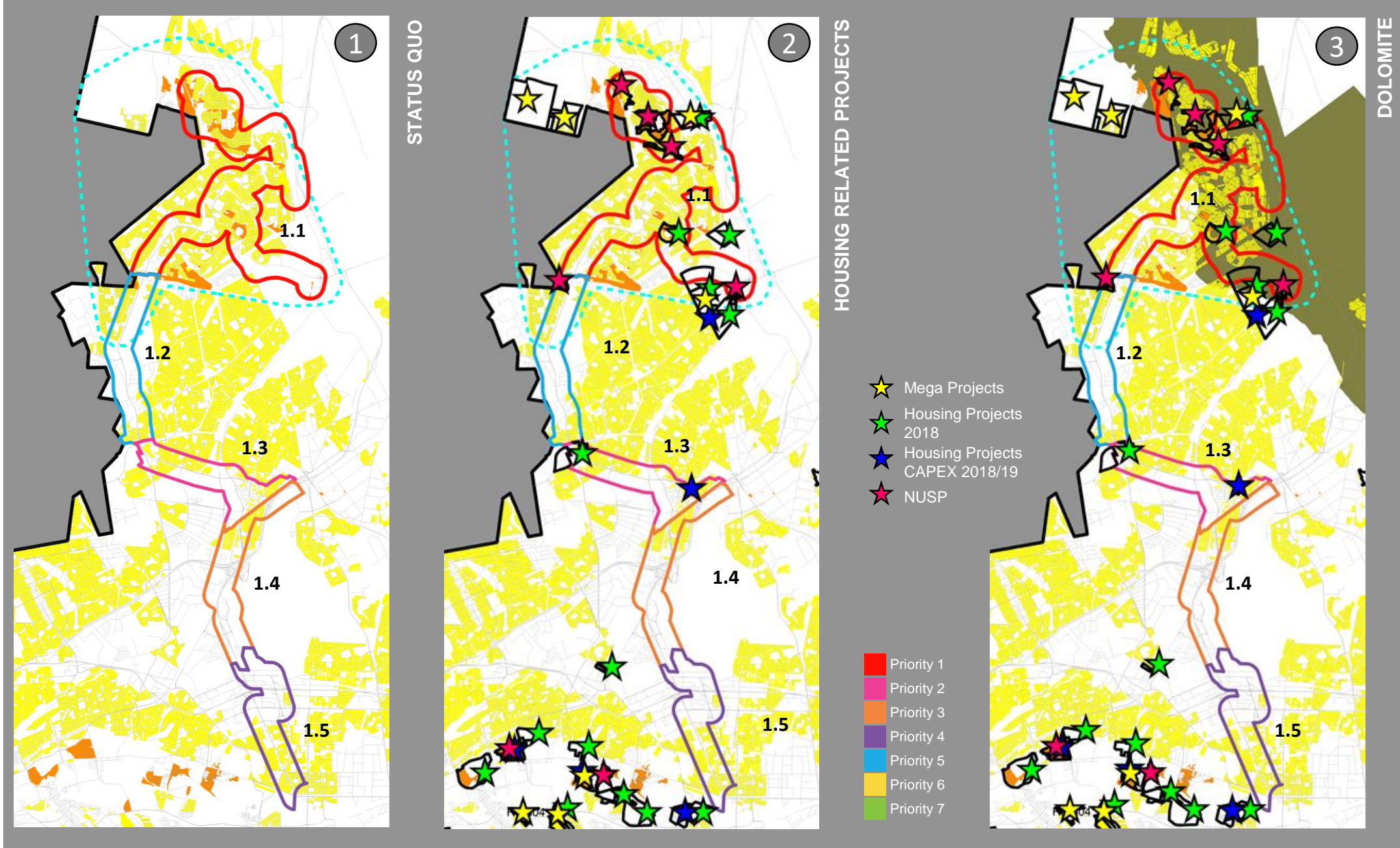




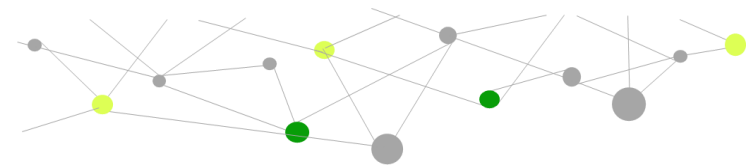


# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

## HUMAN SETTLEMENTS – Housing Projects



1.1 Tembisa    1.3 KP CBD    1.4 Rhodesfield /Isando    1.5 East Rand Mall    1.2 Chloorkop



From the overlay of the housing projects on the Dolomite layer (3), it is evident that most of the housing projects located within the Tembisa (segment 1.1) marginalised area, may have some challenges due to dolomite being present within the area.

Subsequently, the housing projects are overlaid on the risk and vulnerability areas as identified within the *Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016* (refer to **Diagram B2.1.3**). The base layers utilised relevant to human settlements include (1) flooding, (2) structural fire (informal settlements), (3) stormwater floods and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:

Risk	Observation
Flooding (1),	The areas with a Moderate to Catastrophic risk of flooding is located within the 1.1 Tembisa segment, and the northern section of segment 1.5 -East Rand Mall.
Structural fire (2)	The areas with a Moderate to Catastrophic risk of structural fire (informal settlements) is located within the Tembisa 1.1 segment, and the northern section of segment 1.5 -East Rand Mall.
Stormwater floods (3)	Most of IZ1 has an Insignificant stormwater flooding risk.
Aggregated (4)	From the aggregated risk assessment, it is evident that the Tembisa 1.1 segment (Priority 1) is the most at risk, and falls within the Moderate risk category.

**STRATEGIC PROJECTS**

**Diagram B2.1.4** graphically illustrates the large-scale strategic projects located within IZ1, consisting of the Strategic Urban Development Areas and the CoE Urban Design Precincts. These strategic projects relate to the employment nodes (1) consisting of the CBD’s, urban hubs, industrial areas and secondary nodes. The strategic projects (2) located within / related to IZ1 is as follow:

	Project Type	Project / Township Name
◆	Strategic Urban Development Areas	<ul style="list-style-type: none"> <li>OR Tambo International Airport</li> <li>Lords View Estate</li> <li>Riverfields</li> <li>M &amp; T Development</li> </ul>
◆	Urban Design Precincts	<ul style="list-style-type: none"> <li>Aerotropolis City Centre (ACC)</li> <li>BRT - China Gate / Terenure</li> <li>Dries Niemand</li> <li>Bredell</li> <li>BRT Andrew Mapheto / Brian Mazebuko</li> </ul>

Overlaying the strategic projects on the dolomite layer (3), it becomes apparent that sections of the Bredell and Riverfields Urban Design Precincts are located on dolomitic land.

Subsequently, the Strategic Projects is overlaid on the risk and vulnerability areas (refer to **Diagram B2.1.5**). The base layers utilised relevant to strategic projects include (1) air pollution, (2) electrical supply disruptions,



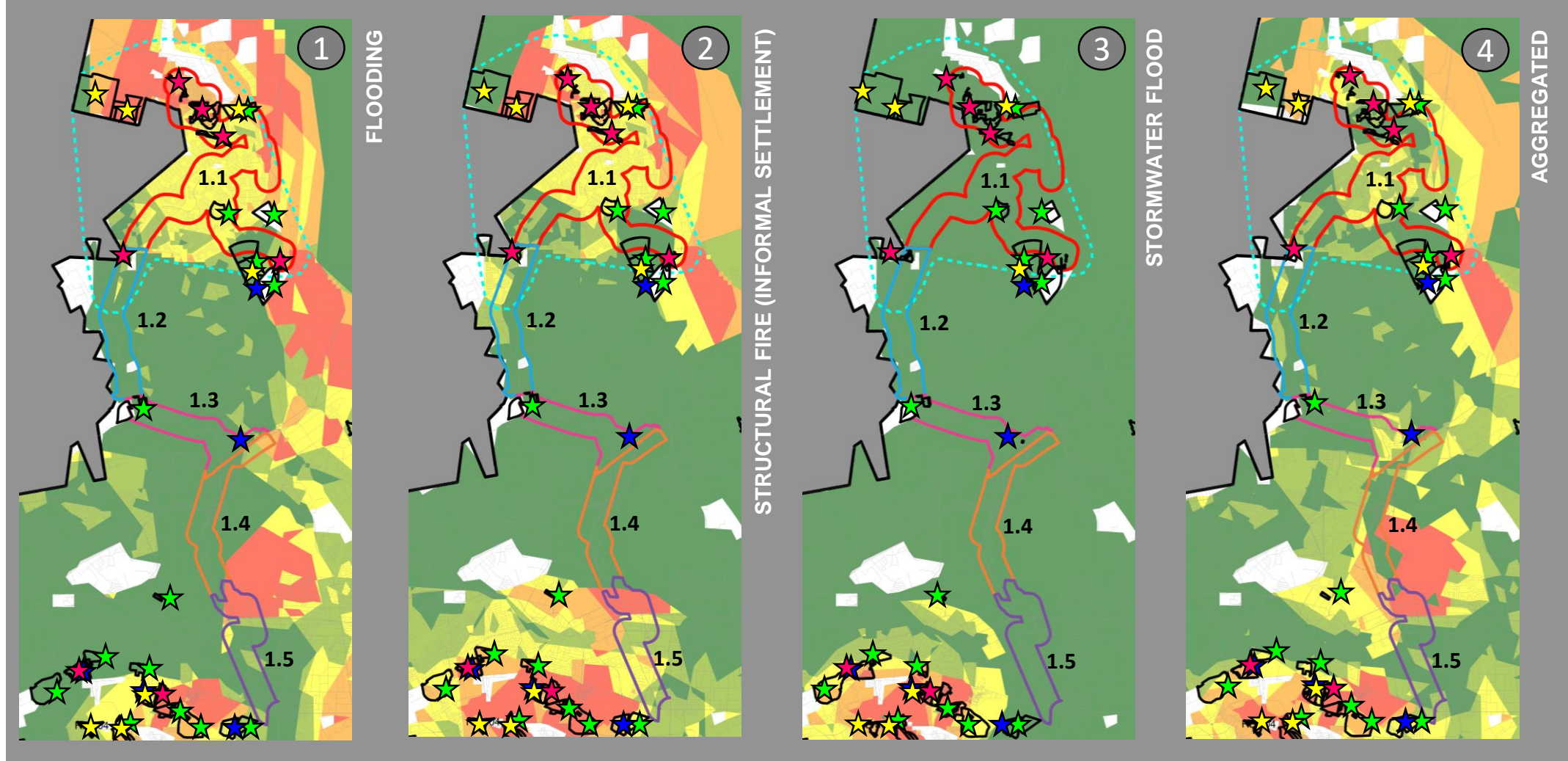


# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016

Diagram B2.1.3

## HUMAN SETTLEMENTS – Housing Projects in relation to Risk and Vulnerability



1.1	Tembisa
1.3	KP CBD
1.4	Rhodesfield/Isando
1.5	East Rand Mall
1.2	Chloorkop

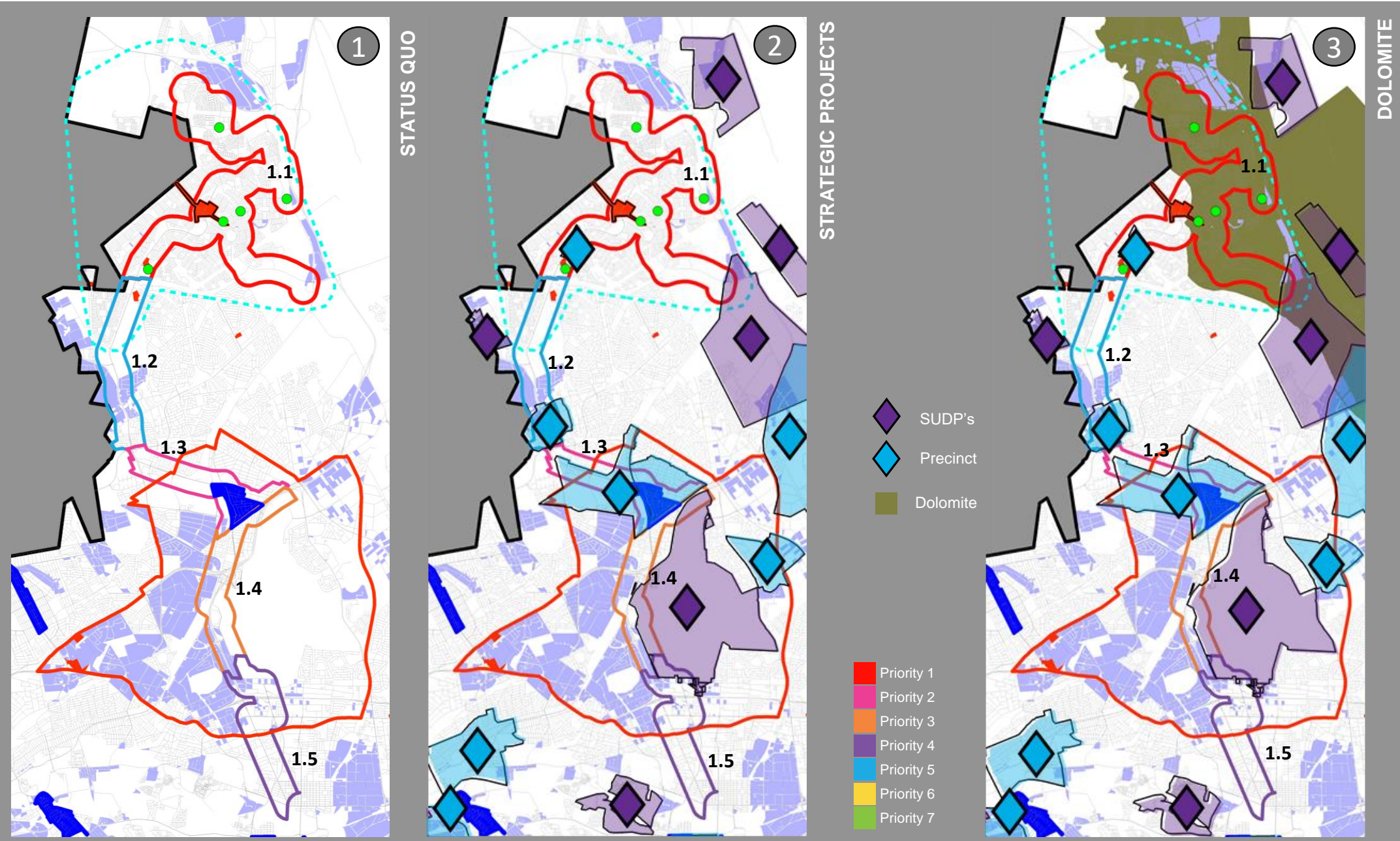
Projects	
★	Mega Projects
★	Housing Projects 2018
★	Housing Projects CAPEX 2018/19
★	NUSP

Risk and Vulnerability	Integration Zone Priority
Green	Priority 1
Light Green	Priority 2
Yellow	Priority 3
Orange	Priority 4
Red	Priority 5
	Priority 6
	Priority 7



# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

## EMPLOYMENT OPPORTUNITIES – Strategic Projects



1.1 Tembisa    1.3 KP CBD    1.4 Rhodesfield /Isando    1.5 East Rand Mall    1.2 Chloorkop

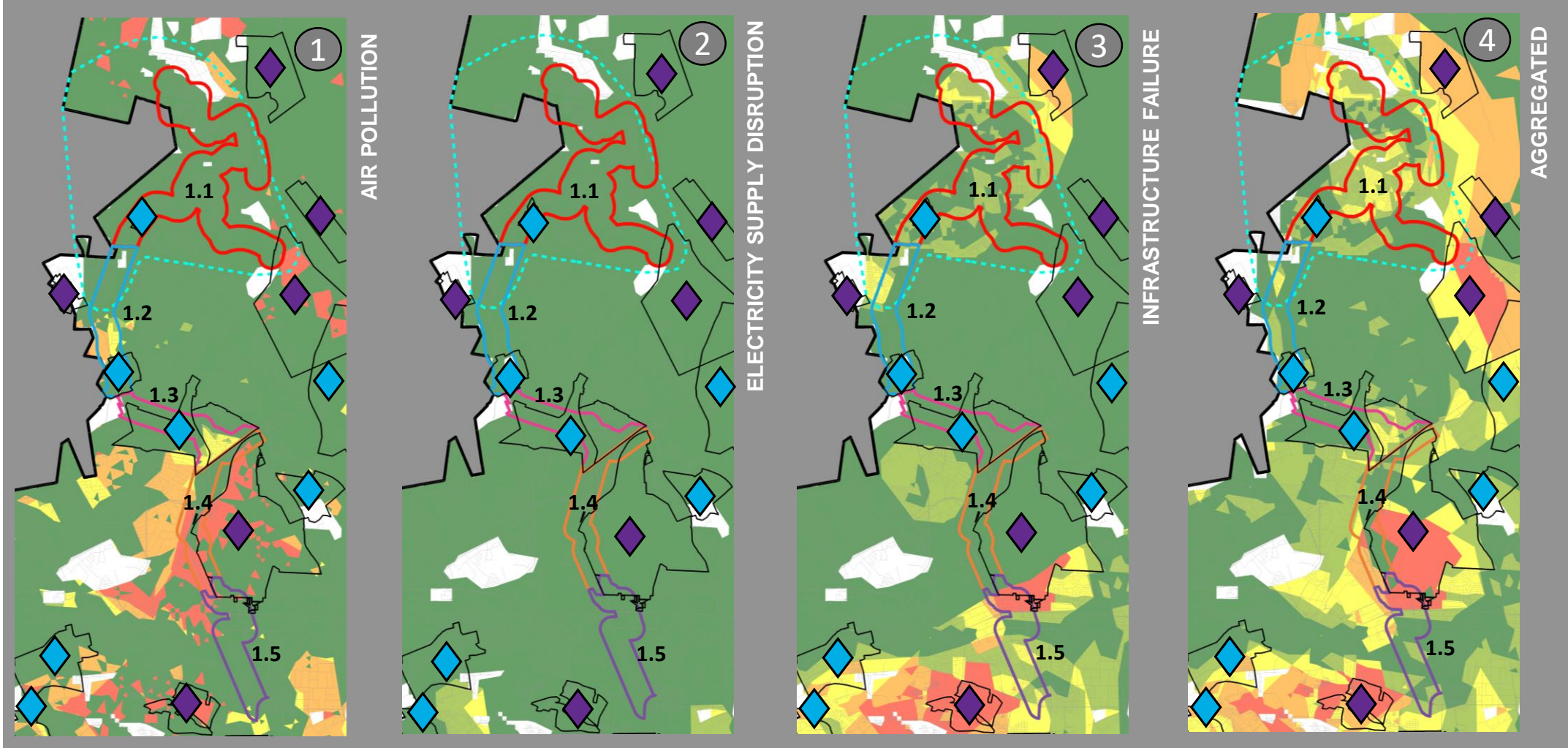


# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016

Diagram B2.1.5

## EMPLOYMENT OPPORTUNITIES – Strategic Projects in relation to Risk and Vulnerability



1.1	Tembisa
1.3	KP CBD
1.4	Rhodesfield/Isando
1.5	East Rand Mall
1.2	Chloorkop

### Projects

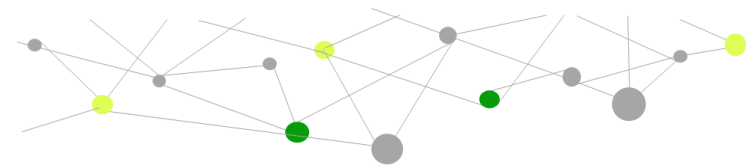
- SUDP's
- Precinct

### Risk and Vulnerability

- Insignificant
- Minimal
- Moderate
- Major
- Catastrophic

### Integration Zone Priority

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7



(3) infrastructure failure and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:

Risk	Observation
Air pollution (1)	Segment 1.4 – Rhodesfield/Isando is most at risk (moderate to catastrophic) in term of air pollution, this segment is located adjacent to the OR Tambo International Airport and the bigger Aerotropolis development, which comprise a significant amount of air travel and logistic/warehousing related polluters.
Electrical supply disruptions (2)	IZ1 has an insignificant risk of experiencing electricity supply disruptions.
Infrastructure failure (3)	Segment 1.1 - Tembisa and segment 1.5 East Rand Mall are moderately at risk of infrastructure failure.
Aggregated (4).	From the aggregated risk assessment, it is evident that the Rhodesfield/Isando segment (1.4) followed the Tembisa segment (1.1) is the most at risk and falls within the Moderate to Catastrophic risk categories.

**TRANSPORTATION & PROJECT INTEGRATION**

**Diagram 2.1.6** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the human settlement projects (Mega Projects, Housing Projects 2018, Housing Projects CAPEX 2018/19 and the NUSP Identified Settlements).

From the spatial observation, it is evident that the planned Clayville Ext 45 and Clayville Ext 50 Mega-projects are currently not served by a dedicated transport mode, although the remainder of the human settlement projects is supported by a means of public transport.

**Diagram 2.1.7** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the strategic projects (strategic urban development area's and the CoE Urban Design Precincts).

From the spatial observation, it is evident that the planned Lords View Estate project is currently not served by a dedicated transport mode, although the remainder of the strategic projects is supported by a means of public transport.

**INTEGRATION 1: PRIORITY 1 TEMBISA**

As described in the preceding section, the **Tembisa Segment (1.1)** is ranked as the Priority 1 segment within Integration Zone 1. **Figure B2.1.8** graphically represents the status quo information related to the Tembisa Segment 1.1. From Figure B2.1.8 it is evident that:

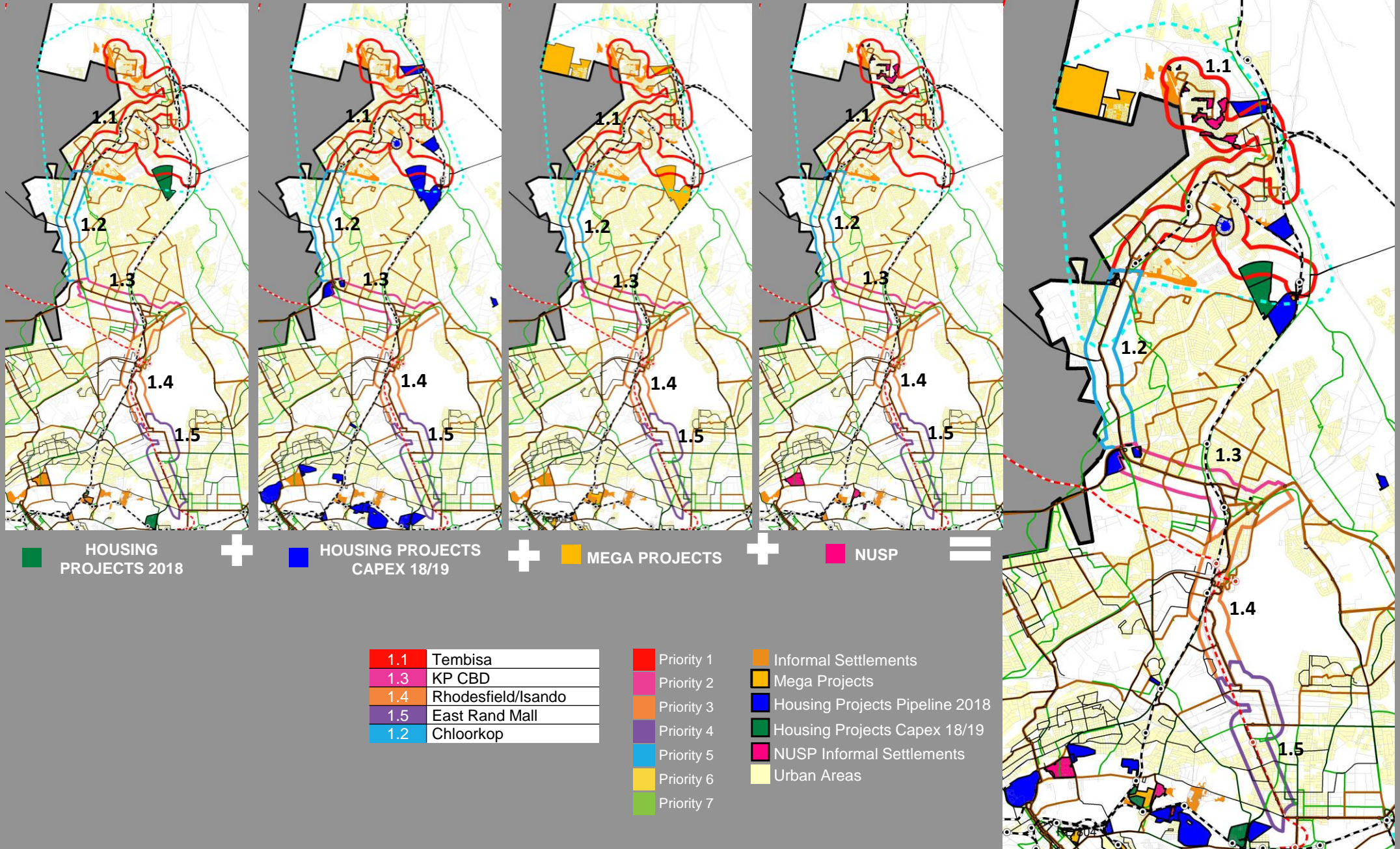
- The Tembisa CCC Urban Hub is located within the heart of Segment 1.1 as serve as the primary node within the segment, with five smaller secondary nodes located throughout the segment.
- The primary land use of segment 1.1 is residential (representing 48% of the total land use mix), followed by sports facilities / open space (15%).





# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

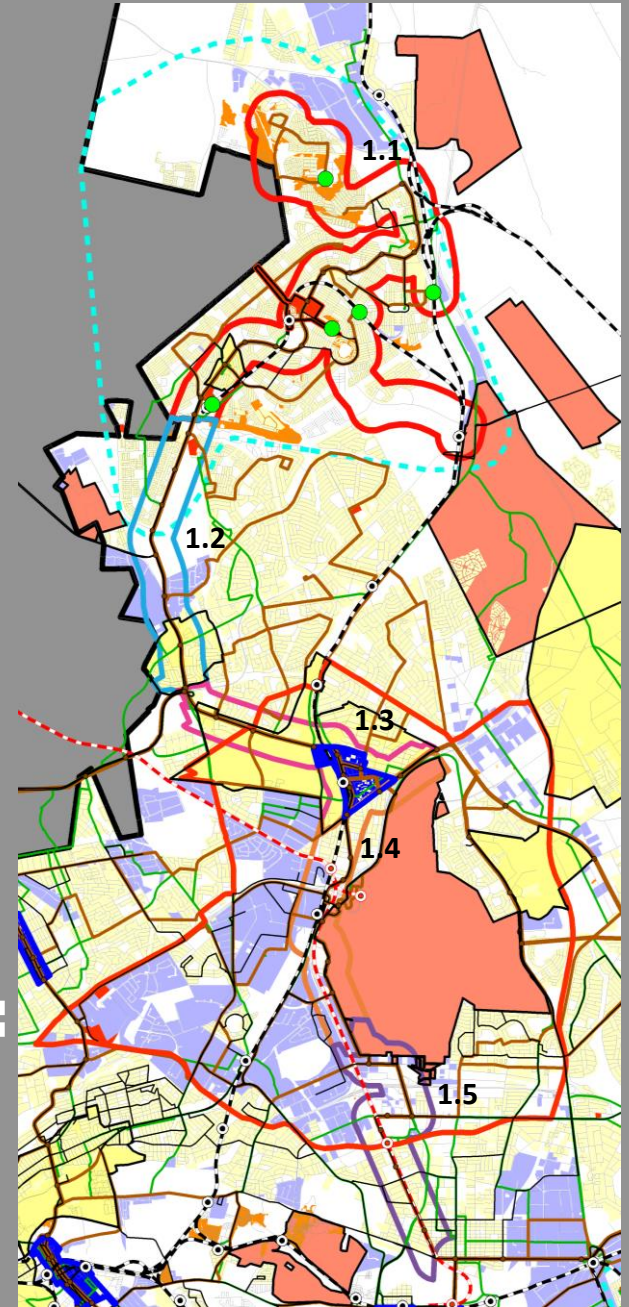
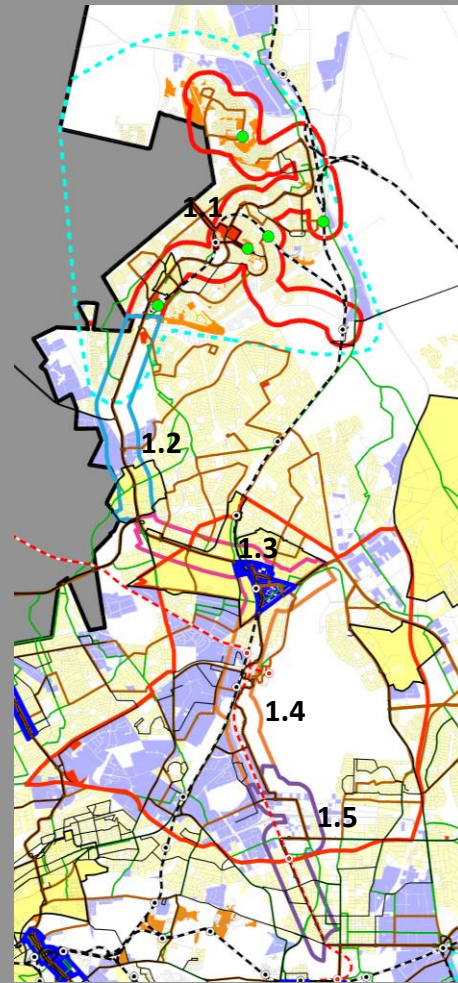
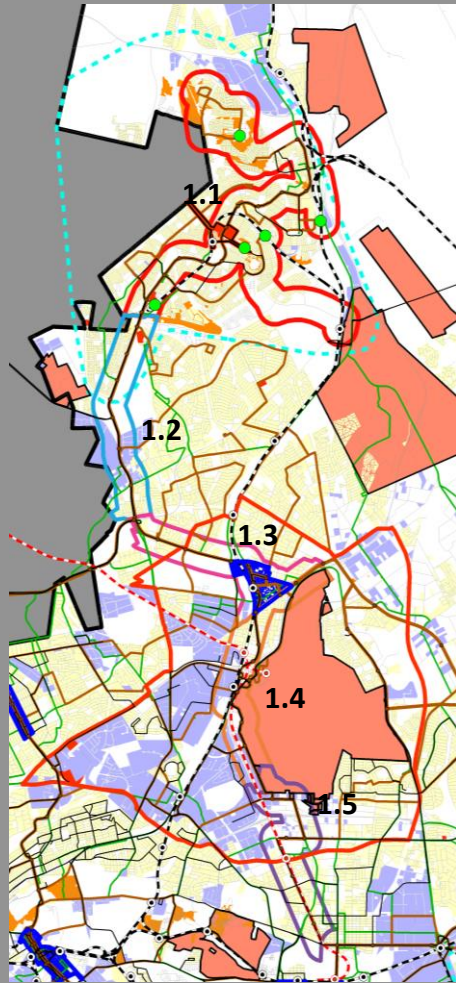
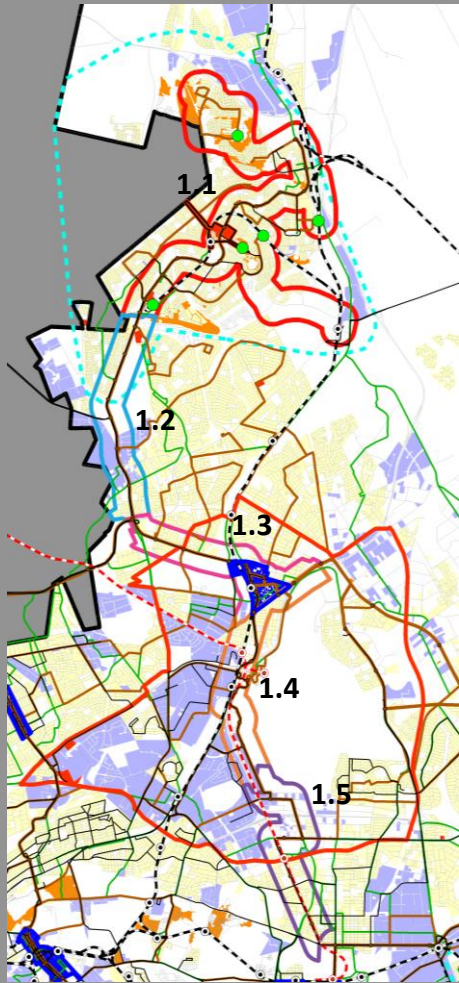
## PUBLIC TRANSPORT AND HUMAN SETTLEMENT PROJECTS





# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

## PUBLIC TRANSPORT AND STRATEGIC PROJECTS



CURRENT EMPLOYMENT NODES



STRATEGIC DEVELOPMENT AREAS



PRECINCTS



1.1	Tembisa
1.3	KP CBD
1.4	Rhodesfield/Isando
1.5	East Rand Mall
1.2	Chloorkop

Strategic Development Areas  
Precincts

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7





# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

## PRIORITY AREA 1 : TEMBISA

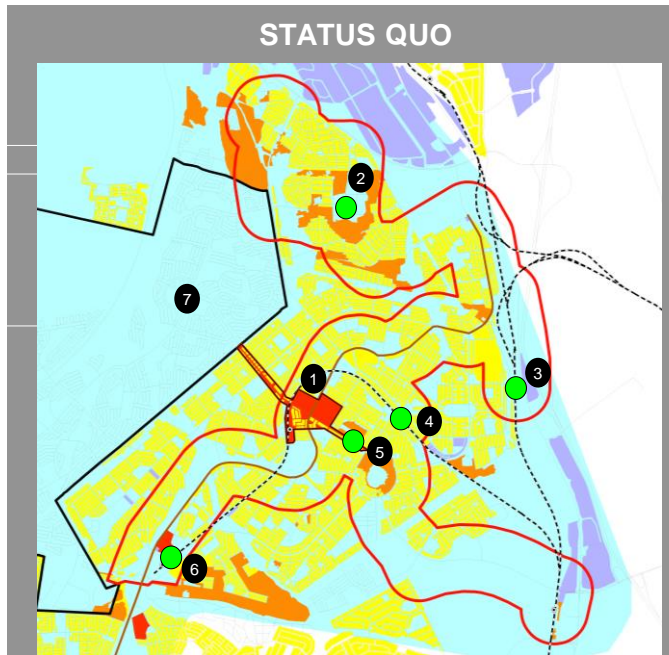
Diagram B2.1.8

### 1 SALIENT FEATURES

Urban Hub: Tembisa CCC<sup>1</sup>, Winnie Mandela<sup>2</sup>, Oakmoor Node<sup>3</sup>, Tembisa Node<sup>4</sup>, Swazi Inn Node<sup>5</sup>, Leralla Node<sup>6</sup>

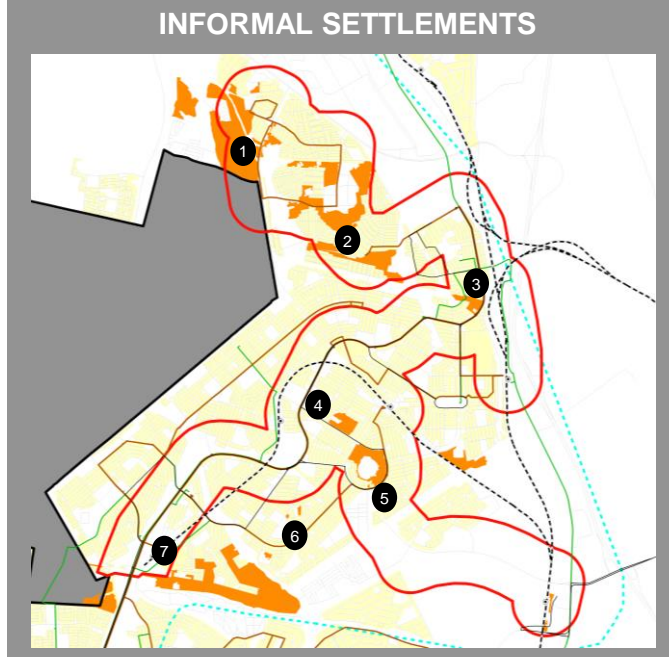
Secondary Nodes: Tembisa<sup>7</sup>

Marginalised Area:



### 2 Informal Settlements

- Duduza North<sup>1</sup>
- Winnie Mandela<sup>2</sup>
- Freedom Square<sup>3</sup>
- Madelakufa 1 (Igqagqa)<sup>4</sup>
- Madelakufa 2 (Isekelo)<sup>5</sup>
- Inxiweni<sup>6</sup>
- Vusi Musi / Ehlanzeni<sup>7</sup>



### DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
1.1	188 661	74 080	66%	1 723

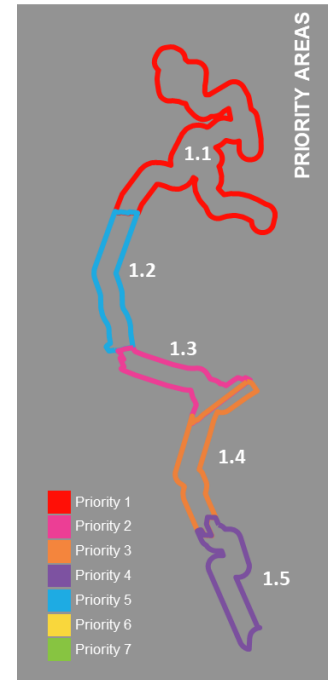
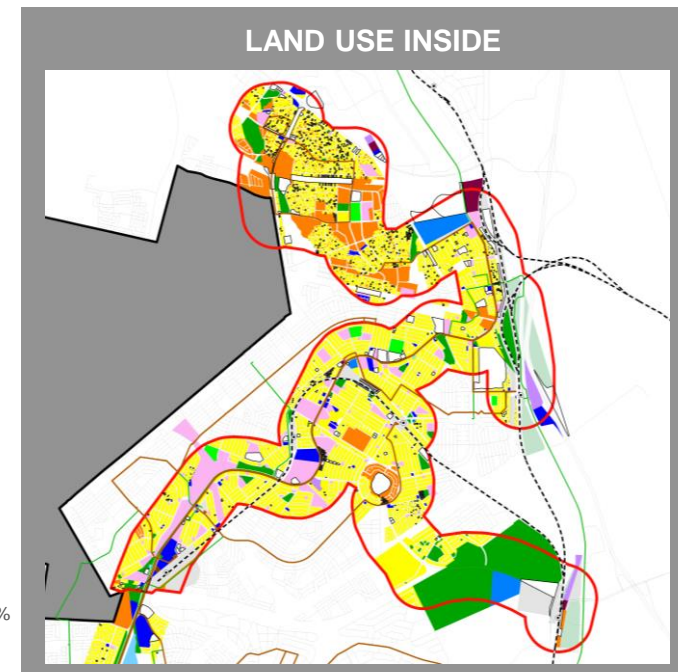
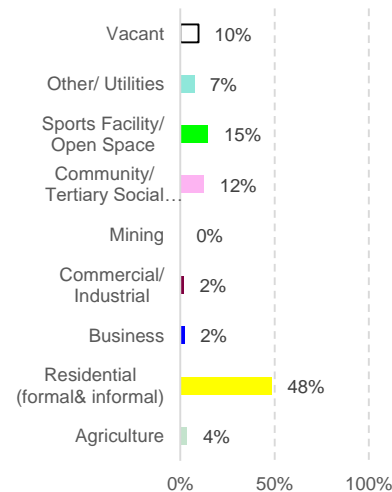
### LAND USE FEATURES

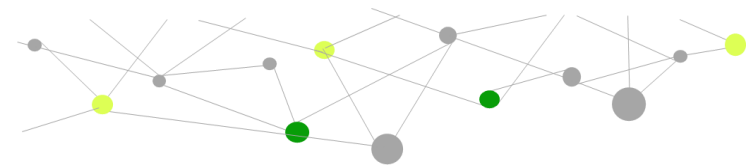
Baseline Assessment

	Additional Population	Add. No. of Residential Units	Low Income DU (%)	Add. Developable Area (ha)
1.1	13 425	4 733	62%	146

\* The CoE IZ Target Model (2017) is based on Vacant Land only

### 3 LAND USE





- The current total population is calculated at 188 661, whilst an additional 13 425 people can be accommodated within the segment.
- The current number of residential units within the segment amounts to 74 080 units, with an additional 4 733 units which be accommodated within the segment.
- The vacant land available for development within the segment amounts to 146 ha.
- There are seven (7) listed informal settlements located within segment 1.1.

➤ **PRIORITY AREA 1: TEMBISA SEGMENT 1.1**  
**HOUSING PROJECTS (refer to Figure B2.1.9)**

There are a number of housing-related projects currently located within the Tembisa Segment 1.1, as listed below:

Mega Projects	<ul style="list-style-type: none"> <li>• Clayville Ext 50<sup>1</sup></li> <li>• Clayville Ext 45<sup>2</sup></li> <li>• Old Mutual Land (Winnie Mandela New Land)<sup>3</sup></li> <li>• Esselen Park<sup>4</sup></li> </ul>
Housing Projects 2018	<ul style="list-style-type: none"> <li>• Tembisa X 25<sup>1</sup></li> <li>• Isekelo<sup>2</sup></li> <li>• Witfontein 15-IR<sup>3</sup></li> <li>• Witfontein 15-IR<sup>4</sup></li> </ul>
Housing Projects CAPEX 2018/19	<ul style="list-style-type: none"> <li>• Esselen Park - CRU - Social Housing<sup>1</sup></li> </ul>
NUSP Projects	<ul style="list-style-type: none"> <li>• Winnie Mandela (Partial Upgrade)<sup>1</sup></li> <li>• Kaalfontein Station<sup>2</sup></li> </ul>

➤ **PRIORITY AREA 1: TEMBISA SEGMENT 1.1**  
**STRATEGIC PROJECTS (refer to Figure B2.1.10)**

There is currently only one proposed **Urban Design Precinct** located within the Tembisa Segment 1.1, namely the BRT Andrew Mapheto / Brian Mazebuko Precinct. The precinct plan is still in the development phase.

The M&T and Riverfields **Strategic Urban Developments** are located within Tembisa Segment 1.1. Following is the detail information regarding the two projects:

**M & T DEVELOPMENT**

The M&T development (Twenty-one Industrial Park) will be focusing only on 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 fall 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)
- Industrial 2"
- Mixed Land-use (Business, retail, showrooms, residential)
- "Special" for Warehousing and distribution





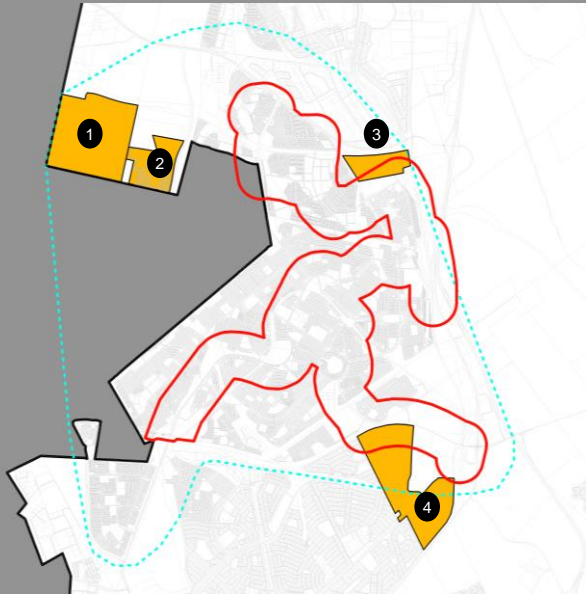
# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

## PRIORITY AREA 1 : TEMBISA – Housing Projects

### 1 MEGA PROJECTS

- Clayville Ext 50<sup>1</sup>
- Clayville Ext 45<sup>2</sup>
- Old Mutual Land (Winnie Mandela New Land)<sup>3</sup>
- Esselen Park<sup>4</sup>

#### MEGA PROJECTS



### 3 HOUSING PROJECTS CAPEX 2018/19

- Esselen Park - CRU - Social Housing<sup>1</sup>

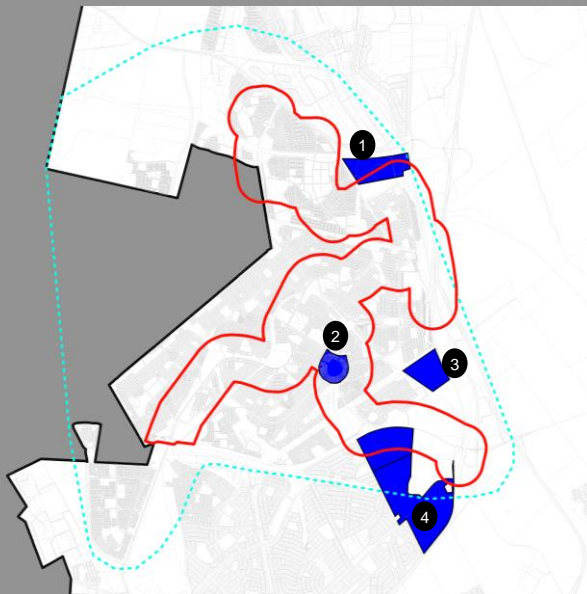
#### HOUSING PROJECTS CAPEX 2018/19



### 2 HOUSING PROJECTS 2018

- Tembisa X 25<sup>1</sup>
- Isekelo<sup>2</sup>
- Witfontein 15-IR<sup>3</sup>
- Witfontein 15-IR<sup>4</sup>

#### HOUSING PROJECTS 2018



### 4 NUSP PROJECTS

- Winnie Mandela (Partial Upgrade)<sup>1</sup>
- Kaalfontein Station<sup>2</sup>

#### NUSP PROJECTS





# INTEGRATION ZONE 1 : TEMBISA-KEMPTON PARK

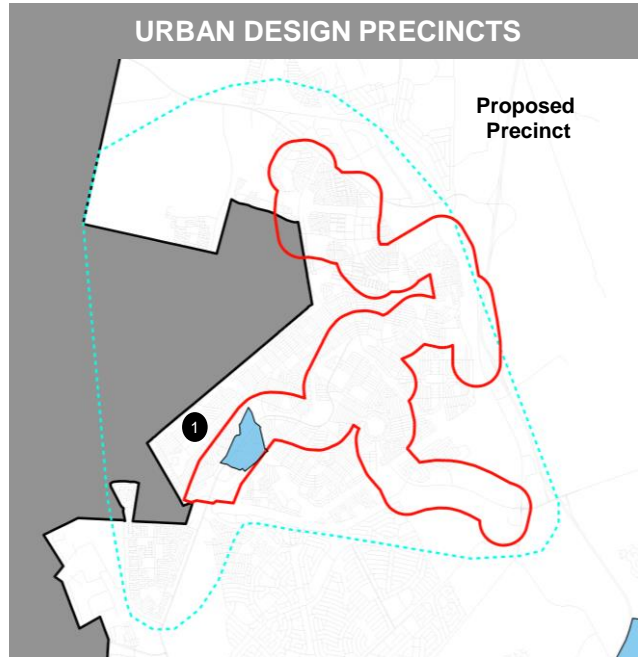
## PRIORITY AREA 1 : TEMBISA – Strategic Projects

Diagram B2.1.10

1

### URBAN DESIGN PRECINCTS

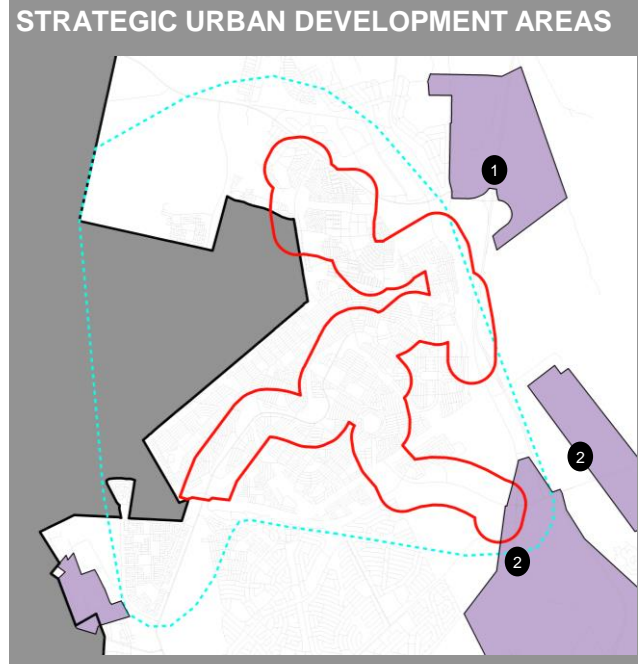
- BRT Andrew Mapheto / Brian Mazebuko *Proposed Precinct*<sup>1</sup>



2

### STRATEGIC URBAN DEVELOPMENT AREAS

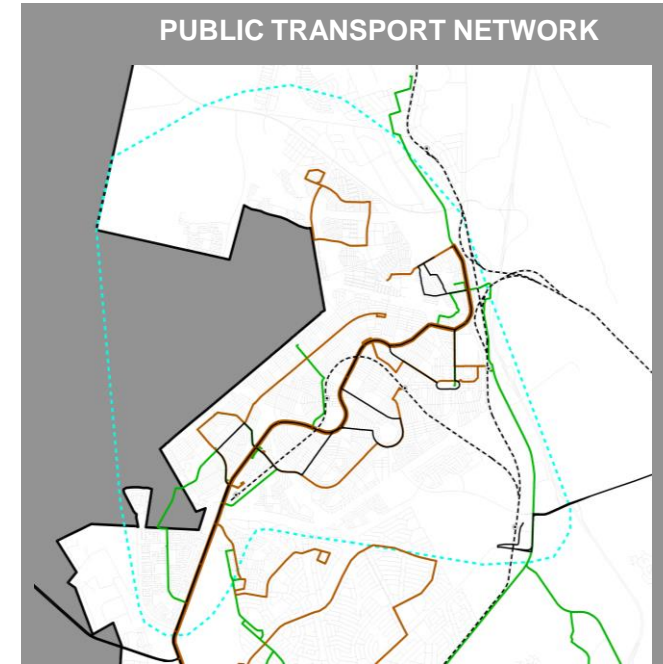
- M & T Development<sup>1</sup>
- Riverfields<sup>2</sup>



3

### PRIMARY AND SECONDARY PUBLIC TRANSPORT NETWORK

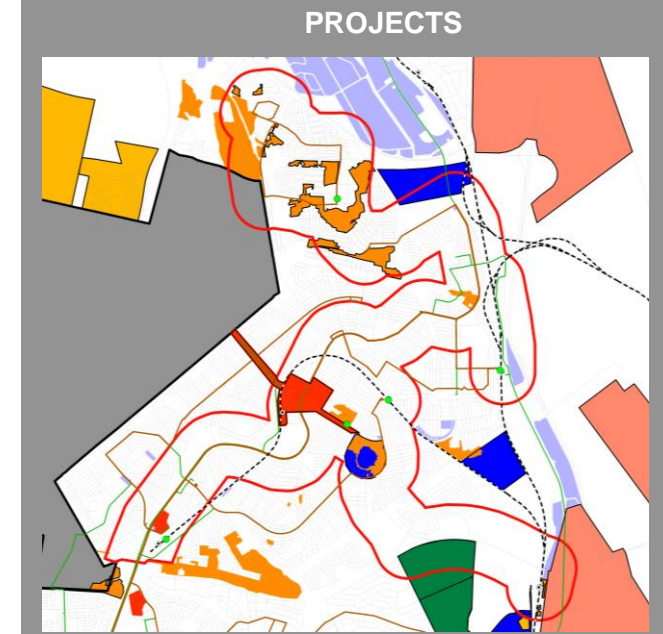
- Gautrain Rapid Rail
- Railway line
- IPTN Routes
- IRPTN Feeder Route
- Bus Route
- Taxi Route

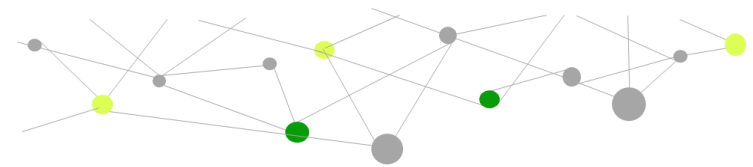


4

### ALL PROJECTS

- Mega Projects
- Housing Projects Pipeline 2018
- Housing Projects Capex 18/19
- NUSP Informal Settlements
- Strategic Development Areas
- Precincts





- "Special "for Industrial uses and buildings
- Open Space (Public open space and Private open space)
- "Business 1"
- Office
- "Industrial 1"
- Educational

**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:

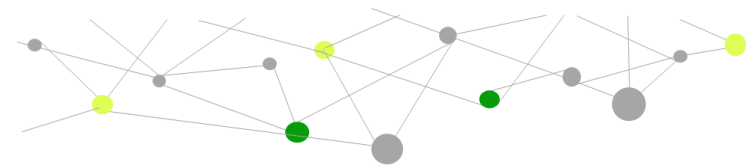
1. Glen Erasmia Boulevard (430 residential stands) and Zimbali Cluster Development
2. Gleneagle Estate (392 residential stands), 4 cluster developments (to be developed) Clubhouse, tennis court, squash court and extensive parks
3. The Gleneagle Office Park which is currently being serviced and is practically 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 been 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 B2.2: 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





**INTEGRATION ZONE 2: VOSLOORUS-BOKSBURG-BARTLETT**

Integration Zone 2 (refer to **Diagram B2.2.1**) is divided into six segments, namely: 2.1 Mining Belt West,

- 2.2 Boksburg CBD,
- 2.3 Dunswart,
- 2.4 Benoni CBD West,
- 2.5 Parkdene to Villa Liza and
- 2.6 Vosloorus.

From the IZ ranking, it is evident that the Boksburg CBD (2.2) segment is Priority 1 within IZ2 followed by the Benoni CBD West segment (2.4). The Vosloorus (2.6) segment (Priority 3) represents the largest population (48%) concentration within IZ2, whilst the 2.2 Boksburg CBD segment (Priority 1) represents only 6% of the total IZ2 population.

The primary land use within the 2.2 Boksburg CBD segment (Priority 1) is mining, representing 32% of the land use within the segment. The 2.5 Parkdene to Villa Liza segment (Priority 6) has the most additional developable land available (460 ha) and can accommodate an addition 44 972 residential units (informed by the CoE IZ Target Model (2017) which is based on Vacant Land only).

**Human Settlements**

**Diagram B2.2.2** graphically represent the current housing situation within IZ2 and the Watville and Vosloorus marginalised areas, indicating the (1) informal settlements, (2) housing projects and the (3) dolomite risk areas in relation to the housing projects.

The informal settlements (1) located within IZ2 and the Watville and Katorus marginalised area include:

- Angelo Hotel
- Kalamazoo
- Reiger Park X5 School Erf
- Blue Sky
- Balmoral Ext 4 Ulana Park Knights
- Dukathole (Germiston Ext 8)
- Joe Slovo
- Beach Front
- Emlotheni
- Good Hope
- Jerusalem
- Road Reserve (Ramaphosa)
- Villa Farm
- Little Maseru
- Nkanini
- Somalia
- Zama-Zama (Rivonia)
- Vosloorus Ext 21 (Vlakplaas)
- Zamaland
- Peter Mokaba
- Tamboville
- Wattville Erf 3100
- Tokyo Sexwale
- Reiger Park 5 Overflow
- Emandleni
- Chris Hani
- Kanana
- Harry Gwala
- Home Seekers
- Balmoral Ext 5 Ulana Park
- Driefontein (Ptn 521 Driefontein 85-IR)
- Kanana 1, 2 (Montiki)
- Thulasizwe
- Villa Liza X2 Holding Area
- Garden Park (Clide Pinnoy)
- Moleleki Ext 3 (Thusong)
- Sotho Hostel Displacees (Vumbuka)
- Holomisa (Lindelani)

There are a number of housing projects (2) currently located within IZ2 and the Watville and Vosloorus marginalised area. The projects are as follow:





# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

**1**

## SALIENT FEATURES

**CBD:** Germiston<sup>1</sup>  
Boksburg<sup>2</sup>  
Benoni<sup>3</sup>

**Urban Hub:** Vosloorus CCC<sup>4</sup>

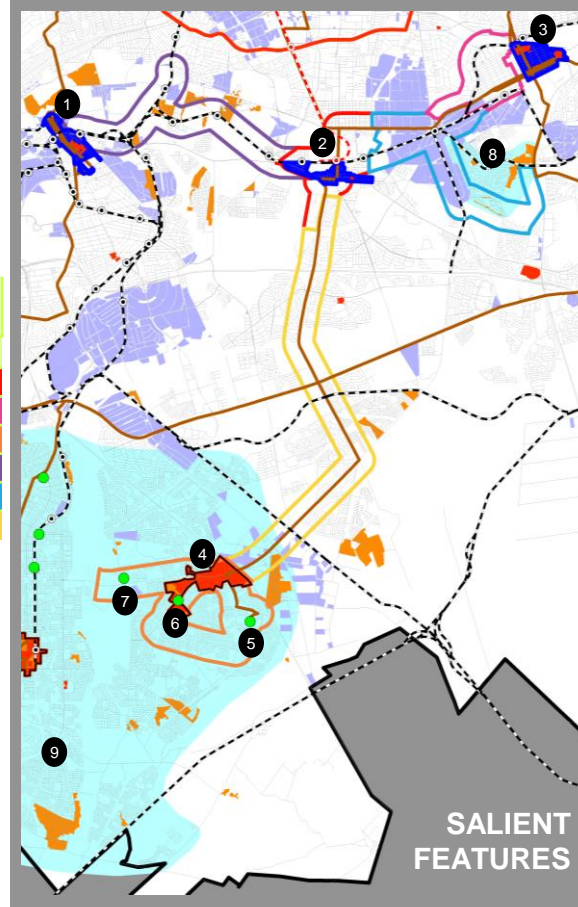
**Secondary Nodes:** New Natalspruit Hospital<sup>5</sup>,  
Naledi Shopping Centre<sup>6</sup>,  
Chris Hani Crossing<sup>7</sup>

**Marginalised Area:** Wattville<sup>8</sup>  
Vosloorus

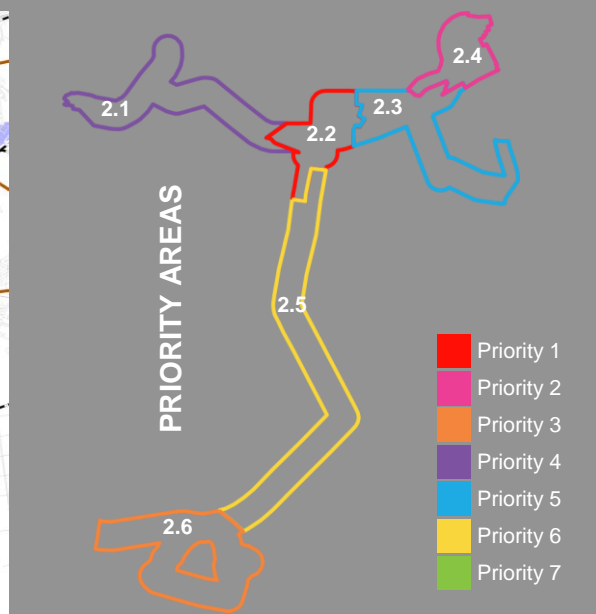
**2**

## PRIORITY AREAS

	Name	IZ Priority
<b>Integration Zone 2</b>		
2.2	Boksburg CBD	1
2.4	Benoni CBD West	2
2.6	Vosloorus	3
2.1	Mining Belt West	4
2.3	Dunswart	5
2.5	Parkdene to Villa Liza	6



SALIENT FEATURES



PRIORITY AREAS

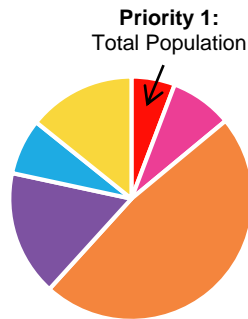
- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7

**3**

## DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
<b>IZ 2</b>	<b>121 262</b>	<b>34 975</b>	<b>52%</b>	<b>4 736</b>
2.2	6 993	2 215	38%	545
2.4	9 974	3 127	31%	252
2.6	57 899	15 373	54%	906
2.1	20 167	6 444	74%	1 105
2.3	8 972	2 779	65%	840
2.5	17 258	5 037	30%	1 087



Priority 1:  
Total Population

**5**

## INTEGRATION ZONE TARGETS

CoE IZ Target Model (2017)

	Additional Population	Add. No. of Residential Units	Low Income DU (%)	Add. Developable Area (ha)
<b>IZ 2</b>		<b>33 838</b>		
2.2	14 054	5 103	38%	58
2.4	591	1 077	31%	29
2.6	15 917	4 528	54%	84
2.1	17 723	8 363	74%	141
2.3	697	257	59%	4
2.5	44 972	14 510	31%	460

\* The CoE IZ Target Model (2017) is based on Vacant Land only

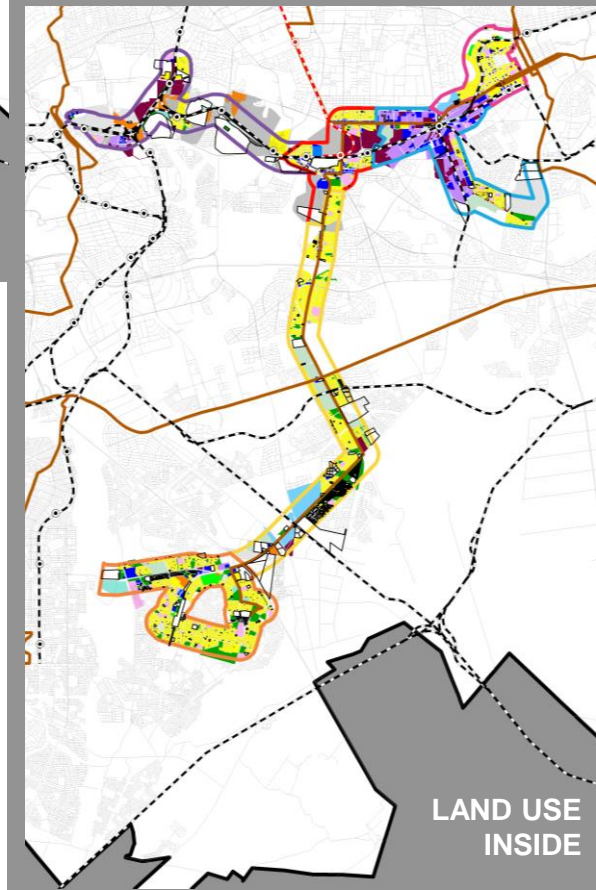
Diagram B2.2.1

**4**

## LAND USE FEATURES

Baseline Assessment

	Primary Land Use (%)	Vacant Land (%)
<b>IZ 2</b>	<b>Residential - 34%</b>	<b>7%</b>
2.2	Mining – 32%	11%
2.4	Residential - 61%	5%
2.6	Residential - 45%	14%
2.1	Vacant – 26%	26%
2.3	Commercial/Industrial – 43%	5%
2.5	Vacant – 33%	33%



LAND USE INSIDE

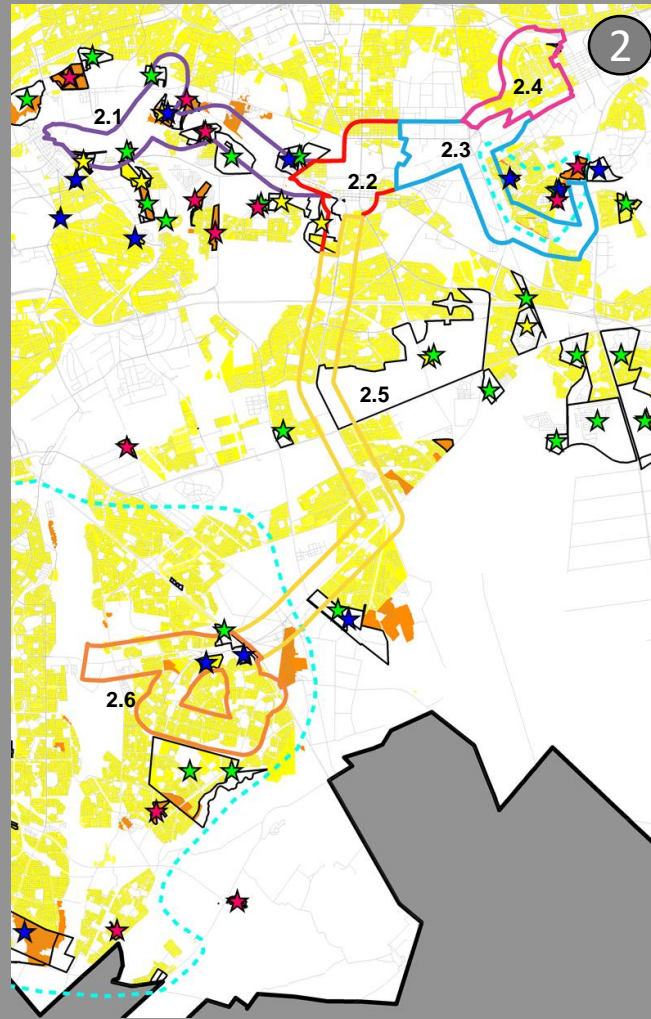


# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

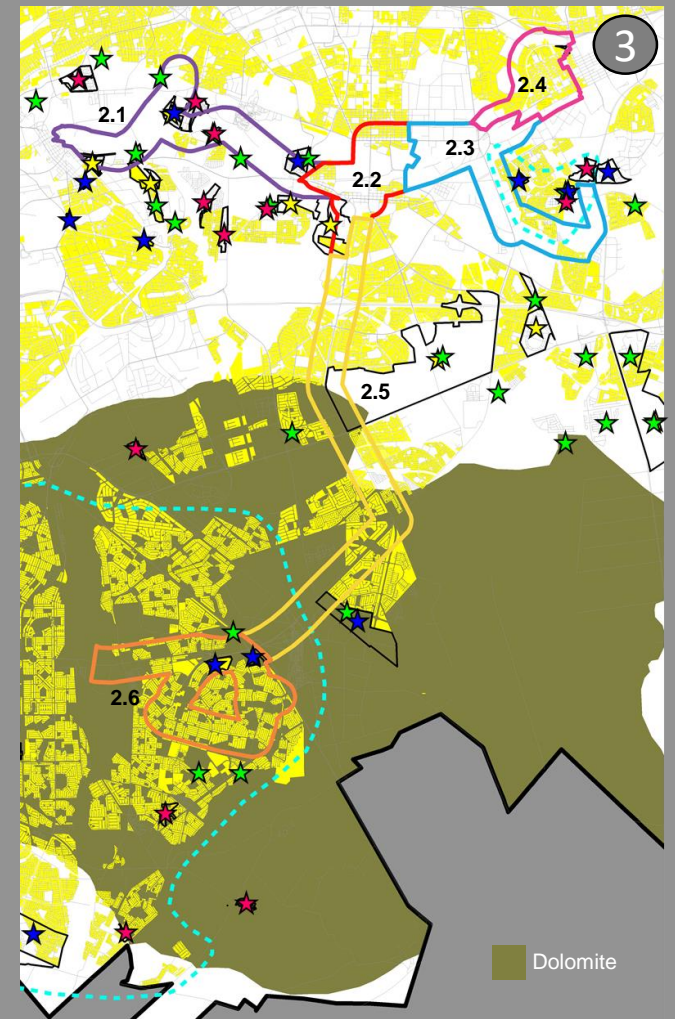
## HUMAN SETTLEMENTS – Housing Projects



STATUS QUO



HOUSING RELATED PROJECTS



DOLOMITE

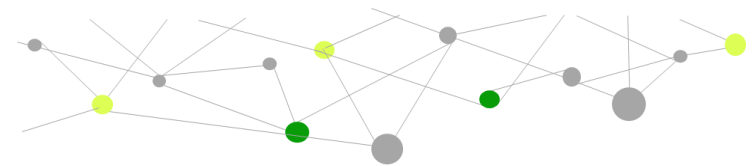
<span style="color: red;">■</span> Priority 1	<span style="color: yellow;">★</span> Mega Projects
<span style="color: pink;">■</span> Priority 2	<span style="color: green;">★</span> Housing Projects 2018
<span style="color: orange;">■</span> Priority 3	<span style="color: blue;">★</span> Housing Projects CAPEX 2018/19
<span style="color: purple;">■</span> Priority 4	<span style="color: red;">★</span> NUSP
<span style="color: cyan;">■</span> Priority 5	
<span style="color: yellow;">■</span> Priority 6	
<span style="color: lightgreen;">■</span> Priority 7	

2.2	Boksburg CBD
2.4	Benoni CBD West
2.6	Vosloorus
2.1	Mining Belt West
2.3	Dunswart
2.5	Parkdene to Villa Liza

Dolomite





Project Type	Project / Township Name
★ Mega Projects	<ul style="list-style-type: none"> <li>Leeuwpoot 113 IR</li> <li>Good Hope</li> <li>Balmoral Block</li> <li>Germiston</li> </ul>
★ Housing Projects 2018	<ul style="list-style-type: none"> <li>Driefontein 85-IR</li> <li>Leeuwpoot 113-IR</li> <li>Wattville</li> <li>Driefontein 87-IR</li> <li>Tedstoneville X1</li> <li>Klippootje 112-IR</li> <li>South Germiston X7</li> <li>South Germiston X8</li> <li>Leeuwpoot Mega Project</li> <li>Klippootje Agricultural Lots</li> <li>Villa Liza 675-IR</li> <li>Vosloorus X28</li> <li>Vosloorus X30</li> <li>Magagula Heights</li> <li>Mapleton X10</li> <li>Vlakplaats 138-IR</li> </ul>
★ Housing Projects CAPEX 2018/19	<ul style="list-style-type: none"> <li>Balmoral Extension 4(Boksburg)</li> <li>Balmoral Extension 5(Boksburg)</li> <li>Comet Ext 17 (Comet Village)</li> <li>Urban Renewal: Watville Erf 3110 Benoni</li> <li>Urban Renewal: Wattville Erf 3130 Watville</li> <li>Apex 12 RDP Walk-ups</li> <li>Nguni Hostel(Vosloorus)</li> <li>Urban Renewal: Katorus: Erf 18383 Vosloorus X 9</li> <li>Villa Lisa Extension 4</li> </ul>

Project Type	Project / Township Name
★ NUSP Identified Settlements	<ul style="list-style-type: none"> <li>Driefontein – Upgrade</li> <li>Makause (Rose Acres) – Partial Upgrade</li> <li>Jerusalem – Relocate</li> <li>Joe Slovo - Partial Upgrade</li> <li>Reiger Park 5 School erf – Relocate</li> <li>Road Reserve (Ramaphosa) – Relocate</li> <li>Tokyo Sexwale (Reiger Park Ext.9) – Upgrade</li> <li>Beach Front – Partial Upgrade</li> <li>Emandleni – Relocate</li> <li>Nkanini – Upgrade</li> <li>Thulasizwe – Relocate</li> <li>Moleleki Ext.3 (Thusong)</li> </ul>

From the overlay of the housing projects on the Dolomite layer (3), it is evident that most of the housing projects located within the Vosloorus marginalised area may have some challenges due to dolomite being present within the area.

Subsequently, the housing projects are overlaid on the risk and vulnerability areas as identified within the *Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016* (refer to **Diagram B2.2.3**). The base layers utilised relevant to human settlements include (1) flooding, (2) structural fire (informal settlements), (3) stormwater floods and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:



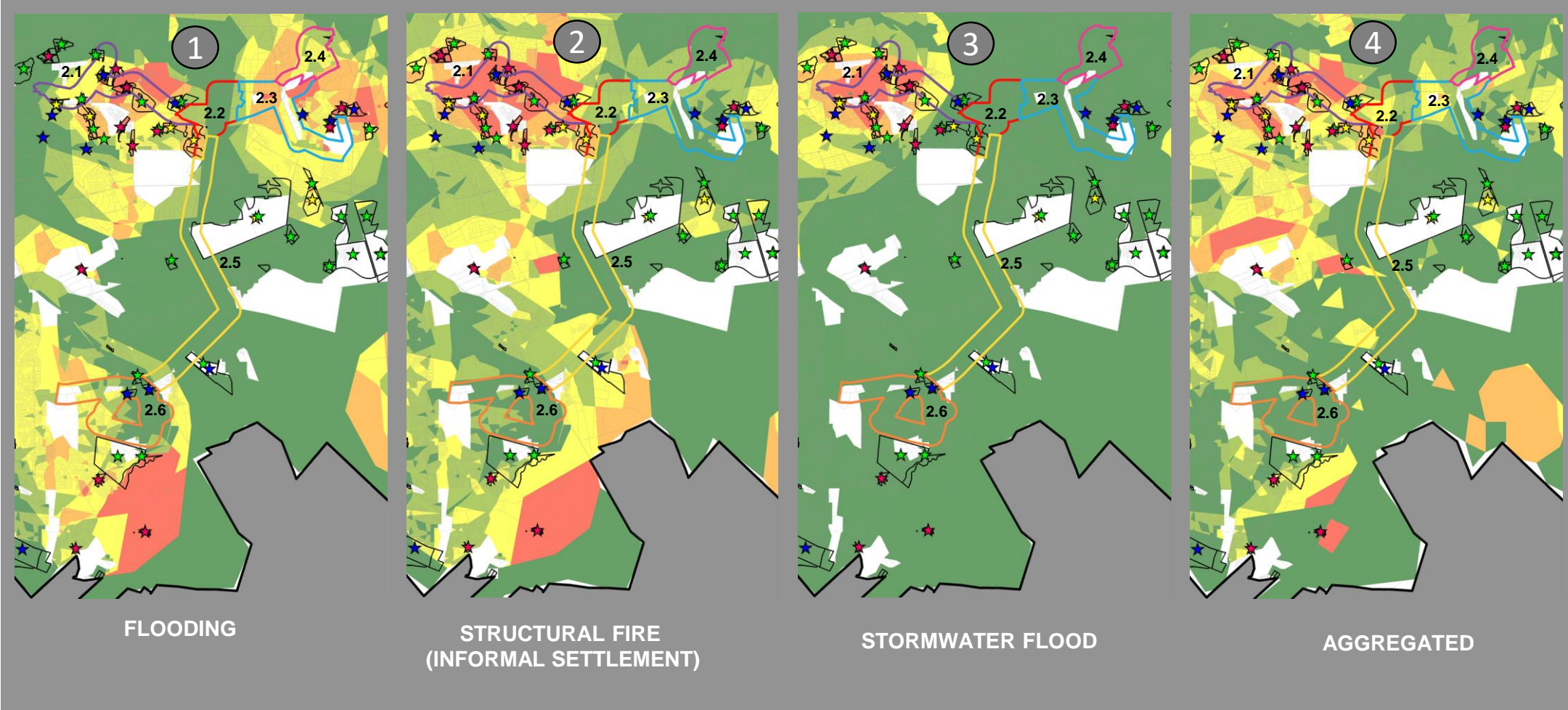


# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016

Diagram B2.2.3

## HUMAN SETTLEMENTS – Housing Projects in relation to Risk and Vulnerability



FLOODING

STRUCTURAL FIRE  
(INFORMAL SETTLEMENT)

STORMWATER FLOOD

AGGREGATED

2.2	Boksburg CBD
2.4	Benoni CBD West
2.6	Vosloorus
2.1	Mining Belt West
2.3	Dunswart
2.5	Parkdene to Villa Liza

### Projects

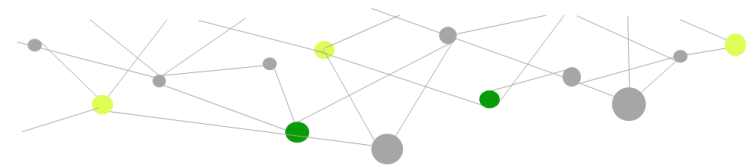
- ★ Mega Projects
- ★ Housing Projects 2018
- ★ Housing Projects CAPEX 2018/19
- ★ NUSP

### Risk and Vulnerability

- Insignificant
- Minimal
- Moderate
- Major
- Catastrophic

### Integration Zone Priority

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7



Risk	Observation
Flooding (1),	The areas with a Moderate to Catastrophic risk of flooding is located within segment 2.1 the Mining Belt West and segment 2.3 Dunswart.
Structural fire (2)	The areas with a Moderate to Catastrophic risk of structural fire (informal settlements) is located within segment 2.1 the Mining Belt West.
Stormwater floods (3)	The northern section segment 2.1 the Mining Belt West is identified as being at a Moderate to Catastrophic risk of stormwater flooding. The remainder of IZ2 has an Insignificant stormwater flooding risk.
Aggregated (4)	From the aggregated risk assessment, it is evident that segment 2.1 the Mining Belt West (priority 4) is the most at risk, and falls within the Moderate to Catastrophic risk category.

**STRATEGIC PROJECTS**

**Diagram B2.2.4** graphically illustrates the large-scale strategic projects located within IZ2, consisting of the Strategic Urban Development Areas and the CoE Urban Design Precincts. These strategic projects relate to the employment nodes (1) consisting of the CBD's, urban hubs, industrial areas and secondary nodes. The strategic projects (2) located within / related to IZ2 is as follow:

Project Type	Project / Township Name
 Strategic Urban Development Areas	<ul style="list-style-type: none"> <li>• Leeuwoort</li> <li>• Green Reef</li> <li>• Tambo Springs</li> </ul>

Project Type	Project / Township Name
 Urban Design Precincts	<ul style="list-style-type: none"> <li>• Boksburg CBD</li> <li>• Leeupan - Brakpan Airport</li> <li>• Actonville Node</li> <li>• Thelle Moegerane</li> </ul>

Overlaying the strategic projects on the dolomite layer (3), it becomes apparent that the Tambo Springs Strategic Urban Development Area and the Thelle Moegerane Urban Design Precincts are located on dolomitic land.

Subsequently, the Strategic Projects is overlaid on the risk and vulnerability areas (refer to **Diagram B2.2.5**). The base layers utilised relevant to strategic projects include (1) air pollution, (2) electrical supply disruptions, (3) infrastructure failure and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:

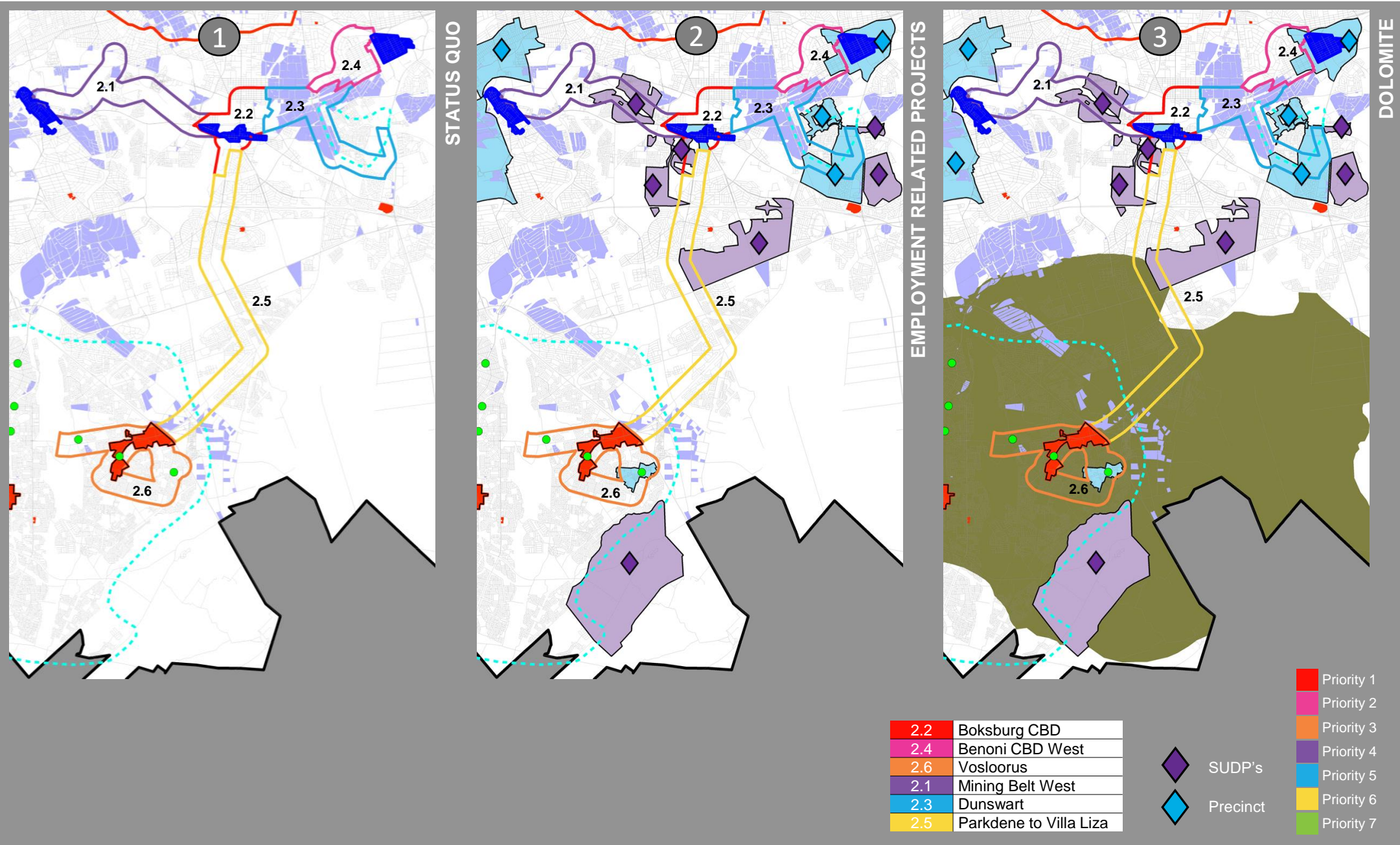
Risk	Observation
Air pollution (1)	Segment 2.1 Mining Belt West and segment 2.3 Dunswart is most at risk (moderate to catastrophic) in term of air pollution.
Electrical supply disruptions (2)	IZ2 has an insignificant to Minimal risk of experiencing electricity supply disruptions.
Infrastructure failure (3)	Segment 2.1 Mining Belt West and segment 2.2 Boksburg CBD has a major to catastrophic risk of infrastructure failure.
Aggregated (4).	From the aggregated risk assessment, it is evident segment 2.1 the Mining Belt West and segment 2.2 Boksburg CBD is the most at risk and falls within the moderate to catastrophic risk categories.





# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

## EMPLOYMENT OPPORTUNITIES – Strategic Projects



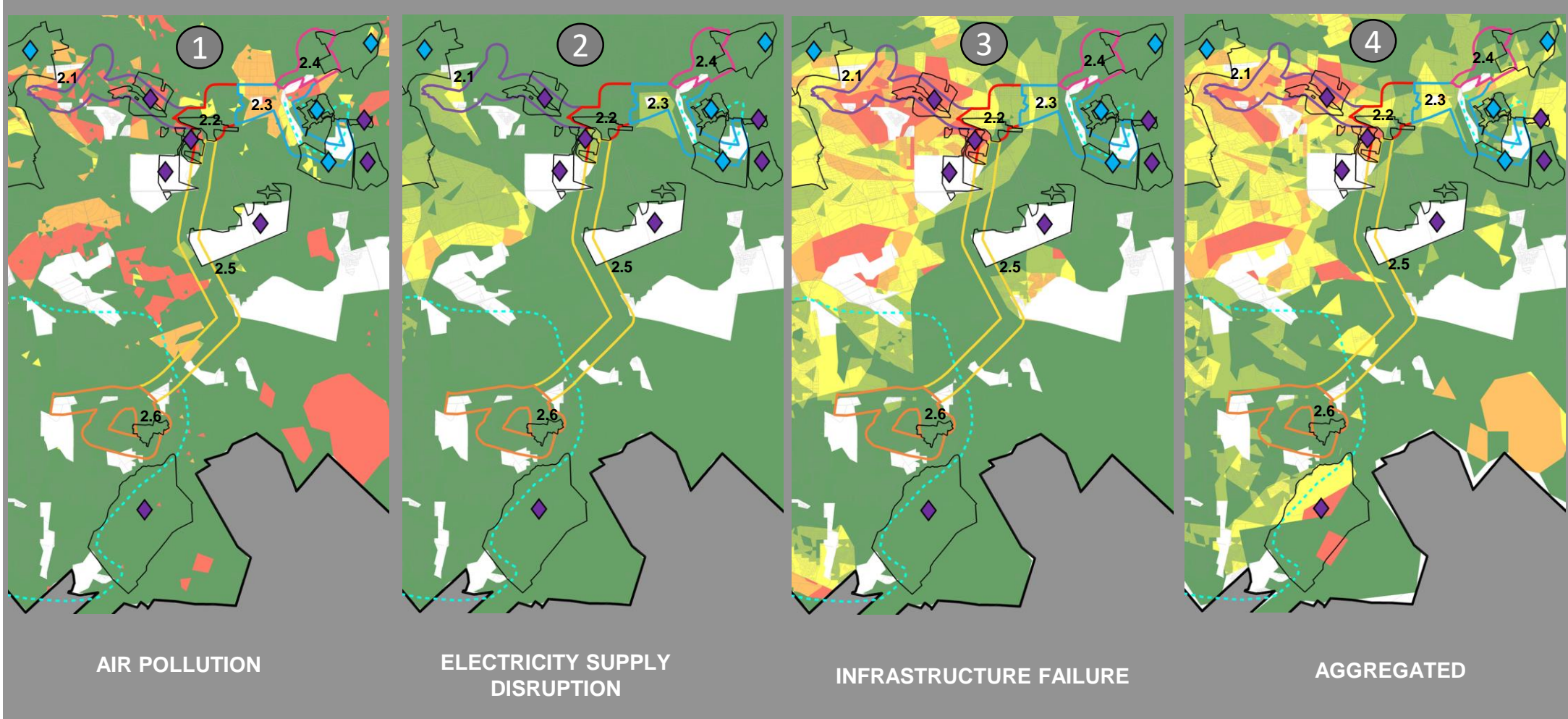


# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016

Diagram B2.2.5

## EMPLOYMENT OPPORTUNITIES – Strategic Projects in relation to Risk and Vulnerability



AIR POLLUTION

ELECTRICITY SUPPLY DISRUPTION

INFRASTRUCTURE FAILURE

AGGREGATED

- 2.2 Boksburg CBD
- 2.4 Benoni CBD West
- 2.6 Vosloorus
- 2.1 Mining Belt West
- 2.3 Dunswart
- 2.5 Parkdene to Villa Liza

### Projects

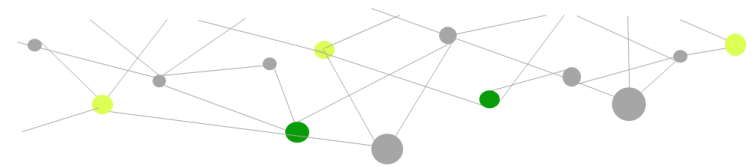
- SUDP's
- Precinct

### Risk and Vulnerability

- Insignificant
- Minimal
- Moderate
- Major
- Catastrophic

### Integration Zone Priority

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7



**TRANSPORTATION & PROJECT INTEGRATION**

**Diagram 2.2.6** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the human settlement projects (Mega Projects, Housing Projects 2018, Housing Projects CAPEX 2018/19 and the NUSP Identified Settlements).

From the spatial observation, it is evident that most of the human settlement projects are supported by a means of public transport.

**Diagram 2.2.7** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the strategic projects (strategic urban development area's and the CoE Urban Design Precincts).

From the spatial observation, similar to the housing projects, it is evident that most of the strategic projects are supported by a means of public transport.

**INTEGRATION ZONE 3: KATLEHONG – TOKOZA – ALBERTON - GERMISTON**

Integration Zone 3 (refer to **Diagram B2.3.1**) is divided into ten segments, namely: 3.1 Esther Park/Edenvale CBD,

- 3.2 Meadowbrook
- 3.3 Primrose
- 3.4 Germiston CBD
- 3.5 Lambton/Union
- 3.6 Alberton
- 3.7 Natalspruit
- 3.8 Old Natalspruit
- 3.9 Thinasonke
- 3.10 Admin Block/Kwesini

From the IZ ranking, it is evident that the Old Natalspruit segment (3.8), is Priority 1 within IZ3 followed by the Germiston CBD segment (3.4). The Admin Block/Kwesini (3.10) segment (Priority 3) represents the largest population (61%) concentration within IZ3, whilst the 3.8 Old Natalspruit segment (Priority 1) represents only 6% of the total IZ3 population.

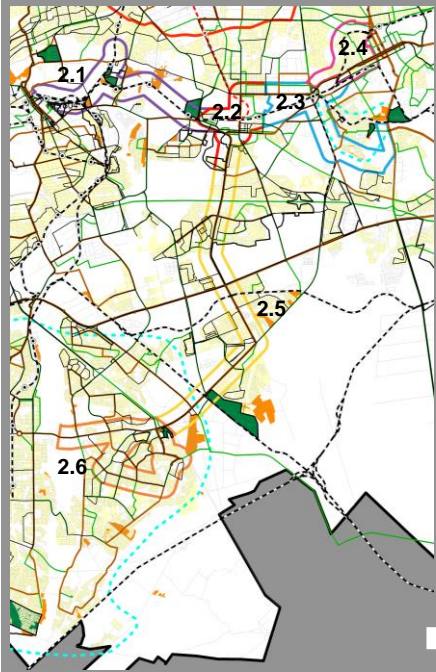
The primary land use within the 3.8 Old Natalspruit segment (Priority 1) is Vacant land, representing 59% of the land use within the segment. In addition, the 3.8 Old Natalspruit segment (Priority 1) has the most additional developable land available (126 ha) and can accommodate an addition 3



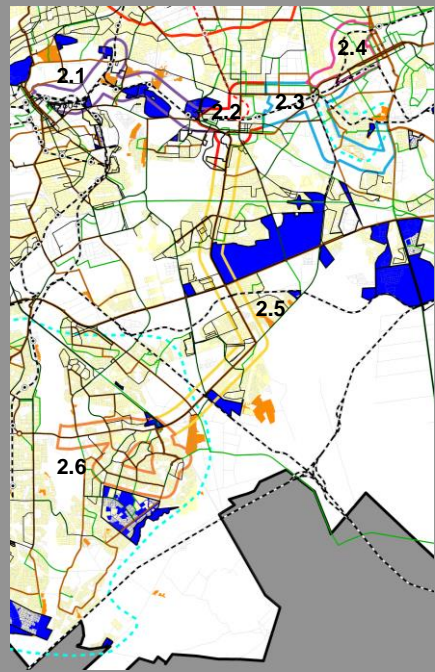


# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

## PUBLIC TRANSPORT AND HUMAN SETTLEMENT PROJECTS



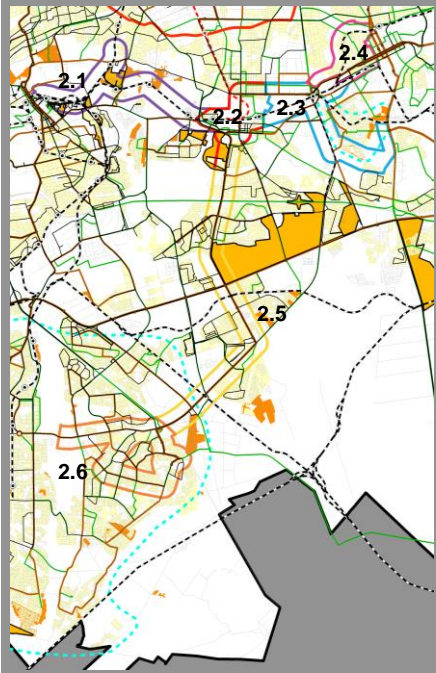
HOUSING PROJECTS 2018



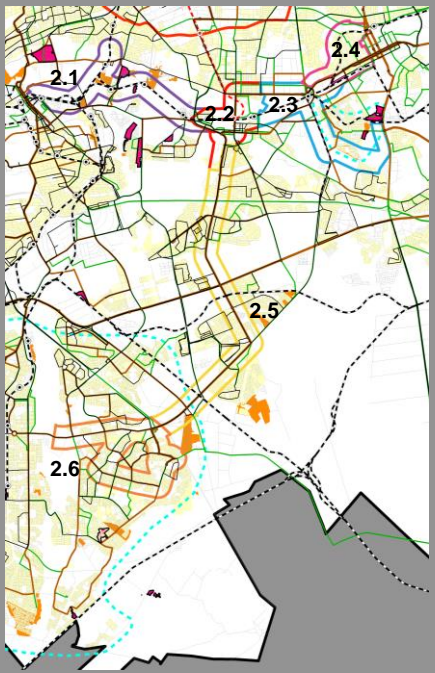
HOUSING PROJECTS CAPEX 18/19

+

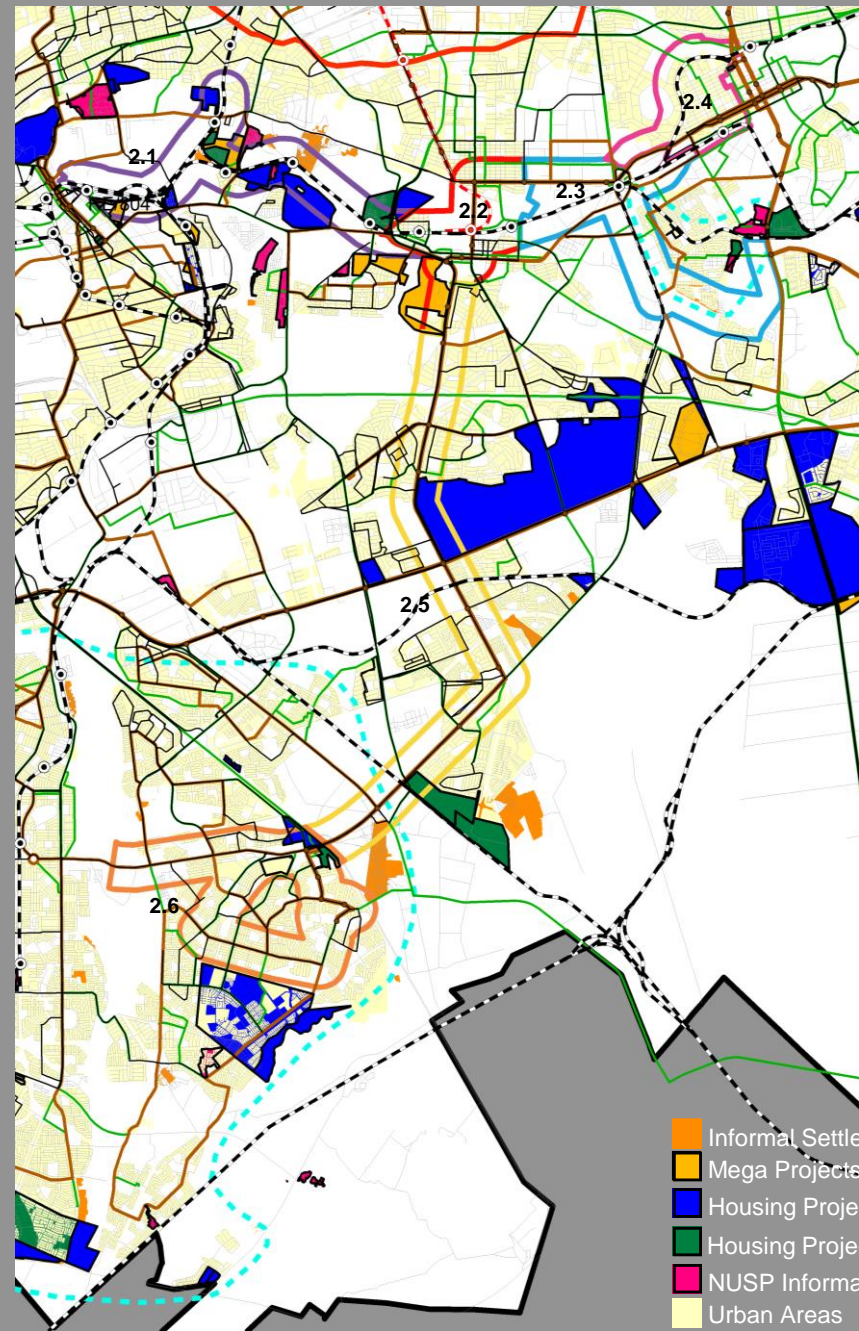
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MEGA PROJECTS



NUSP



- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7

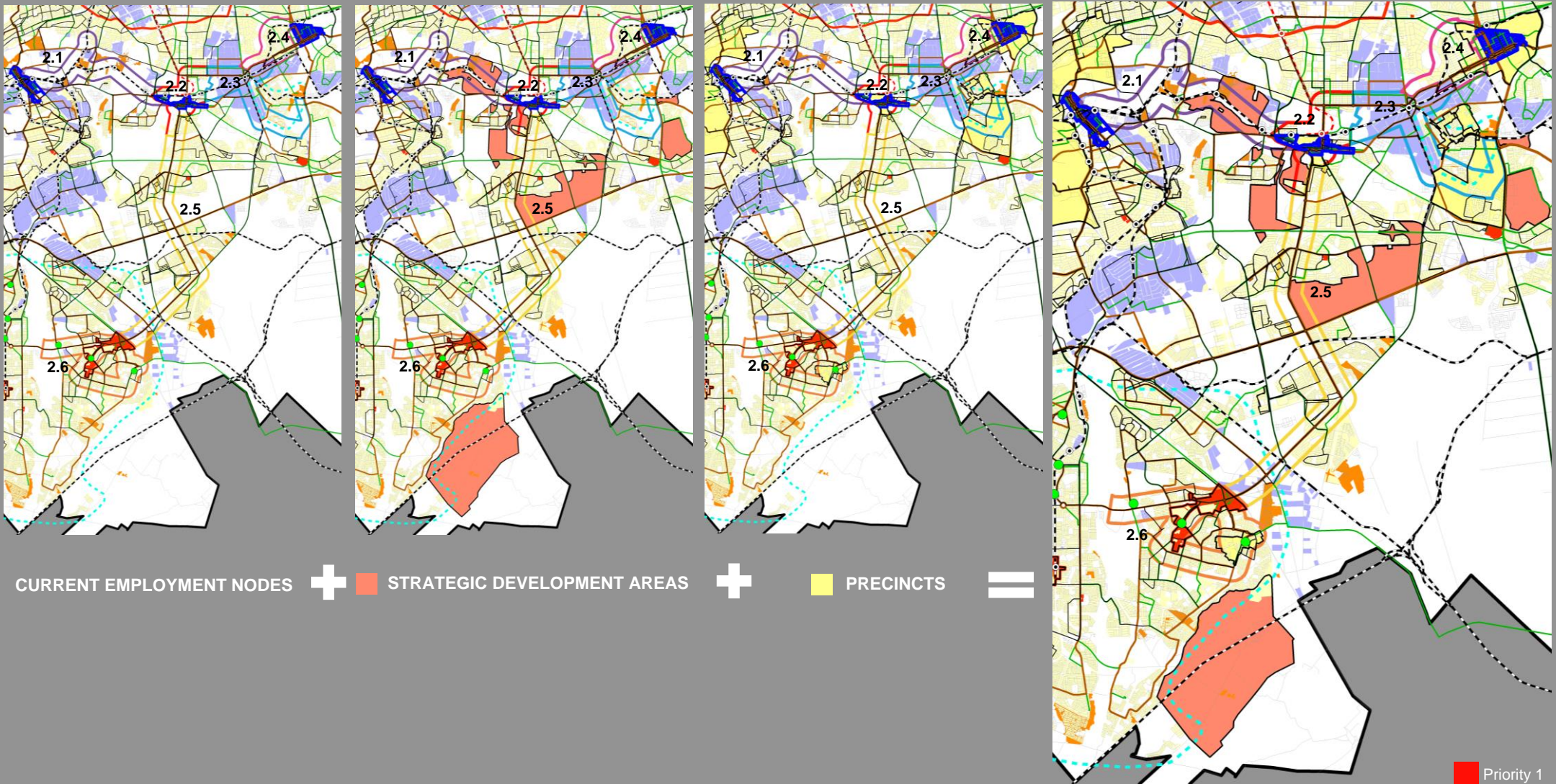
2.2	Boksburg CBD
2.4	Benoni CBD West
2.6	Vosloorus
2.1	Mining Belt West
2.3	Dunswart
2.5	Parkdene to Villa Liza

- Informal Settlements
- Mega Projects
- Housing Projects Pipeline 2018
- Housing Projects Capex 18/19
- NUSP Informal Settlements
- Urban Areas



# INTEGRATION ZONE 2 : VOSLOORUS-BOKSBURG-BARTLETT

## PUBLIC TRANSPORT AND STRATEGIC PROJECTS



CURRENT EMPLOYMENT NODES + STRATEGIC DEVELOPMENT AREAS + PRECINCTS =

2.2	Boksburg CBD
2.4	Benoni CBD West
2.6	Vosloorus
2.1	Mining Belt West
2.3	Dunswart
2.5	Parkdene to Villa Liza

Strategic Development Areas  
Precincts

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7





# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

Diagram B2.3.1

1

## SALIENT FEATURES

**CBD:** Edenvale<sup>1</sup>  
Germiston<sup>2</sup>  
Alberton<sup>3</sup>

**Urban Hub:** Kwesini CCC<sup>4</sup>

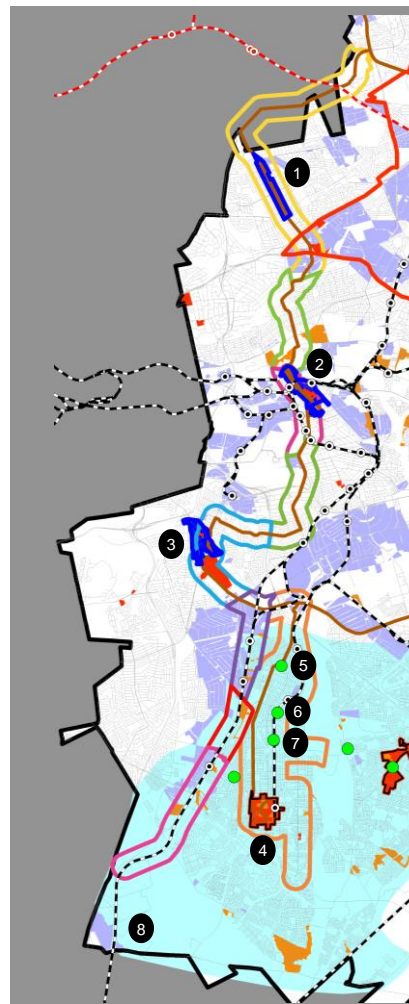
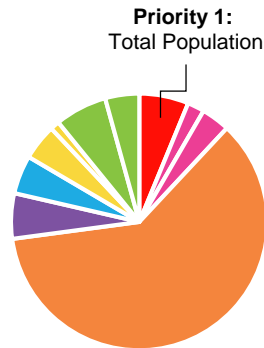
**Secondary Nodes:** Admin Triangle<sup>5</sup>,  
Motse wa Lijane Shopping Centre<sup>6</sup>,  
Pilot Station<sup>7</sup>

**Marginalised Area:** Katlehong<sup>8</sup>

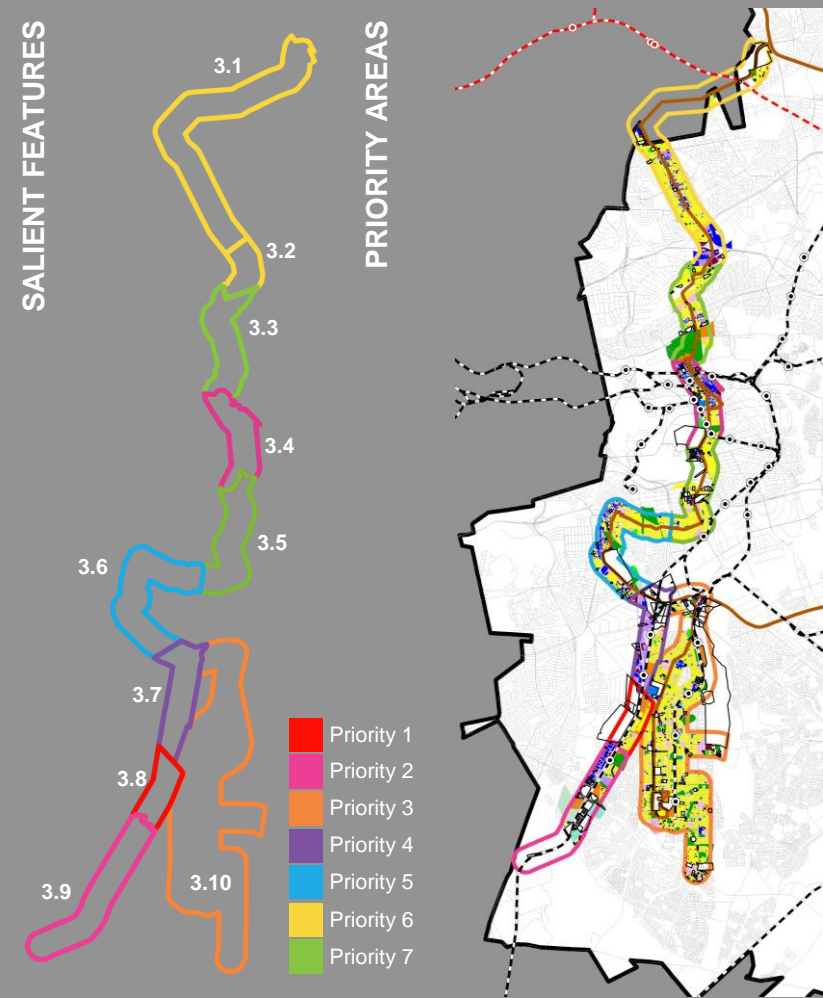
2

## PRIORITY AREAS

	Name	IZ Ranking
<b>Integration Zone 3</b>		
3.8	Old Natalspruit	1
3.4	Germiston CBD	2
3.9	Thinasonke	2
3.10	Admin Block/Kwesini	3
3.7	Natalspruit	4
3.1	Esther Park/Edenvale CBD	5
3.2	Meadowbrook	6
3.6	Alberton	6
3.3	Primrose	7
3.5	Lambton/Union	8



SALIENT FEATURES



PRIORITY AREAS

LAND USE INSIDE

3

## DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
<b>IZ 3</b>	<b>211 652</b>	<b>72 641</b>	<b>61%</b>	<b>5 209</b>
3.8	13 165	5 732	79%	319
3.4	4 507	1 669	36%	307
3.9	7 634	2 526	75%	414
3.10	128 964	39 672	64%	1 958
3.7	12 098	3 817	81%	368
3.1	10 270	3 044	27%	518
3.2	9 562	3 367	25%	464
3.6	2 456	1 084	20%	155
3.3	13 914	8 521	71%	388
3.5	9 082	3 209	22%	317

4

## LAND USE FEATURES

Baseline Assessment

	Primary Land Use (%)	Vacant Land (%)
<b>IZ 3</b>	<b>Residential - 34%</b>	<b>27%</b>
3.8	Vacant – 59%	59%
3.4	Vacant – 33%	33%
3.9	Vacant – 23%	23%
3.10	Residential - 43%	31%
3.7	Vacant – 41%	41%
3.1	Residential - 36%	18%
3.2	Residential - 53%	25%
3.6	Business – 42%	2%
3.3	Residential – 46%	5%
3.5	Residential - 66%	17%

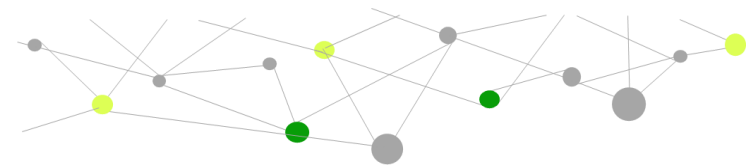
5

## INTEGRATION ZONE TARGETS

CoE IZ Target Model (2017)

	Additional Population	Add. No. of Residential Units	Low Income DU (%)	Add. Developable Area (ha)
<b>IZ 3</b>	<b>27 698</b>	<b>16 387</b>	<b>61%</b>	<b>471</b>
3.8		3 667	79%	126
3.4			36%	
3.9	1 467	1 791	75%	55
3.10	14 485	4 748	64%	67
3.7		2 254	81%	76
3.1	421	107	27%	20
3.2	858	456	20%	6
3.6	3 424	1 030	27%	74
3.3			71%	1
3.5	6 674	2 334	20%	46

\* The CoE IZ Target Model (2017) is based on Vacant Land only



667 residential units (informed by the CoE IZ Target Model (2017) which is based on Vacant Land only).

**Human Settlements**

Diagram B2.3.2 graphically represent the current housing situation within IZ3 and the Katlehong marginalised area, indicating the (1) informal settlements, (2) housing projects and the (3) dolomite risk areas in relation to the housing projects.

The informal settlements (1) located within IZ3 and the Katlehong marginalised area include:

- Makause (Rose Acres).
- Alberton Station
- Hlahane
- Palm Ridge 9 Informal (Erf 21126, 14630, 14631)
- Phola Park Coalyards (Cosovo)
- Tamaho Informal (Mandela Park Open Mine)
- Moleleki Ext 1 and 2 (Siphamandla)
- Ramakonopi East
- Vosloorus Ext 21 (Vlakplaas)
- Marathon / Delport
- Sakhile (Mngadi)
- Thintwa
- Waterval (R/44 Waterval 150-IR)
- Wierda Caravan Park
- Palm Ridge 5,6 Informal
- Crossroads (Roodekop Ext 3)
- Phola Park
- Mpiliswene

There are a number of housing projects (2) currently located within IZ3 and the Katlehong marginalised area. The projects are as follow:

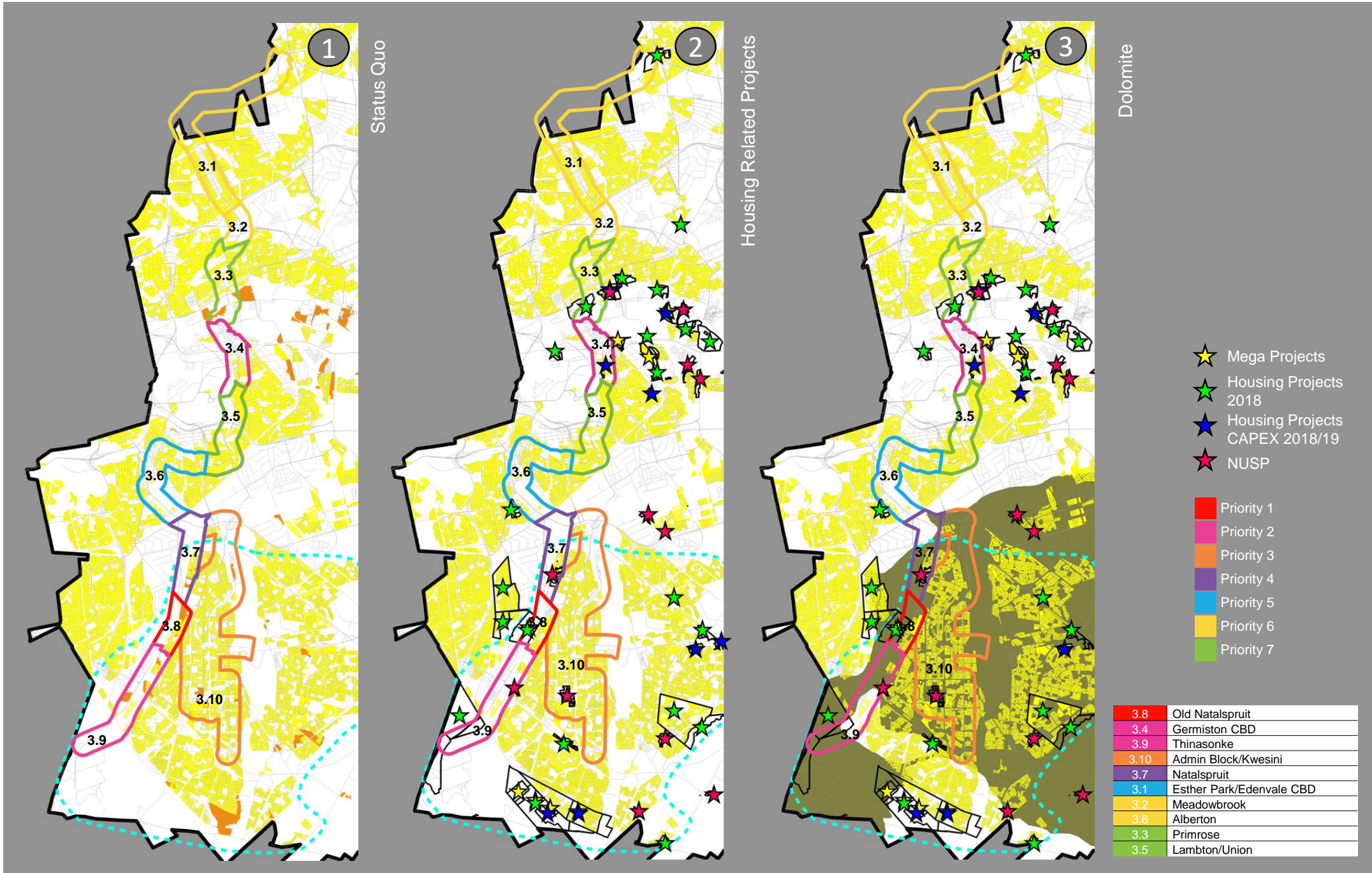
Project Type		Project / Township Name
★	Mega Projects	<ul style="list-style-type: none"> <li>• Palmietfontein 57</li> <li>• Zwartkopjes Farm</li> <li>• Palm Ridge Ext 10</li> <li>• Palm Ridge Ext 11</li> <li>• Rietspruit 152-IR &amp; Rietfontein 153-IR</li> </ul>
★	Housing Projects 2018	<ul style="list-style-type: none"> <li>• Zuurfontein 33-IR</li> <li>• Elandsfontein 90-IR</li> <li>• Driefontein 87-IR</li> <li>• Generaal Albertspark X1</li> <li>• Generaal Albertspark X2</li> <li>• Mayberry Park X1</li> <li>• Mayberry Park</li> <li>• Palm Ridge X4</li> <li>• Palm Ridge X5</li> <li>• Palm Ridge X9</li> <li>• Palm Ridge X 10, 12</li> <li>• Palmietfontein 141-IR</li> </ul>
★	Housing Projects CAPEX 2018/19	<ul style="list-style-type: none"> <li>• Germiston Urban Renewal - Germiston South Social Housing Dev. (Germiston)</li> <li>• Portion 62 Airport Park Ext.2</li> <li>• Germiston Ext 47 (Makause)</li> <li>• Palm Ridge Extension 9</li> <li>• Palm Ridge Ext 10 and 12 (Katlehong 2)</li> </ul>
★	NUSP Identified Settlements	<ul style="list-style-type: none"> <li>• Makause (Rose Acres) – Partial Upgrade</li> <li>• Sakhile (Mngadi) – Partial Upgrade</li> <li>• Phola Park Coalyards – Partial Upgrade</li> <li>• Mandela Park Open Mine, Tamaho Informal - Relocate</li> </ul>

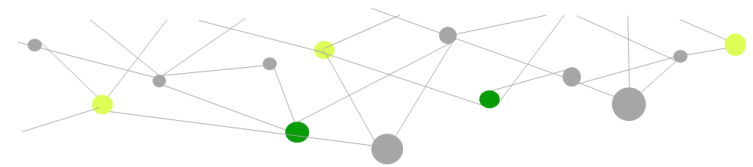




# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

## HUMAN SETTLEMENTS – Housing Projects







From the overlay of the housing projects on the Dolomite layer (3), it is evident that most of the housing projects located within the Katlehong marginalised area may have some challenges due to dolomite being present within the area.

Subsequently, the housing projects are overlaid on the risk and vulnerability areas as identified within the *Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016* (refer to **Diagram B2.3.3**). The base layers utilised relevant to human settlements include (1) flooding, (2) structural fire (informal settlements), (3) stormwater floods and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:

Risk	Observation
Flooding (1),	The areas with a Moderate risk of flooding is located within segment 3.8 Old Natalspruit and segment 3.10 Admin Block/Kwesini.
Structural fire (2)	The areas with a Moderate risk of structural fire (informal settlements) is located within segment 3.4 Germiston CBD, segment 3.8 Old Natalspruit and segment 3.9 Thinasonke.
Stormwater floods (3)	Segment 3.4 Germiston CBD is identified as being at a Moderate to Major risk of stormwater flooding. The remainder of IZ2 has an Insignificant stormwater flooding risk.
Aggregated (4)	From the aggregated risk assessment, it is evident that segment 3.4 Germiston CBD is the most at risk, and falls within the Moderate to Catastrophic risk category.

**STRATEGIC PROJECTS**

**Diagram B2.3.4** graphically illustrates the large-scale strategic projects located within IZ3, consisting of the Strategic Urban Development Areas and the CoE Urban Design Precincts. These strategic projects relate to the employment nodes (1) consisting of the CBD’s, urban hubs, industrial areas and secondary nodes. The strategic projects (2) located within / related to IZ3 is as follow:

Project Type	Project / Township Name
 Strategic Urban Development Areas	<ul style="list-style-type: none"> <li>S &amp; J Industrial</li> </ul>
 Urban Design Precincts	<ul style="list-style-type: none"> <li>Primrose</li> <li>Germiston Lake - Rand Airport</li> <li>Old Natalspruit - Tokoza</li> </ul>

Overlaying the strategic projects on the dolomite layer (3), it becomes apparent that the Old Natalspruit - Tokoza Urban Design Precinct is located on dolomitic land.

Subsequently, the Strategic Projects is overlaid on the risk and vulnerability areas (refer to **Diagram B2.3.5**). The base layers utilised relevant to strategic projects include (1) air pollution, (2) electrical supply disruptions, (3) infrastructure failure and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:



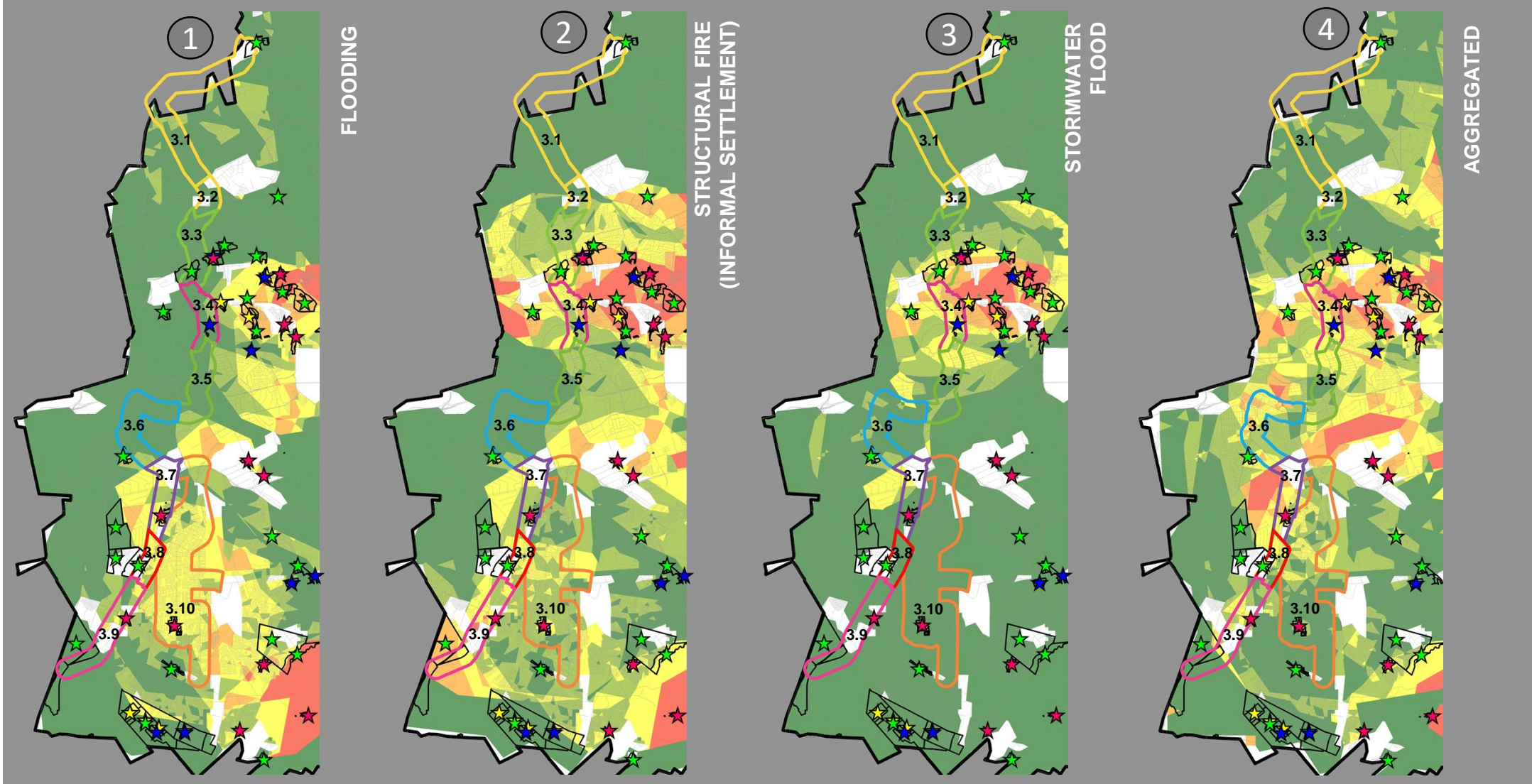


# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

Diagram B2.3.3

## HUMAN SETTLEMENTS – Housing Projects in relation to Risk and Vulnerability

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016



- 3.8 Old Natalspruit
- 3.4 Germiston CBD
- 3.9 Thinasonke
- 3.10 Admin Block/Kwesini
- 3.7 Natalspruit
- 3.1 Esther Park/Edenvale CBD
- 3.2 Meadowbrook
- 3.6 Alberton
- 3.3 Primrose
- 3.5 Lambton/Union

- Projects**
- ★ Mega Projects
  - ★ Housing Projects 2018
  - ★ Housing Projects CAPEX 2018/19
  - ★ NUSP

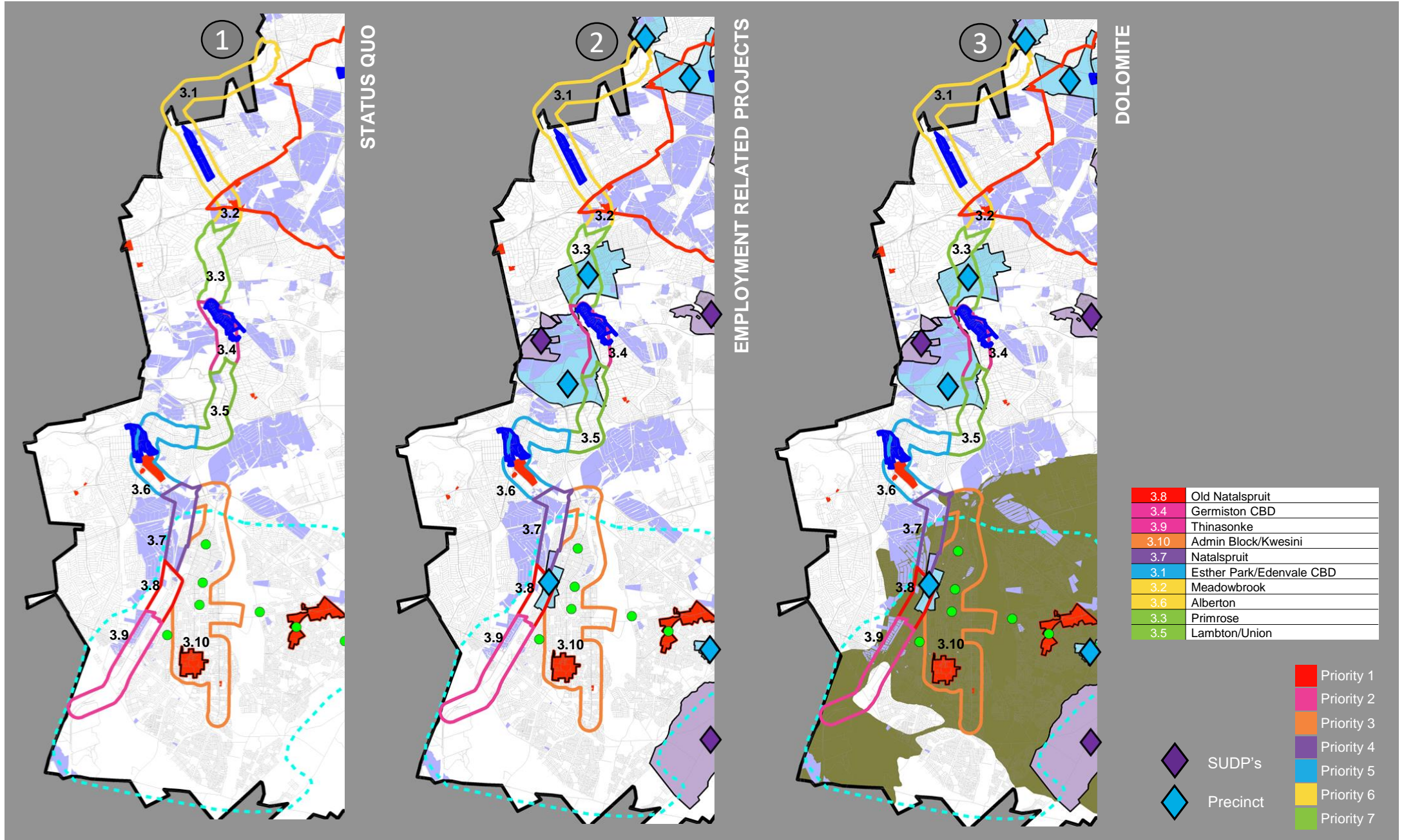
- Risk and Vulnerability**
- Minimal
  - Moderate
  - Major
  - Catastrophic

- Integration Zone Priority**
- Priority 1
  - Priority 2
  - Priority 3
  - Priority 4
  - Priority 5
  - Priority 6
  - Priority 7



# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

## EMPLOYMENT OPPORTUNITIES – Strategic Projects



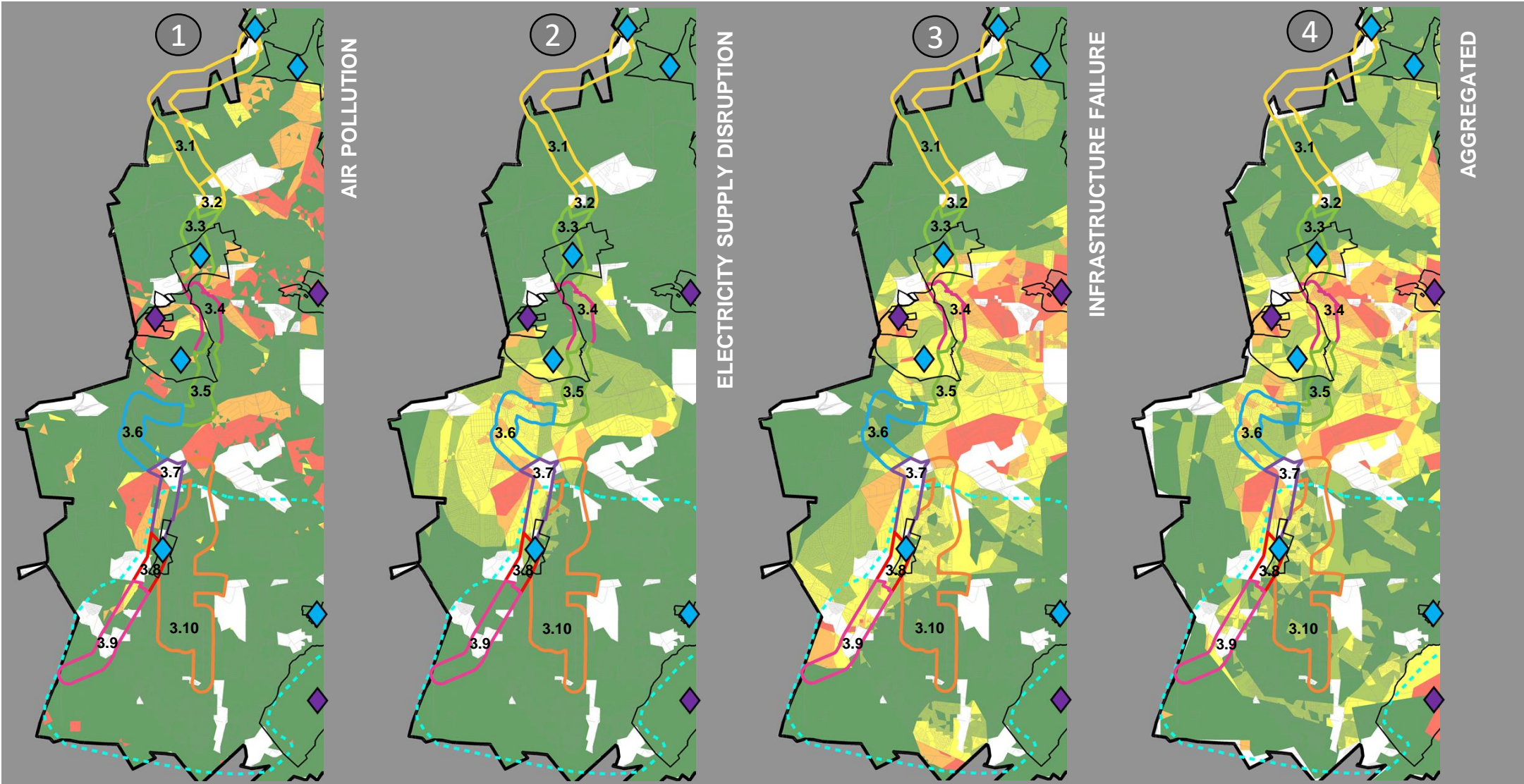


# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

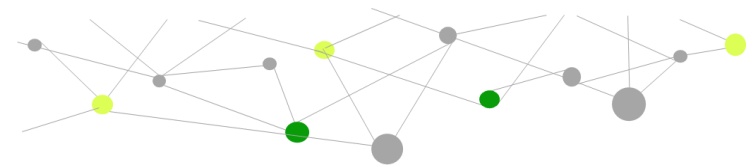
## EMPLOYMENT OPPORTUNITIES – Strategic Projects in relation to Risk and Vulnerability

Diagram B2.3.5

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016



<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: red; border: 1px solid black; margin-right: 5px;"></span> 3.8 Old Natalspruit</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: magenta; border: 1px solid black; margin-right: 5px;"></span> 3.4 Germiston CBD</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: pink; border: 1px solid black; margin-right: 5px;"></span> 3.9 Thinasonke</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: orange; border: 1px solid black; margin-right: 5px;"></span> 3.10 Admin Block/Kwesini</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: purple; border: 1px solid black; margin-right: 5px;"></span> 3.7 Natalspruit</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: blue; border: 1px solid black; margin-right: 5px;"></span> 3.1 Esther Park/Edenvale CBD</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: yellow; border: 1px solid black; margin-right: 5px;"></span> 3.2 Meadowbrook</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightgreen; border: 1px solid black; margin-right: 5px;"></span> 3.6 Alberton</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: green; border: 1px solid black; margin-right: 5px;"></span> 3.3 Primrose</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: darkgreen; border: 1px solid black; margin-right: 5px;"></span> 3.5 Lambton/Union</li> </ul>	<p><b>Projects</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: purple; border: 2px solid purple; margin-right: 5px;"></span> SUDP's</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: cyan; border: 2px solid cyan; margin-right: 5px;"></span> Precinct</li> </ul>	<p><b>Risk and Vulnerability</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: darkgreen; border: 1px solid black; margin-right: 5px;"></span> Insignificant</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: lightgreen; border: 1px solid black; margin-right: 5px;"></span> Minimal</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black; margin-right: 5px;"></span> Moderate</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: orange; border: 1px solid black; margin-right: 5px;"></span> Major</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: red; border: 1px solid black; margin-right: 5px;"></span> Catastrophic</li> </ul>	<p><b>Integration Zone Priority</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: red; border: 1px solid black; margin-right: 5px;"></span> Priority 1</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: magenta; border: 1px solid black; margin-right: 5px;"></span> Priority 2</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: orange; border: 1px solid black; margin-right: 5px;"></span> Priority 3</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: purple; border: 1px solid black; margin-right: 5px;"></span> Priority 4</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: blue; border: 1px solid black; margin-right: 5px;"></span> Priority 5</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black; margin-right: 5px;"></span> Priority 6</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black; margin-right: 5px;"></span> Priority 7</li> </ul>
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Risk	Observation
Air pollution (1)	Segment 3.7 Natalspruit is partially at risk (major to catastrophic) in term of air pollution.
Electrical supply disruptions (2)	Segment 3.6 Alberton and segment 3.7 Natalspruit is moderate to major at risk of experiencing electricity supply disruptions.
Infrastructure failure (3)	Segment 3.4 Germiston CBD, segment 3.7 Natalspruit and segment 3.9 Thinasonke is primarily at risk (moderate to catastrophic) of infrastructure failure.
Aggregated (4).	From the aggregated risk assessment, it is evident segment 3.4 Germiston CBD and segment 3.7 Natalspruit is the most at risk and falls within the moderate to catastrophic risk categories.

**TRANSPORTATION & PROJECT INTEGRATION**

**Diagram 2.3.6** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the human settlement projects (Mega Projects, Housing Projects 2018, Housing Projects CAPEX 2018/19 and the NUSP Identified Settlements).

From the spatial observation, it is evident that most of the human settlement projects are supported by a means of public transport.

**Diagram 2.3.7** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the strategic projects (strategic urban development area’s and the CoE Urban Design Precincts).

From the spatial observation, similar to the housing projects, it is evident that most of the strategic projects are supported by a means of public transport.

**INTEGRATION ZONE 4: ETWATWA-DAVEYTON-BENONI**

Integration Zone 4 (refer to **Diagram B2.4.1**) is divided into six segments, namely: 4.1 Aerotropolis CC

- 4.2 Northmead
- 4.3 Benoni CBD East
- 4.4 Mining Belt East/Van Ryn
- 4.5 Daveyton
- 4.6 Chief Luthuli to Etwatwa

From the IZ ranking, it is evident that the Daveyton segment (4.5) and the Chief Luthuli to Etwatwa segment (4.6), is Priority 1 within IZ4 followed by the Aerotropolis CC segment (4.1). The Daveyton (4.5) segment (Priority 1) represents the largest population (69%) concentration within IZ4, with segment 4.6 Chief Luthuli to Etwatwa (Priority 1) represents 11% of the total IZ4 population.

The primary land use within the 4.5 Daveyton segment (Priority 1) is Agricultural land, representing 32% of the land use within the segment. The Chief Luthuli to Etwatwa (4.6) segment (Priority 1) can accommodate an addition 7 872 residential units. Segment 4.1 Aerotropolis CC has the most



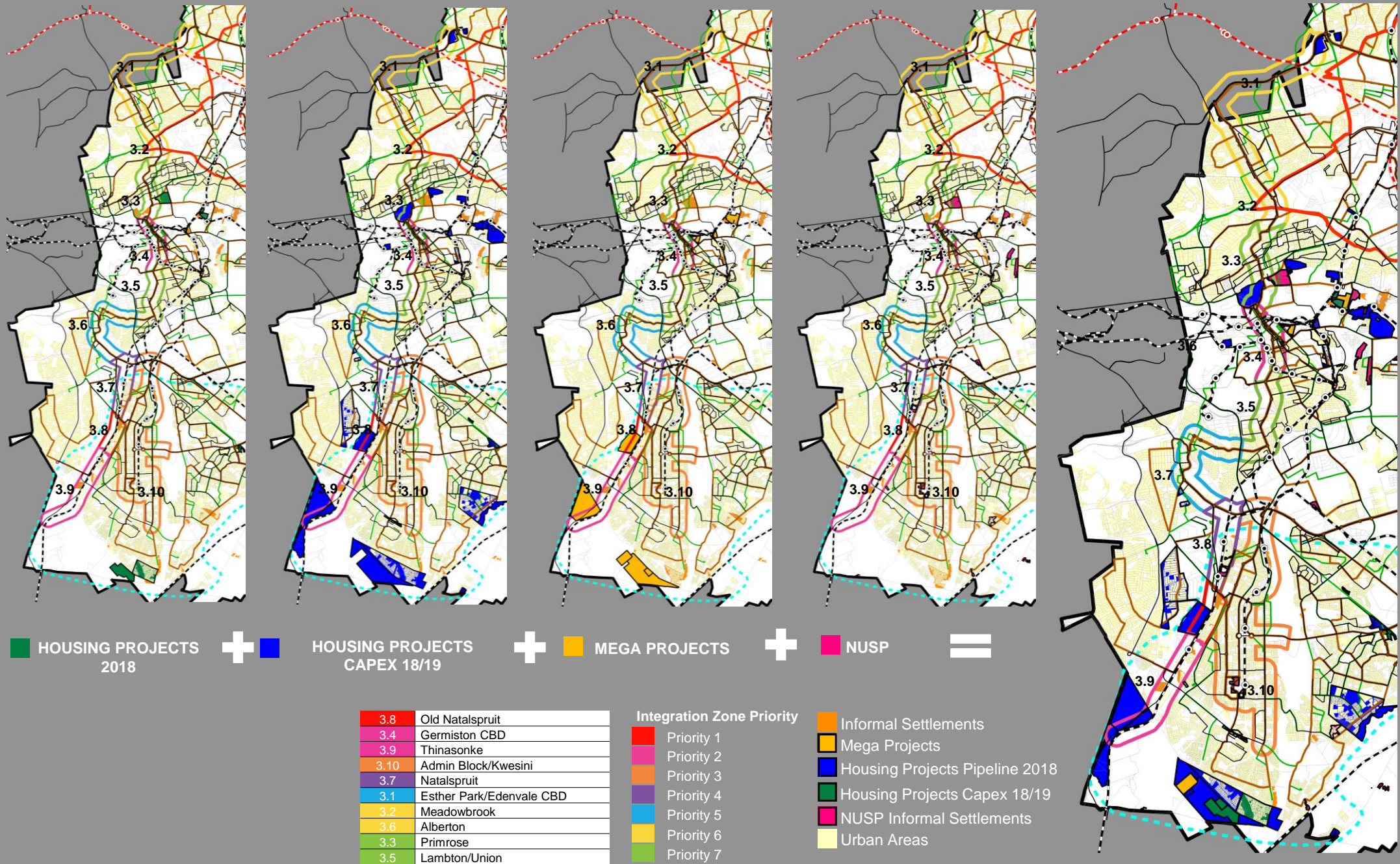




# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

Diagram B2.3.6

## PUBLIC TRANSPORT AND HUMAN SETTLEMENT PROJECTS

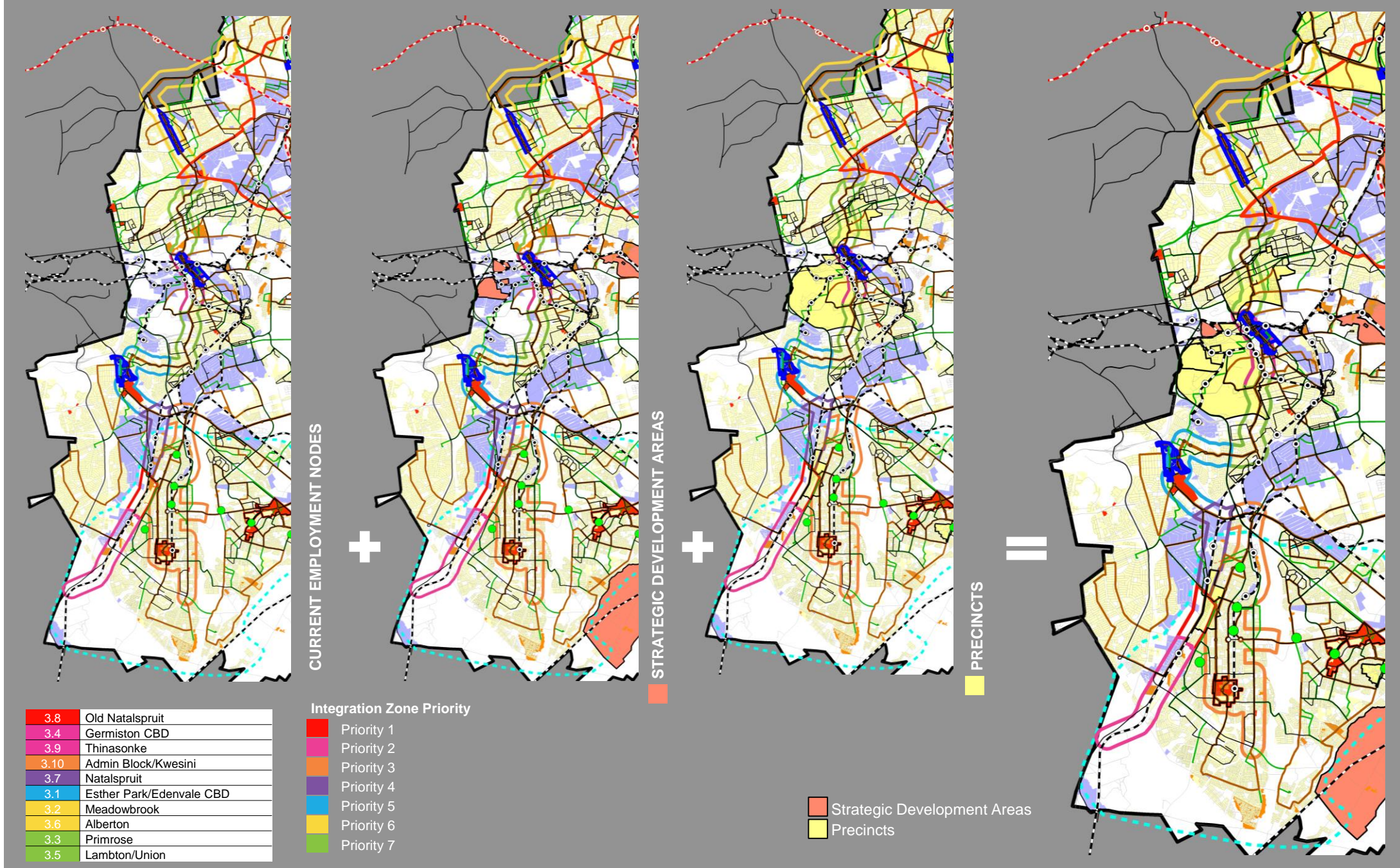




# INTEGRATION ZONE 3 : KATLEHONG-TOKOZA-ALBERTON-GERMISTON

Diagram B2.3.7

## PUBLIC TRANSPORT AND STRATEGIC PROJECTS





# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

Diagram B2.4.1

## 1 SALIENT FEATURES

**CBD:** Benoni<sup>1</sup>  
**Urban Hub:** Daveyton CCC<sup>2</sup>  
**Secondary Nodes:** UNISA Campus<sup>3</sup>,  
 Etwatwa CCC<sup>4</sup>,  
 Daveyton Mall<sup>5</sup>  
**Marginalised Area:** Daveyton-Etwatwa<sup>6</sup>

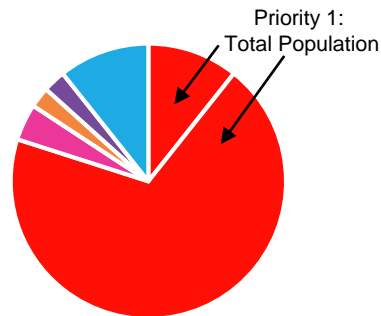
## 2 PRIORITY AREAS

	Name	IZ Ranking
<b>Integration Zone 2</b>		
4.5	Daveyton	1
4.6	Chief Luthuli to Etwatwa	1
4.1	Aerotropolis CC	2
4.3	Benoni CBD East	3
4.4	Mining Belt East/Van Ryn	4
4.2	Northmead	5

## 3 DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
<b>IZ 4</b>	<b>104 025</b>	<b>32 522</b>	<b>58%</b>	<b>4 544</b>
4.5	11 108	3 782	65%	721
4.6	72 043	21 455	67%	1 109
4.1	4 475	1 769	35%	535
4.3	2 519	917	31%	269
4.4	2 754	882	29%	1 445
4.2	11 126	3 716	24%	464



## 4 LAND USE FEATURES

Baseline Assessment

	Primary Land Use (%)	Vacant Land (%)
<b>IZ 4</b>	<b>Res / Agri - 27%</b>	<b>16%</b>
4.5	Agriculture – 32%	21%
4.6	Residential - 47%	23%
4.1	Residential - 36%	15%
4.3	Business – 29%	14%
4.4	Agriculture – 52%	11%
4.2	Residential - 60%	4%

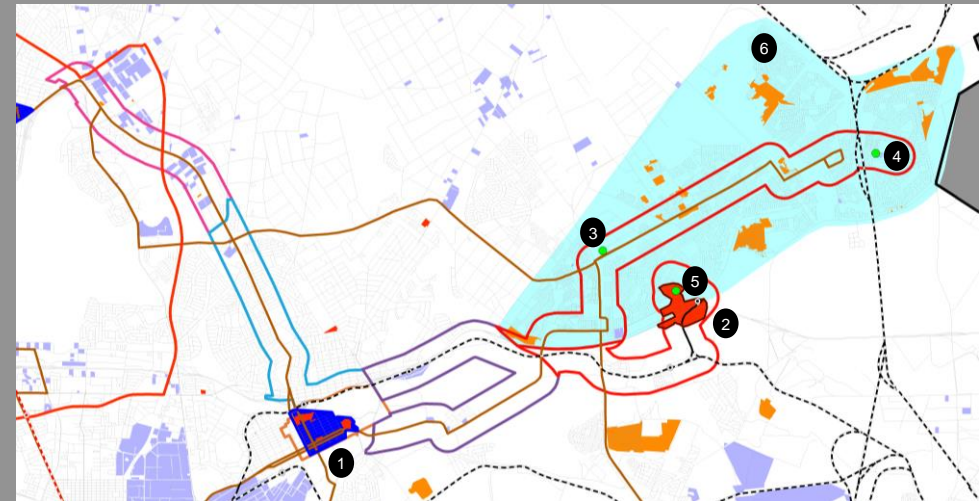
## 5 INTEGRATION ZONE TARGETS

CoE IZ Target Model (2017)

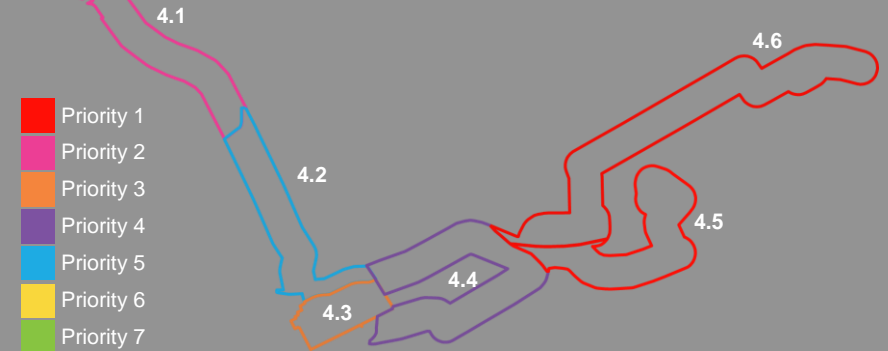
	Additional Population	Add. No. of Residential Units	Low Income DU (%)	Add. Developable Area (ha)
<b>IZ 4</b>	<b>59 022</b>	<b>22 973</b>	<b>52%</b>	<b>723</b>
4.5	6 909	4 511	65%	101
4.6	22 875	7 872	67%	213
4.1	15 970	6 596	35%	269
4.3	177	64	31%	1
4.4	9 948	2 862	39%	95
4.2	3 142	1 068	24%	45

\* The CoE IZ Target Model (2017) is based on Vacant Land only

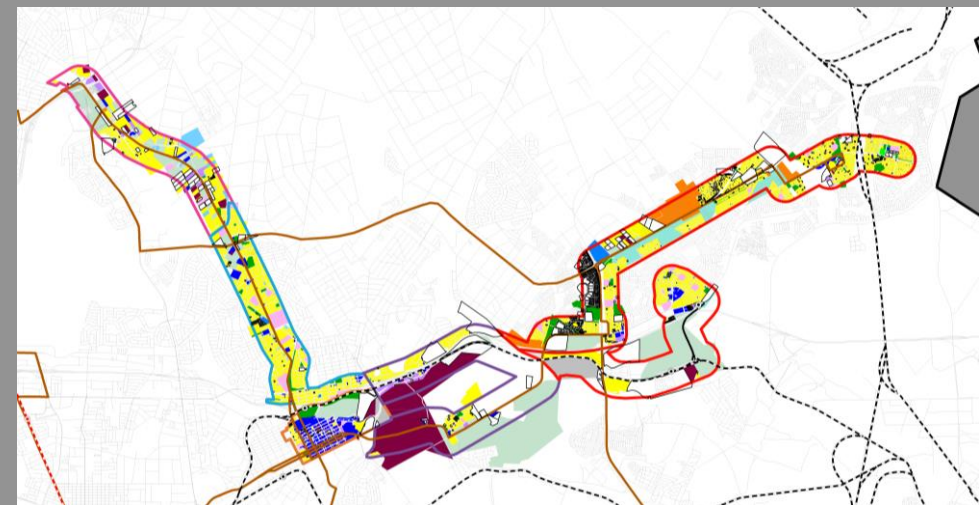
## SALIENT FEATURES

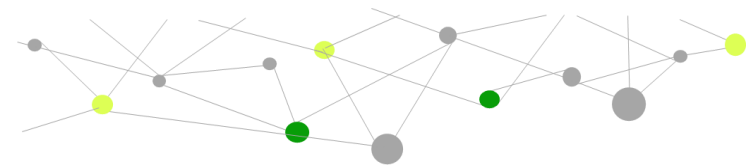


## PRIORITY AREAS



## LAND USE INSIDE





additional developable land available (269 ha) (informed by the CoE IZ Target Model (2017) which is based on Vacant Land only).

**Human Settlements**

Diagram B2.4.2 graphically represent the current housing situation within IZ4 and the Daveyton-Etswatwa marginalised area, indicating the (1) informal settlements, (2) housing projects and the (3) dolomite risk areas in relation to the housing projects.

The informal settlements (1) located within IZ4 and the Daveyton-Etswatwa marginalised area include:

- Steve Biko
- Etswatwa Ext 8, 21, 24
- Pomona Plot 118
- Mayfield X 5 (Mina Nawe)
- Pomona Estates plot 305
- Putfontein 103 (Mayfield ext 45)
- N12 Highway Park
- Pomona Estates Elgin Street Plot 27
- Daveyton Ext.12 (Overflow)
- Etswatwa Ext 19 (Solomon Mahlangu)
- Etswatwa Ext 18 (Sam Ntuli)
- Gabon
- Chris Hani Prop; Ext.1 (Embalenhle) / Erf 370
- Chris Hani X2
- Mayfield Ext.1 (Overflow)
- Mayfield Ext 9 (overflow)
- Brentwood Park plot 1/27
- Etswatwa Ext 36 (Kamashonisa)
- Etswatwa 35 Combiza
- Etswatwa Ext 34 (Barcelona)
- Umgababa

There are a number of housing projects (2) currently located within IZ4 and the Daveyton-Etswatwa marginalised area. The projects are as follow:

Project Type	Project / Township Name
★ Mega Projects	<ul style="list-style-type: none"> <li>• Chief A Luthuli Ext 6</li> </ul>
★ Housing Projects 2018	<ul style="list-style-type: none"> <li>• Putfontein 26-IR</li> <li>• Alliance X1</li> <li>• Modderfontein 76-IR</li> <li>• Benoni 77-IR</li> </ul>
★ Housing Projects CAPEX 2018/19	<ul style="list-style-type: none"> <li>• Alliance Extension 1(Daveyton)</li> <li>• Alliance Extension 9(Daveyton)</li> <li>• Daveyton Extension 14(Daveyton)</li> <li>• Mayfield Extension 45(Daveyton)</li> <li>• Mayfield Extension 46</li> <li>• Lakeside Social Housing (R/179 ,R/236 Kleinfontien 67-IR &amp; erf, 81-96)</li> </ul>
★ NUSP Identified Settlements	<ul style="list-style-type: none"> <li>• Umgababa - Upgrade</li> <li>• Bapsfontein Relocation - Relocate</li> </ul>

From the overlay of the housing projects on the Dolomite layer (3), it is evident that only the Umgababa NUSP housing project is located on dolomitic land.

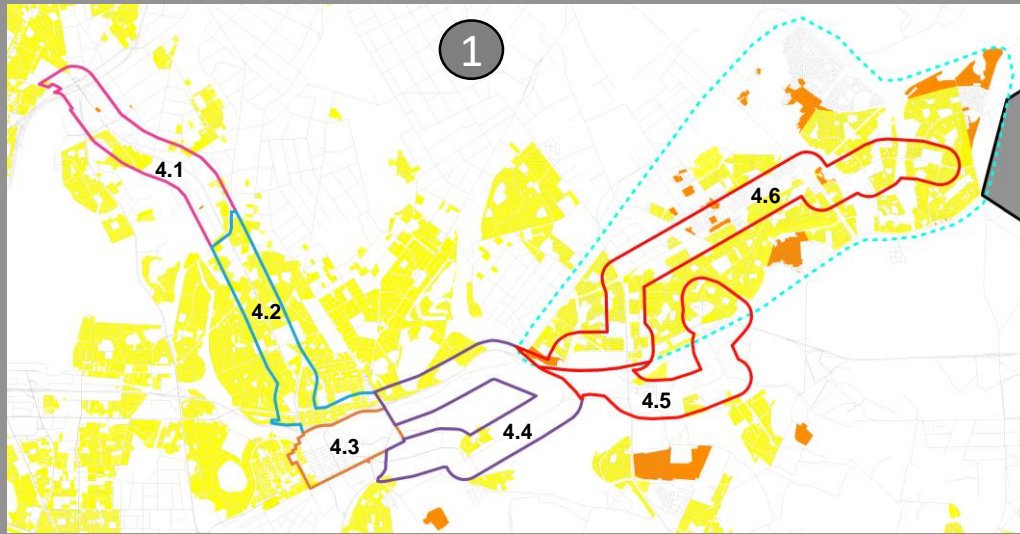
Subsequently, the housing projects are overlaid on the risk and vulnerability areas as identified within the *Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016* (refer to **Diagram B2.4.3**). The base layers utilised relevant to human settlements include (1) flooding, (2) structural fire (informal settlements), (3) stormwater floods and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:



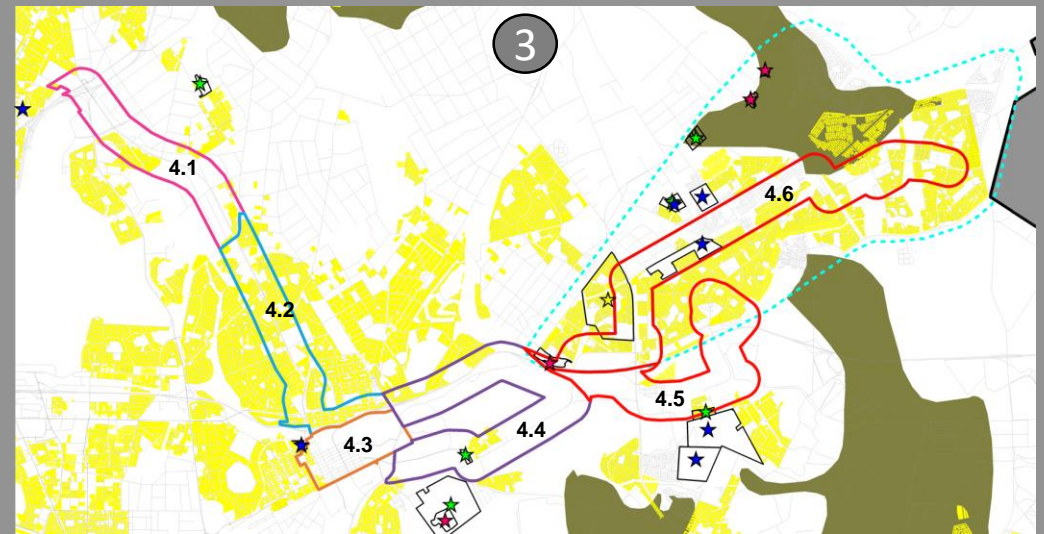


# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

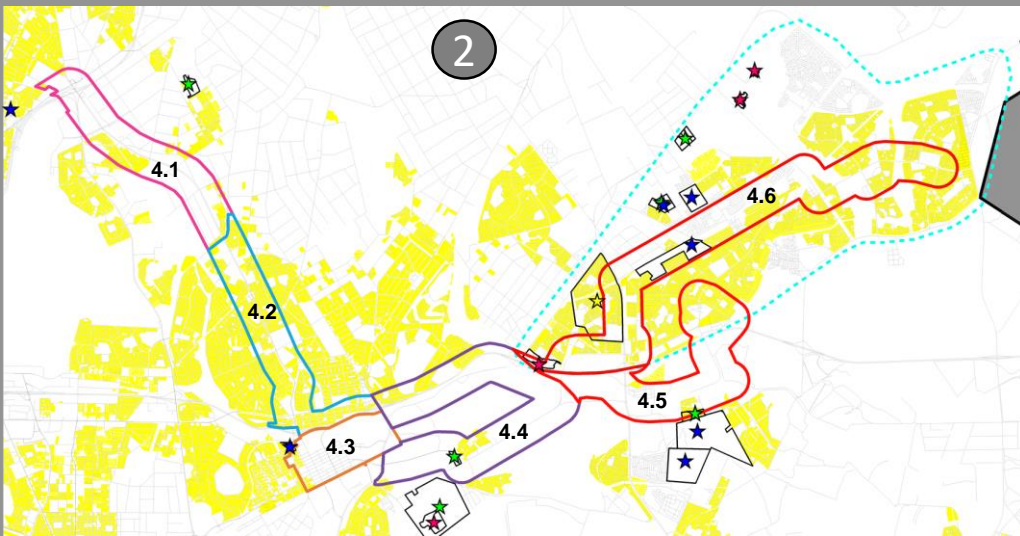
## HUMAN SETTLEMENTS – Housing Projects



STATUS QUO



DOLOMITE



HOUSING RELATED PROJECTS

4.5	Daveyton
4.6	Chief Luthuli to Etwatwa
4.1	Aerotropolis CC
4.3	Benoni CBD East
4.4	Mining Belt East/Van Ryn
4.2	Northmead

Priority 1	★ Mega Projects
Priority 2	★ Housing Projects 2018
Priority 3	★ Housing Projects CAPEX 2018/19
Priority 4	★ NUSP
Priority 5	
Priority 6	
Priority 7	

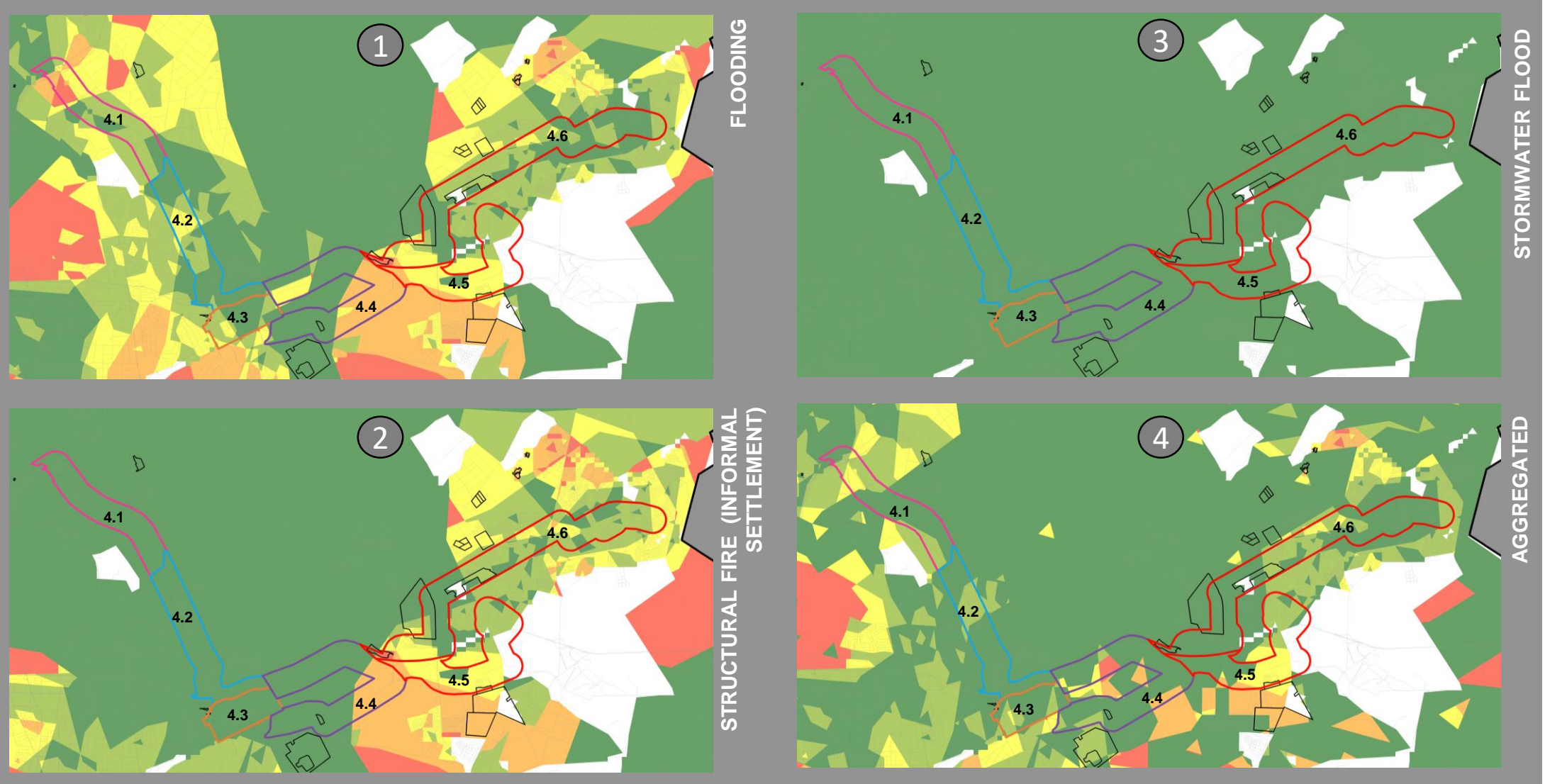


# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

## HUMAN SETTLEMENTS – Housing Projects in relation to Risk and Vulnerability

Diagram B2.4.3

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016

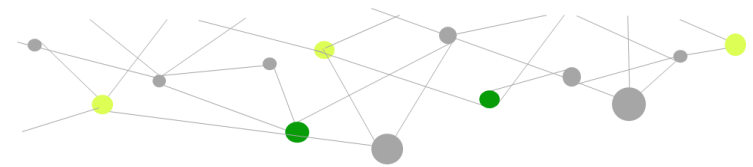


4.5	Daveyton
4.6	Chief Luthuli to Etwatwa
4.1	Aerotropolis CC
4.3	Benoni CBD East
4.4	Mining Belt East/Van Ryn
4.2	Northmead

Projects	
★	Mega Projects
★	Housing Projects 2018
★	Housing Projects CAPEX 2018/19
★	NUSP

Risk and Vulnerability	
Green	Insignificant
Light Green	Minimal
Yellow	Moderate
Orange	Major
Red	Catastrophic



Integration Zone Priority	
Red	Priority 1
Pink	Priority 2
Orange	Priority 3
Purple	Priority 4
Blue	Priority 5
Yellow	Priority 6
Light Green	Priority 7



Risk	Observation
Flooding (1),	The areas with a moderate to catastrophic risk of flooding are segment 4.1 Aerotropolis CC and segment 4.5 Daveyton.
Structural fire (2)	The areas with a Moderate risk of structural fire (informal settlements) is located within segment 4.5 Daveyton and some parts of segment 4.6 Chief Luthuli to Etwatwa.
Stormwater floods (3)	Most of IZ4 has an Insignificant stormwater flooding risk.
Aggregated (4)	From the aggregated risk assessment, it is evident that a small portion of segment 4.4 Mining Belt East and segment 4.5 Daveyton is at risk, and falls within the moderate to catastrophic risk category.

**STRATEGIC PROJECTS**

Diagram B2.4.4 graphically illustrates the large-scale strategic projects located within IZ4, consisting of the Strategic Urban Development Areas and the CoE Urban Design Precincts. These strategic projects relate to the employment nodes (1) consisting of the CBD’s, urban hubs, industrial areas and secondary nodes. The strategic projects (2) located within / related to IZ4 is as follow:

Project Type	Project / Township Name
 Strategic Urban Development Areas	<ul style="list-style-type: none"> <li>Glen Gory</li> <li>Or Tambo International</li> </ul>
 Urban Design Precincts	<ul style="list-style-type: none"> <li>Bredell</li> <li>Aerotropolis City Centre (ACC)</li> <li>Benoni CBD</li> </ul>

Overlaying the strategic projects on the dolomite layer (3), it is evident that none of the strategic projects is located on dolomitic land.

Subsequently, the Strategic Projects is overlaid on the risk and vulnerability areas (refer to Diagram B2.4.5). The base layers utilised relevant to strategic projects include (1) air pollution, (2) electrical supply disruptions, (3) infrastructure failure and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:

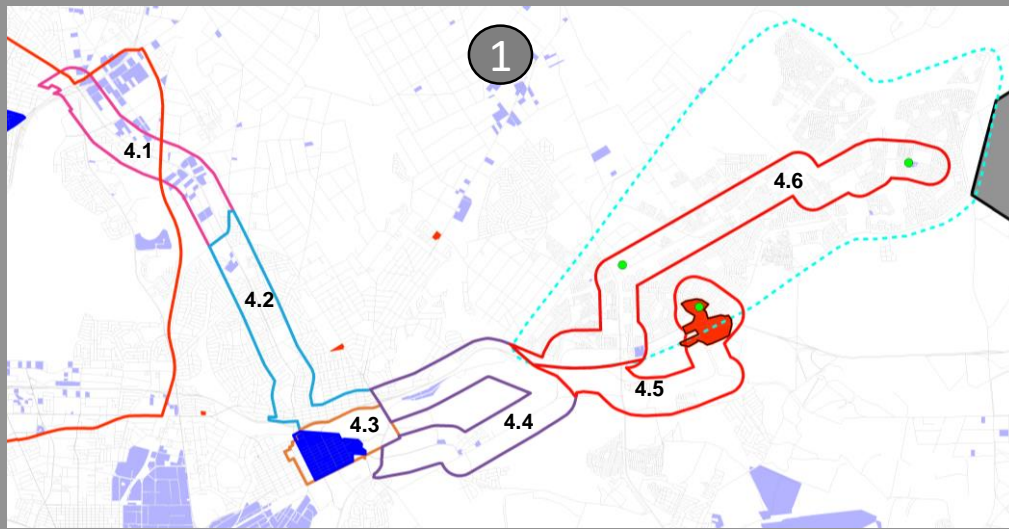
Risk	Observation
Air pollution (1)	Segment 4.4 Mining Belt East has a limited risk (catastrophic) in term of air pollution.
Electrical supply disruptions (2)	Most of IZ4 has an Insignificant electricity supply disruption risk.
Infrastructure failure (3)	Segment 4.5 Daveyton is at moderate risk of infrastructure failure.
Aggregated (4).	From the aggregated risk assessment, it is evident that a small portion of segment 4.4 Mining Belt East and segment 4.5 Daveyton is the at risk, and falls within the moderate to limited catastrophic risk categories.



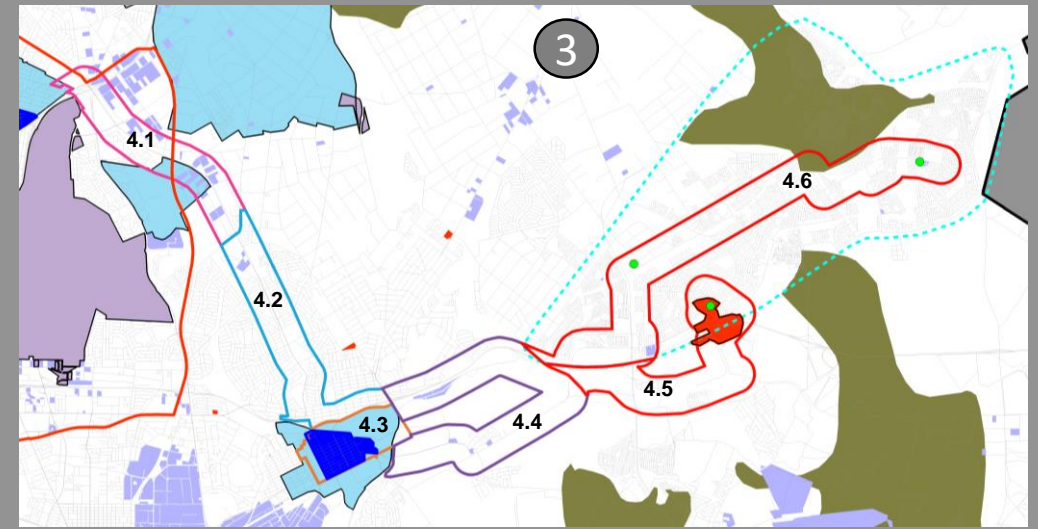


# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

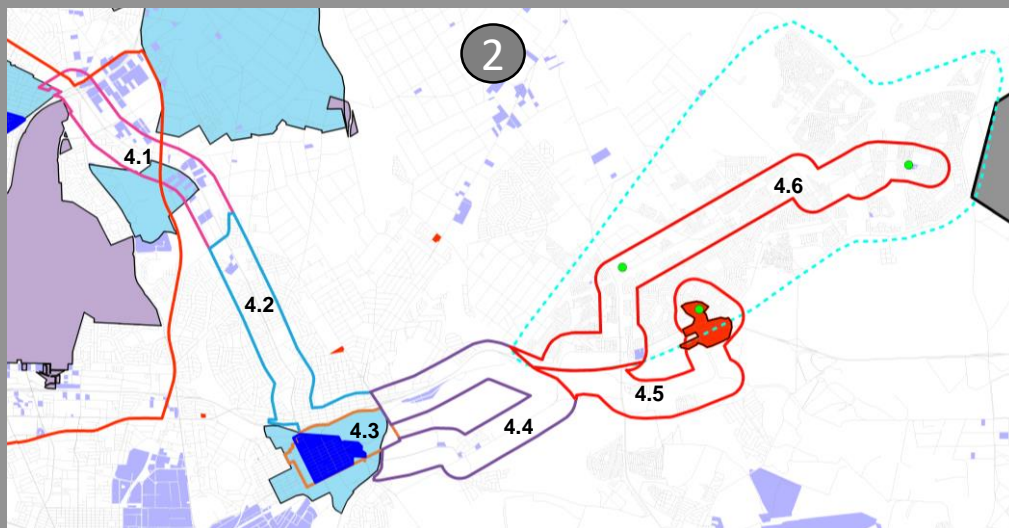
## EMPLOYMENT OPPORTUNITIES – Strategic Projects



STATUS QUO












DOLOMITE



EMPLOYMENT RELATED PROJECTS

4.5	Daveyton
4.6	Chief Luthuli to Etwatwa
4.1	Aerotropolis CC
4.3	Benoni CBD East
4.4	Mining Belt East/Van Ryn
4.2	Northmead

-  SUDP's
-  Precinct

-  Priority 1
-  Priority 2
-  Priority 3
-  Priority 4
-  Priority 5
-  Priority 6
-  Priority 7



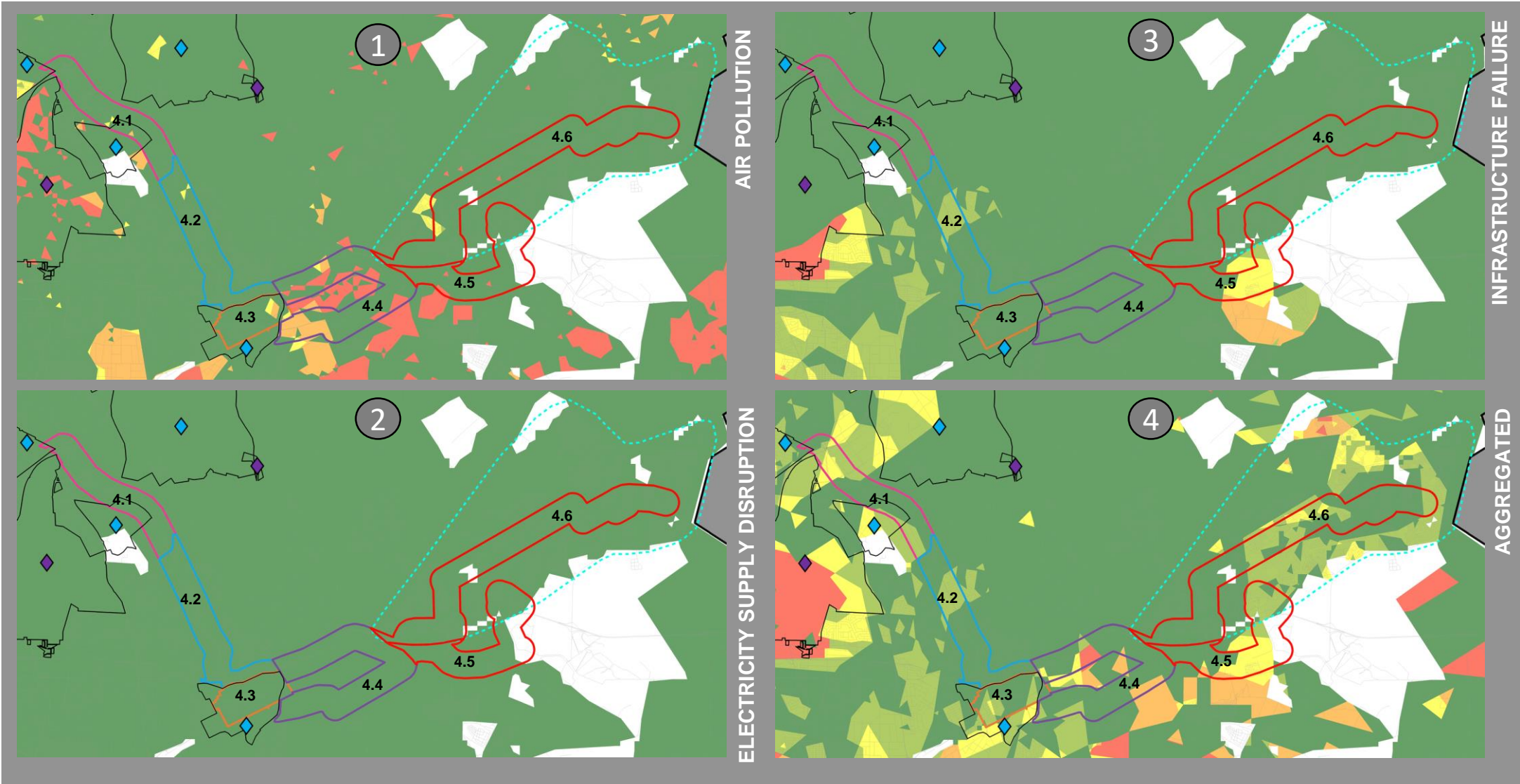


# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

## EMPLOYMENT OPPORTUNITIES – Strategic Projects in relation to Risk and Vulnerability

Diagram B2.4.5

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016



4.5	Daveyton
4.6	Chief Luthuli to Etwatwa
4.1	Aerotropolis CC
4.3	Benoni CBD East
4.4	Mining Belt East/Van Ryn
4.2	Northmead

**Projects**

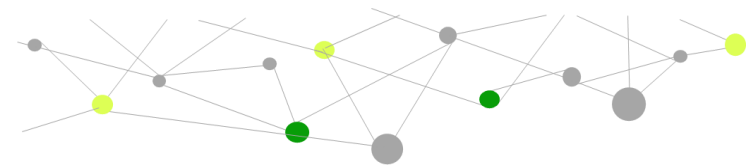
- SUDP's
- Precinct

**Risk and Vulnerability**

- Insignificant
- Minimal
- Moderate
- Major
- Catastrophic

**Integration Zone Priority**

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7



**TRANSPORTATION & PROJECT INTEGRATION**

**Diagram 2.4.6** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the human settlement projects (Mega Projects, Housing Projects 2018, Housing Projects CAPEX 2018/19 and the NUSP Identified Settlements).

From the spatial observation, it is evident that Umgababa NUSP human settlement project has limited public transport connectivity. Although the remainder of the human settlement projects is supported by a means of public transport.

**Diagram 2.4.7** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the strategic projects (strategic urban development area's and the CoE Urban Design Precincts).

From spatial observation, it is evident that most of the strategic projects are supported by a means of public transport.

**INTEGRATION ZONE 5: VOSLOORUS-BOKSBURG-BARTLETT**

Integration Zone 5 (refer to **Diagram B2.5.1**) is divided into seven segments, namely:

- 5.1 New Kleinfontein/ Carnival Mall
- 5.2 Brakpan CBD
- 5.3 Schaperust
- 5.4 New Era/Springs
- 5.5 Kwa-Thema Central
- 5.6 Phelendaba to Duduza
- 5.7 Vlakfontein / Langaville East / Kwa Thema X3 / Selcourt

From the IZ ranking, it is evident that the New Kleinfontein / Carnival Mall (5.1) is Priority 1 within IZ5 followed by the Phelendaba to Duduza segment (5.6). The Phelendaba to Duduza (5.6) segment (Priority 2) represents the largest population (67%) concentration within IZ5, whilst segment 5.1 New Kleinfontein / Carnival Mall (Priority 1) represents 6% of the total IZ5 population.

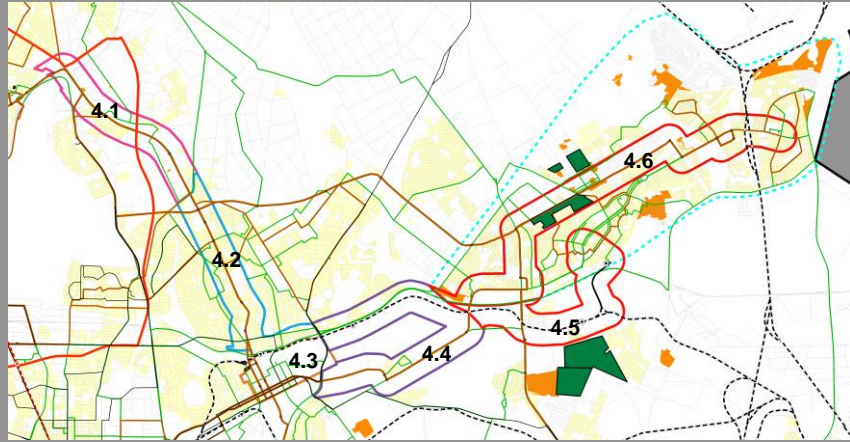
The primary land use within the 5.1 New Kleinfontein / Carnival Mall segment (Priority 1) is Agricultural land, representing 57% of the land use within the segment. The Vlakfontein / Langaville East / Kwa Thema X3 / Selcourt (5.7) segment (Priority 3) can accommodate an addition 16 061 residential units and has the most additional developable land available (524 ha) (informed by the CoE IZ Target Model (2017) which is based on Vacant Land only).



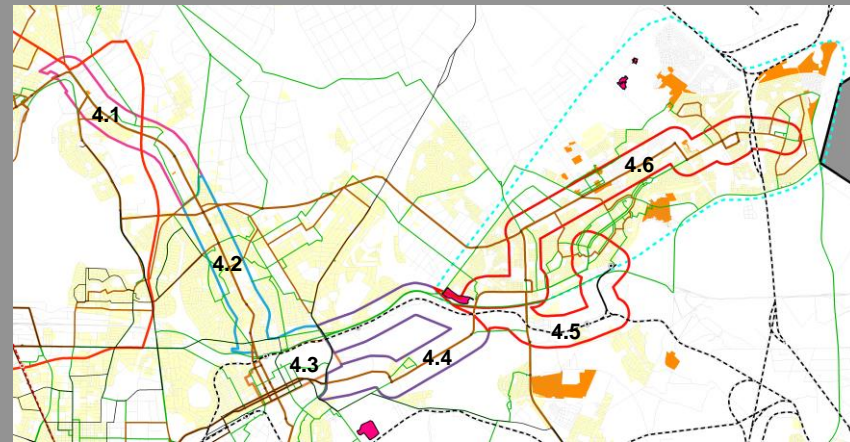


# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

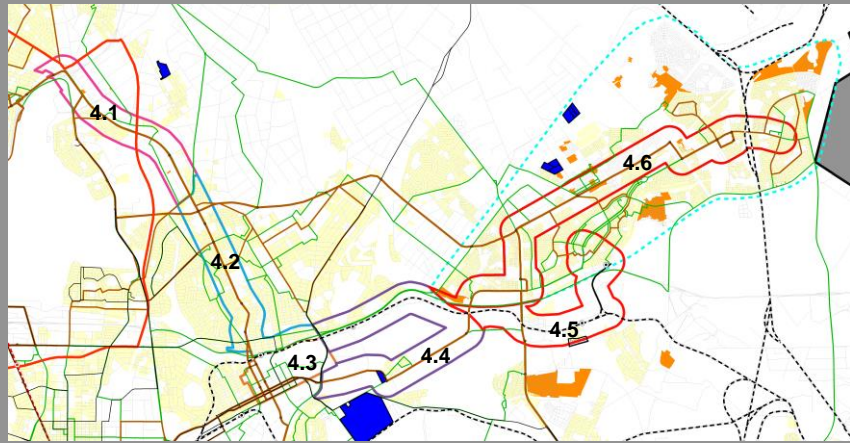
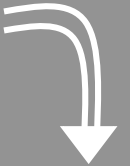
## PUBLIC TRANSPORT AND HUMAN SETTLEMENT PROJECTS



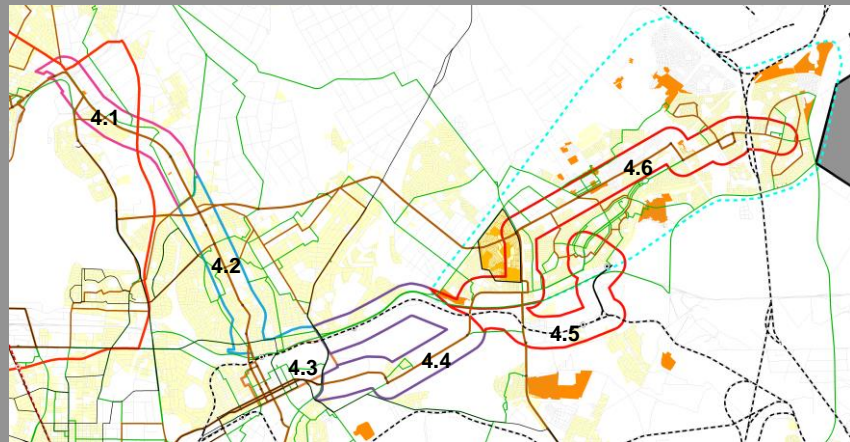
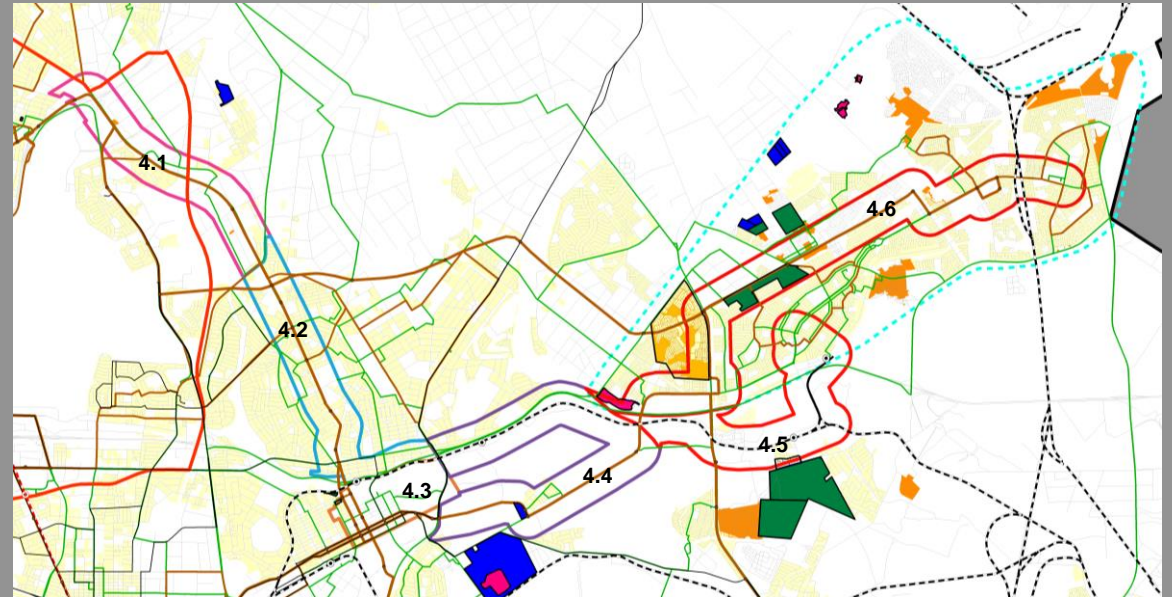
HOUSING PROJECTS  
2018



NUSP



HOUSING PROJECTS  
CAPEX 18/19



MEGA PROJECTS

4.5	Daveyton
4.6	Chief Luthuli to Etwatwa
4.1	Aerotropolis CC
4.3	Benoni CBD East
4.4	Mining Belt East/Van Ryn
4.2	Northmead

### Integration Zone Priority

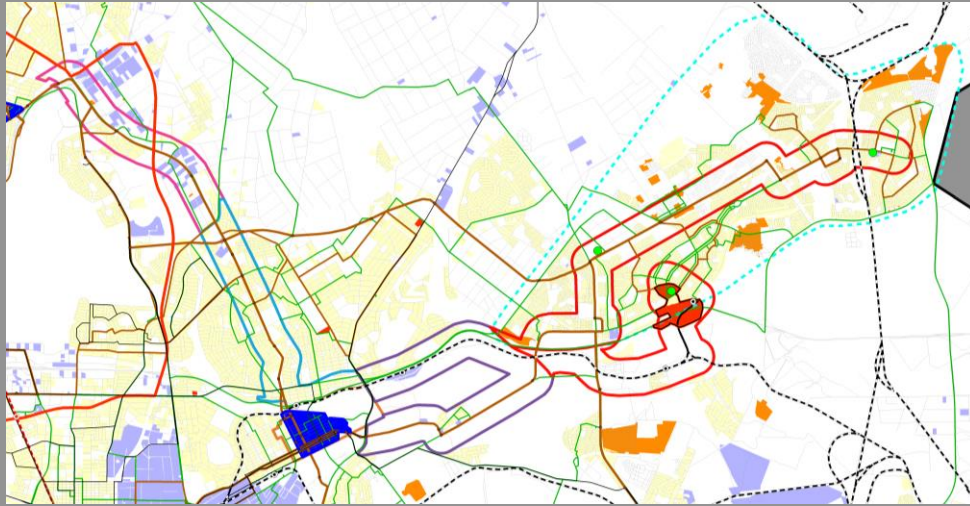
- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7

- Informal Settlements
- Mega Projects
- Housing Projects Pipeline 2018
- Housing Projects Capex 18/19
- NUSP Informal Settlements
- Urban Areas

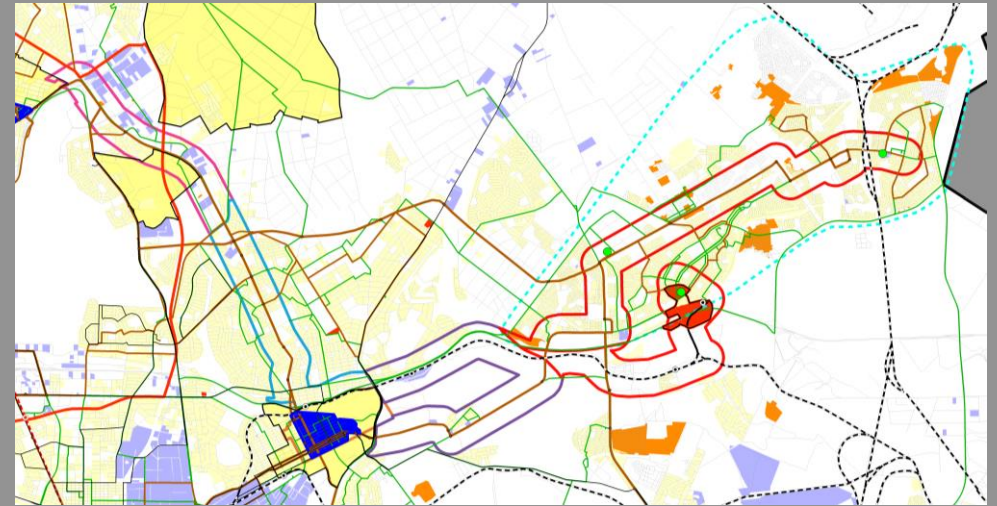


# INTEGRATION ZONE 4 : ETWATWA-DAVEYTON-BENONI

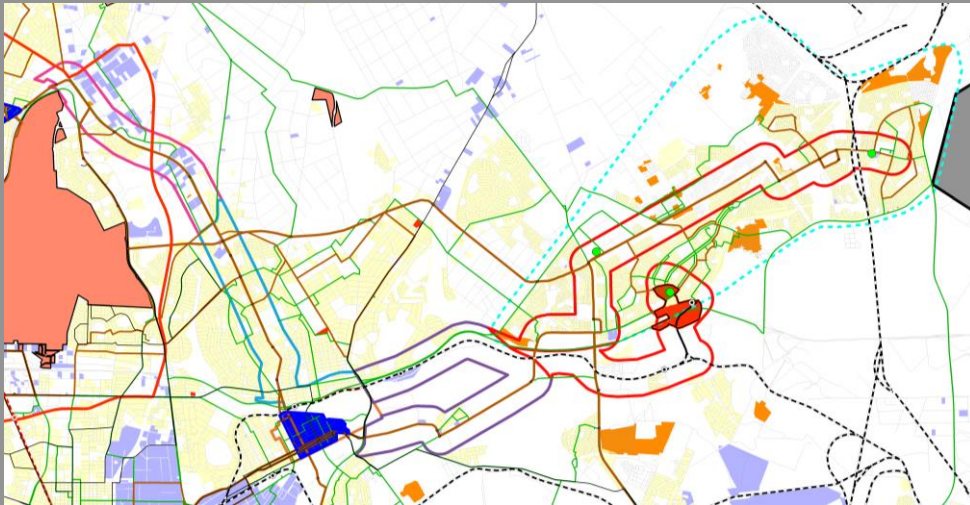
## PUBLIC TRANSPORT AND STRATEGIC PROJECTS



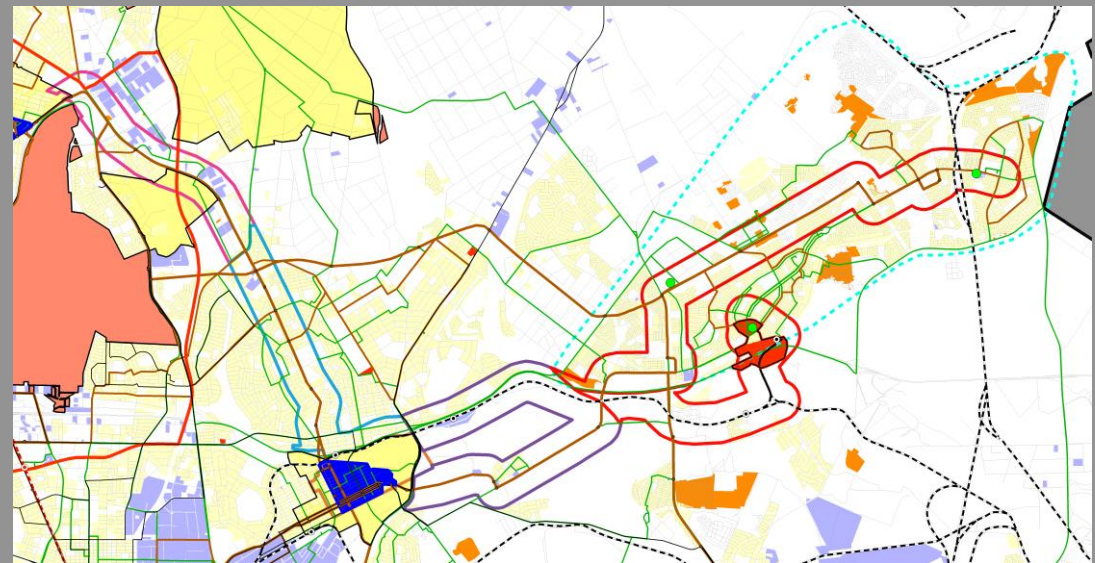
CURRENT EMPLOYMENT NODES



PRECINCTS



STRATEGIC DEVELOPMENT AREAS



Legend:  
= Strategic Development Areas  
= Precincts

### Integration Zone Priority

Priority 1	4.5	Daveyton
Priority 2	4.6	Chief Luthuli to Etwatwa
Priority 3	4.1	Aerotropolis CC
Priority 4	4.3	Benoni CBD East
Priority 5	4.4	Mining Belt East/Van Ryn
Priority 6	4.2	Northmead
Priority 7		



# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

Diagram  
B2.5.1



## SALIENT FEATURES

**CBD:** Benoni<sup>1</sup>, Brakpan<sup>2</sup>, Springs<sup>3</sup>  
**Urban Hub:** Tsakane CCC<sup>4</sup>  
**Secondary Nodes:** Kwa-Thema CCC<sup>5</sup>, Ekhaya Shopping Centre<sup>6</sup>, Tsakane Mall<sup>7</sup>, Duduza CCC<sup>8</sup>  
**Marginalised Area:** KwaTsaDuza<sup>9</sup>



## PRIORITY AREAS

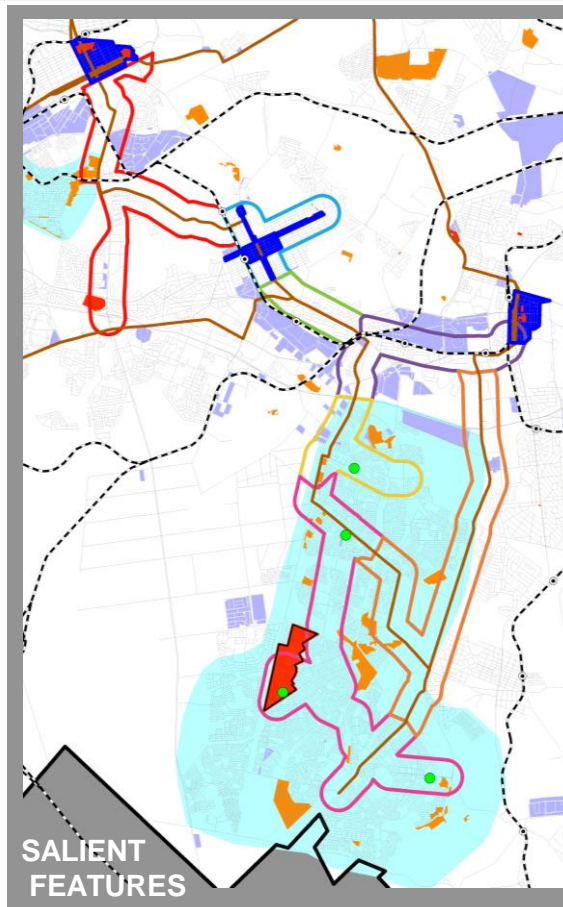
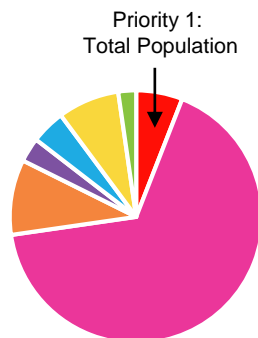
	Name	IZ Ranking
<b>Integration Zone 5</b>		
5.1	New Kleinfontein/ Carnival Mall	1
5.6	Phelendaba to Duduza	2
5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt	3
5.4	New Era/Springs	4
5.2	Brakpan CBD	5
5.5	Kwa-Thema Central	6
5.3	Schaperust	7



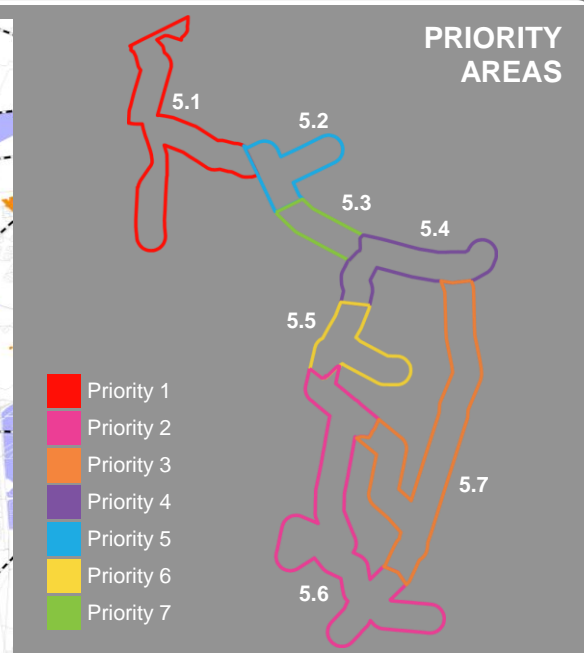
## DEMOGRAPHIC FEATURES

Baseline Assessment

	Population	No. of Residential Units	Low Income DU (%)	Area (ha)
<b>IZ 5</b>	<b>239 615</b>	<b>67 903</b>	<b>64%</b>	<b>5 662</b>
5.1	14 207	3 633	45%	1 441
5.6	160 022	44 528	68%	1 290
5.7	23 072	7 451	73%	1 394
5.4	7 474	2 374	35%	614
5.2	10 490	3 010	39%	304
5.5	18 883	5 458	61%	385
5.3	5 467	1 448	32%	233



SALIENT FEATURES



PRIORITY AREAS

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7



## LAND USE FEATURES

Baseline Assessment

	Primary Land Use (%)	Vacant Land (%)
<b>IZ 5</b>	<b>Residential - 29%</b>	<b>16%</b>
5.1	Agriculture – 57%	10%
5.6	Residential - 52%	12%
5.7	Commercial/Industrial – 29%	28%
5.4	Residential - 24%	23%
5.2	Residential - 61%	2%
5.5	Residential - 33%	6%
5.3	Residential - 54%	8%

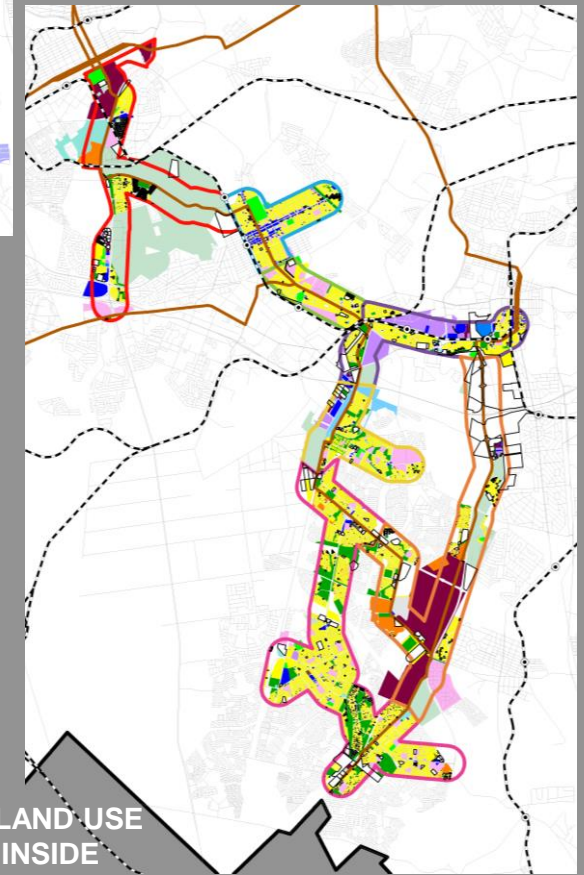


## INTEGRATION ZONE TARGETS

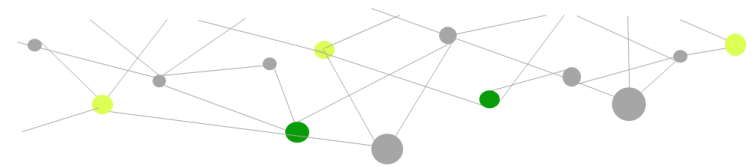
CoE IZ Target Model (2017)

	Additional Population	Add. No. of Residential Units	Low Income DU (%)	Add. Developable Area (ha)
<b>IZ 5</b>	<b>116 348</b>	<b>64 049</b>	<b>56%</b>	<b>1 200</b>
5.1	34 182	14 529	39%	401
5.6	31 970	9 725	70%	155
5.7	40 885	16 061	68%	524
5.4	1 690	3 051	35%	63
5.2	218	71	39%	1
5.5	6 424	1 989	61%	47
5.3	978	622	32%	10

\* The CoE IZ Target Model (2017) is based on Vacant Land only



LAND USE INSIDE



**Human Settlements**

**Diagram B2.5.2** graphically represent the current housing situation within IZ5 and the KwaTsaDuza marginalised area, indicating the (1) informal settlements, (2) housing projects and the (3) dolomite risk areas in relation to the housing projects.

The informal settlements (1) located within IZ5 and the KwaTsaDuza marginalised area include:

- Emandleni
- Langaville 1 Informal (Overflow)
- Kwa-Thema Ext 3 (Marikana)
- Langaville 6 Informal
- Vlaktefontein Ptn 36 Informal (Langaville x10)
- Tsakane Ext 10 (triple allocations)
- South-Go Informal (Ptn 7 Spaarwater 171-IR))
- Ekuthuleni
- Langaville Double Allocation (School site)
- Kwa Thema 425
- Tsakane Ext 19 overflow (Railway Reserve/Ext 21)
- Masetjaba View Ext 1 (Kwa-Ndlovu)
- Zamani

There are a number of housing projects (2) currently located within IZ5 and the KwaTsaDuza marginalised area. The projects are as follow:

Project Type	Project / Township Name
★ Mega Projects	<ul style="list-style-type: none"> <li>• Van Eck Park</li> <li>• Brakpan Old Location</li> <li>• Rietfontein - Kwa-Thema</li> <li>• Rietfontein 93/128IR</li> <li>• Tsakane Ext 22</li> <li>• Duduza</li> </ul>

Project Type	Project / Township Name
★ Housing Projects 2018	<ul style="list-style-type: none"> <li>• Leachville X 2</li> <li>• Van Eck Park X2</li> <li>• Witpoortje 117-IR</li> <li>• Vlaktefontein 130-IR</li> <li>• Grootfontein 165-IR</li> <li>• Spaarwater 171-IR</li> </ul>
★ Housing Projects CAPEX 2018/19	<ul style="list-style-type: none"> <li>• Apex 12 RDP Walk-ups</li> <li>• Mega Project: John Dube 2</li> </ul>
★ NUSP Identified Settlements	<ul style="list-style-type: none"> <li>• Emandleni – Relocate</li> <li>• Kwa Thema Ext.3 Transit Area (Marikana) – Upgrade</li> <li>• Vlaktefontein Ptn 36 Informal - Upgrade</li> </ul>

From the overlay of the housing projects on the Dolomite layer (3), it is evident none of the housing projects are located on dolomitic land.

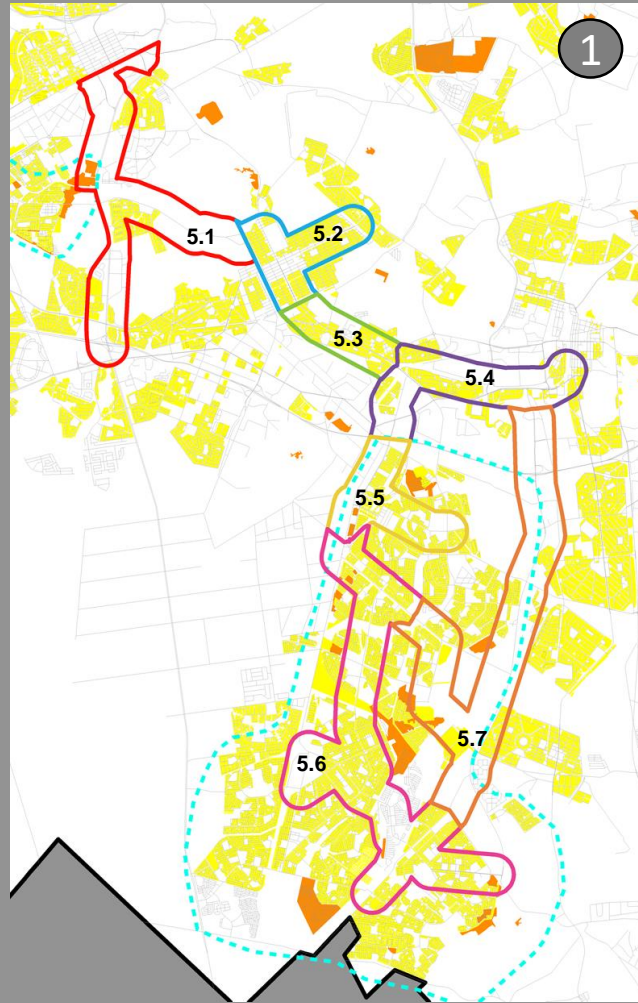
Subsequently, the housing projects are overlaid on the risk and vulnerability areas as identified within the *Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016* (refer to **Diagram B2.5.3**). The base layers utilised relevant to human settlements include (1) flooding, (2) structural fire (informal settlements), (3) stormwater floods and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:





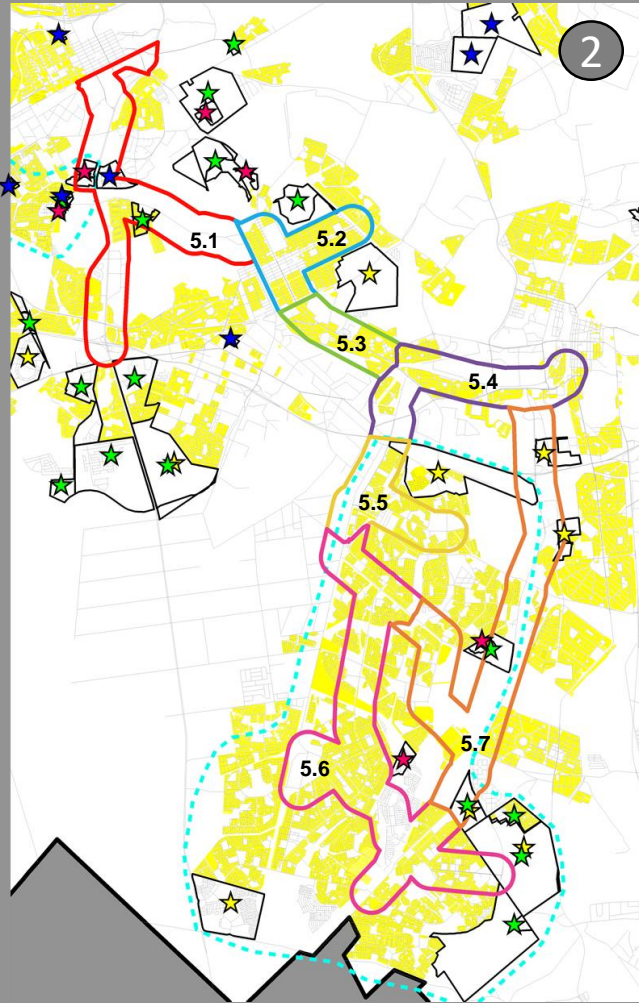
# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

## HUMAN SETTLEMENTS – Housing Projects



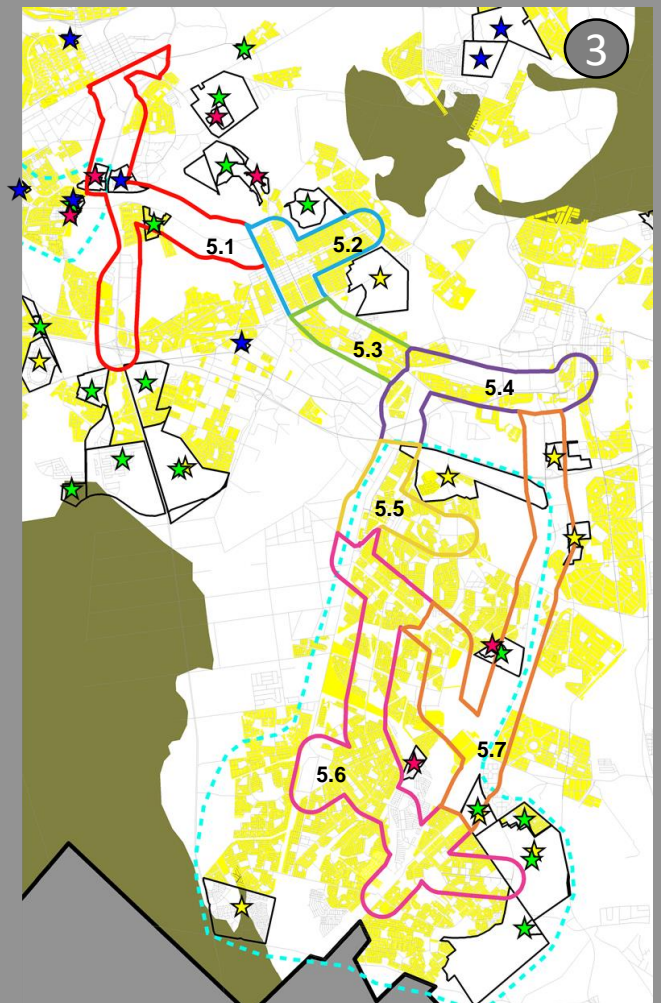
1

STATUS QUO



2

HOUSING RELATED PROJECTS



3

DOLOMITE

5.1	New Kleinfontein/ Carnival Mall
5.6	Phelendaba to Duduza
5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt
5.4	New Era/Springs
5.2	Brakpan CBD
5.5	Kwa-Thema Central
5.3	Schaperust

- Mega Projects
- Housing Projects 2018
- Housing Projects CAPEX 2018/19
- NUSP

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7

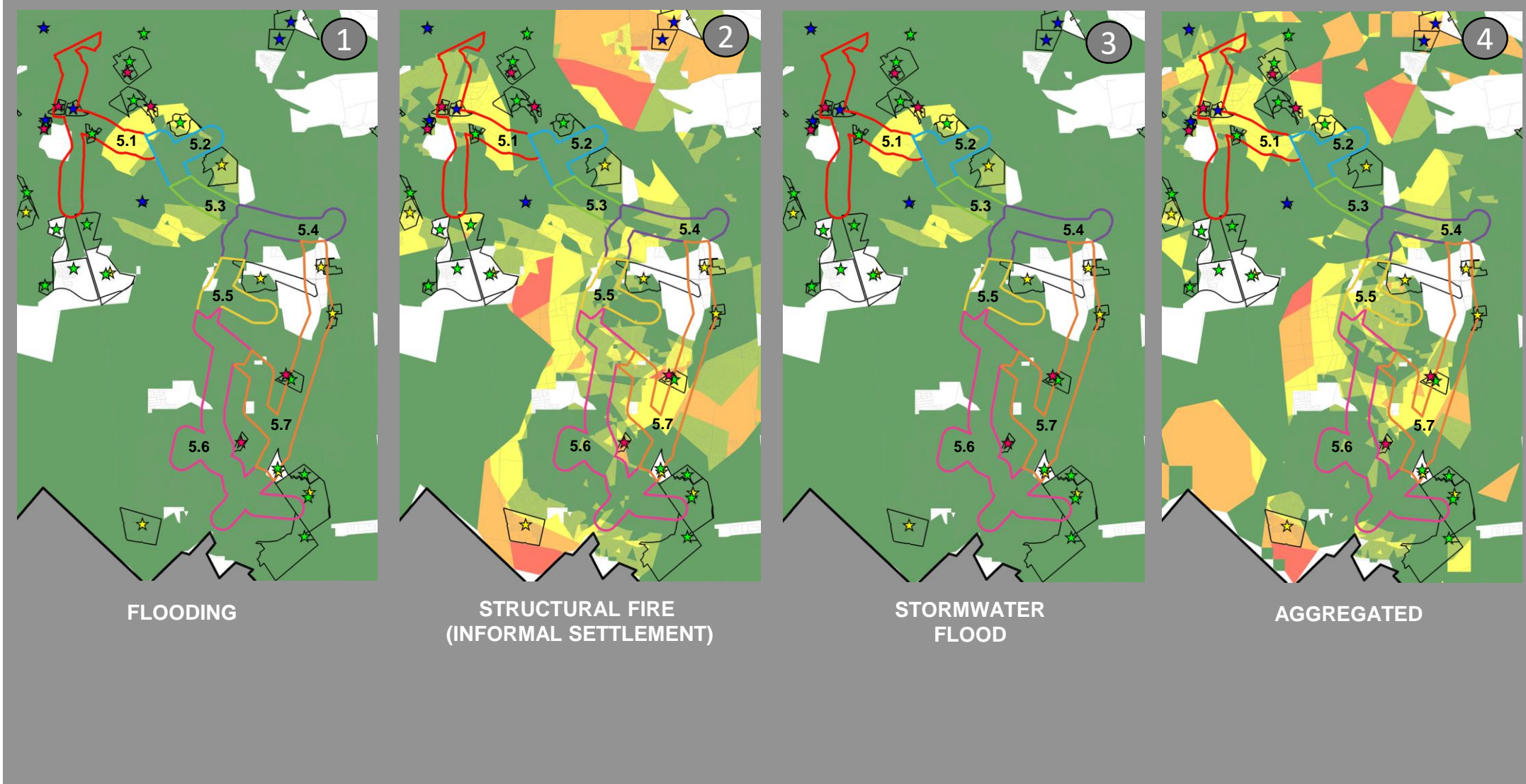


# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

## HUMAN SETTLEMENTS – Housing Projects in relation to Risk and Vulnerability

Diagram B2.5.3

Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016



FLOODING

STRUCTURAL FIRE  
(INFORMAL SETTLEMENT)

STORMWATER  
FLOOD

AGGREGATED

5.1	New Kleinfontein/ Carnival Mall
5.6	Phelendaba to Duduza
5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt
5.4	New Era/Springs
5.2	Brakpan CBD
5.5	Kwa-Thema Central
5.3	Schaperust

### Projects

- ★ Mega Projects
- ★ Housing Projects 2018
- ★ Housing Projects CAPEX 2018/19
- ★ NUSP

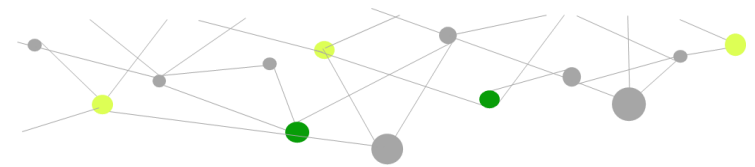
### Risk and Vulnerability

- Insignificant
- Minimal
- Moderate
- Major
- Catastrophic



### Integration Zone Priority

- Priority 1
- Priority 2
- Priority 3
- Priority 4
- Priority 5
- Priority 6
- Priority 7





Risk	Observation
Flooding (1),	Only a small portion of segment 5.1 New Kleinfontein/ Carnival Mall is at moderate risk of flooding.
Structural fire (2)	Portions of segment 5.1 New Kleinfontein/ Carnival Mall and segment 5.7 Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt is at moderate risk of structural fire (informal settlements).
Stormwater floods (3)	Only a small portion of segment 5.1 New Kleinfontein/ Carnival Mall is at moderate risk of stormwater flooding.
Aggregated (4)	From the aggregated risk assessment, it is evident that portions of segment 5.1 New Kleinfontein / Carnival Mall and segment 5.7 Vlakfontein / Langaville East/ Kwa Themax3/ Selcourt is at risk, and falls within the moderate risk category.

Project Type	Project / Township Name
 Strategic Urban Development Areas	<ul style="list-style-type: none"> <li>Carnival Junction</li> <li>Prasa Gibela</li> </ul>
 Urban Design Precincts	<ul style="list-style-type: none"> <li>Leeupan - Brakpan Airport</li> <li>Brakpan CBD</li> <li>Springs CBD</li> <li>Kwa-Thema CBD</li> <li>Dunnottar</li> </ul>

Subsequently, the Strategic Projects is overlaid on the risk and vulnerability areas (refer to **Diagram B2.5.5**). The base layers utilised relevant to strategic projects include (1) air pollution, (2) electrical supply disruptions, (3) infrastructure failure and (4) all risks combined – aggregated. The observed risk and vulnerability related findings are as follow:

### STRATEGIC PROJECTS

**Diagram B2.5.4** graphically illustrates the large-scale strategic projects located within IZ5, consisting of the Strategic Urban Development Areas and the CoE Urban Design Precincts. These strategic projects relate to the employment nodes (1) consisting of the CBD's, urban hubs, industrial areas and secondary nodes. The strategic projects (2) located within / related to IZ5 is as follow:

Overlaying the strategic projects on the dolomite layer (3), it is evident that none of the strategic projects is located on dolomitic land.

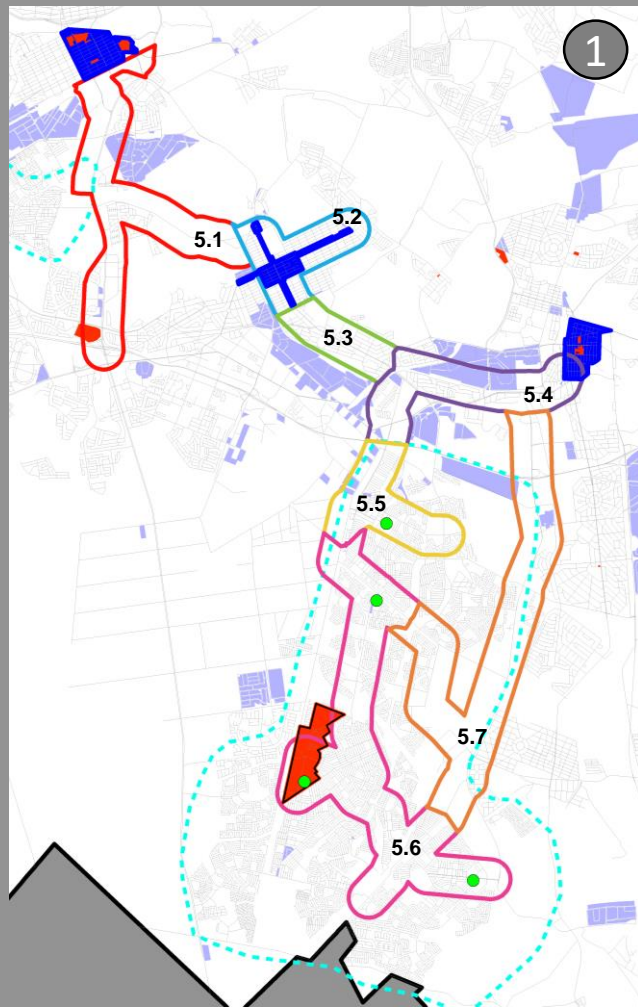
Risk	Observation
Air pollution (1)	Segment 5.7 Vlakfontein / Langaville East / Kwa Themax3 / Selcourt has a limited risk (catastrophic) in term of air pollution.
Electrical supply disruptions (2)	Most of IZ5 has an Insignificant electricity supply disruption risk.
Infrastructure failure (3)	Segment 5.1 New Kleinfontein/ Carnival Mall and segment 5.5 Kwa-Thema Central is at moderate risk of infrastructure failure.
Aggregated (4).	From the aggregated risk assessment, it is evident that Segment 5.1 New Kleinfontein/ Carnival Mall and segment 5.5 Kwa-Thema Central is primarily at risk, and falls within the moderate risk category.



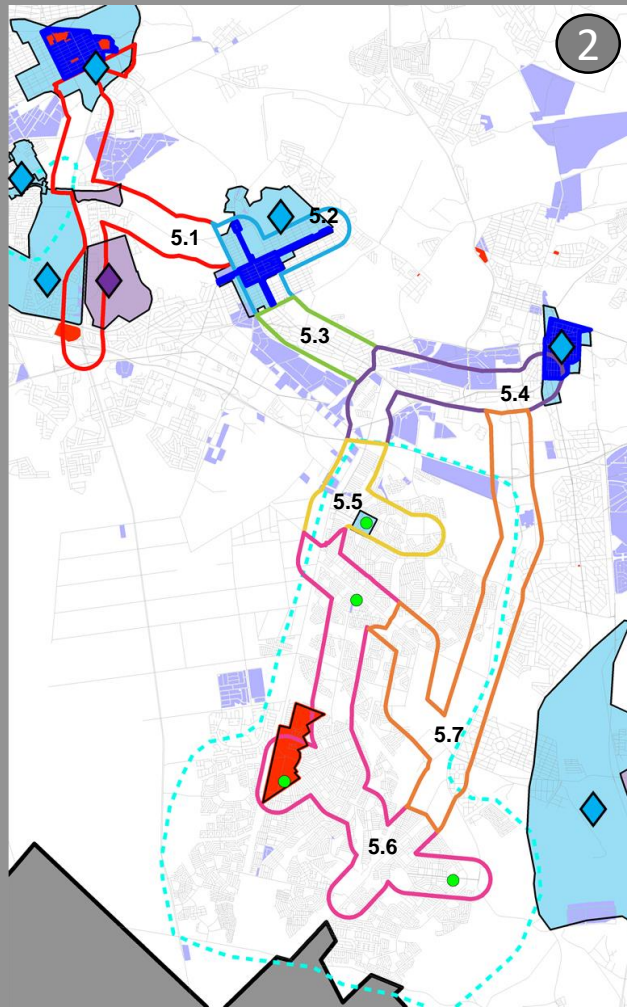


# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

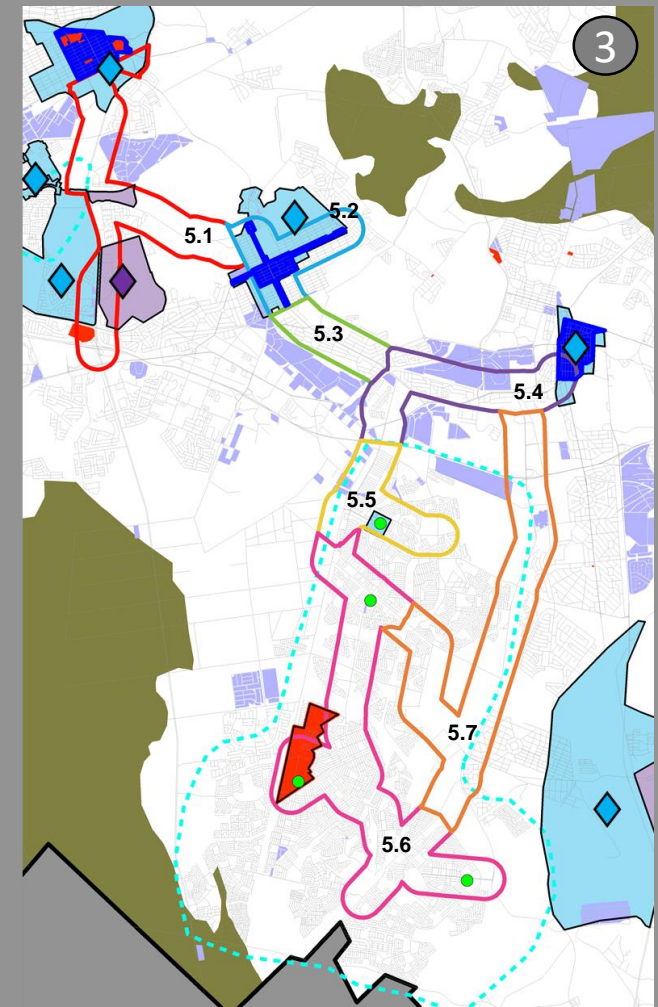
## EMPLOYMENT OPPORTUNITIES – Strategic Projects



STATUS QUO












EMPLOYMENT RELATED PROJECTS



DOLOMITE

5.1	New Kleinfontein/ Carnival Mall
5.6	Phelendaba to Duduza
5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt
5.4	New Era/Springs
5.2	Brakpan CBD
5.5	Kwa-Thema Central
5.3	Schaperust

-  Priority 1
-  Priority 2
-  Priority 3
-  Priority 4
-  Priority 5
-  Priority 6
-  Priority 7
-  SUDP's
-  Precinct

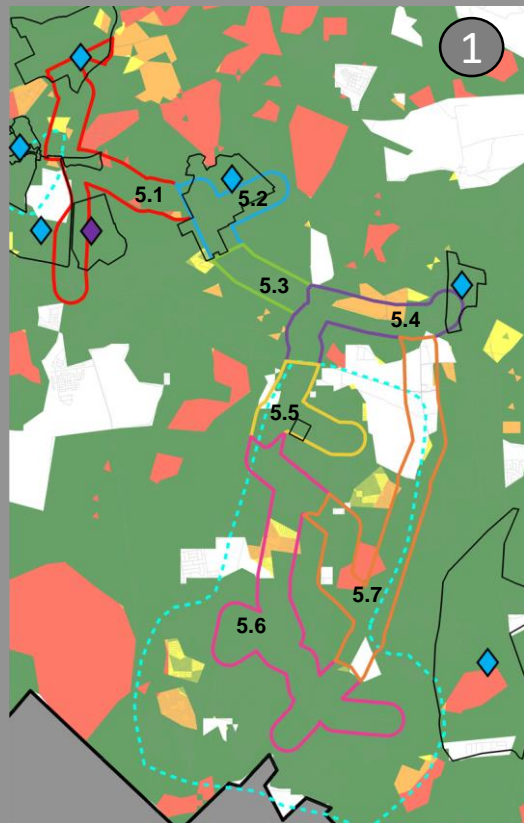


# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

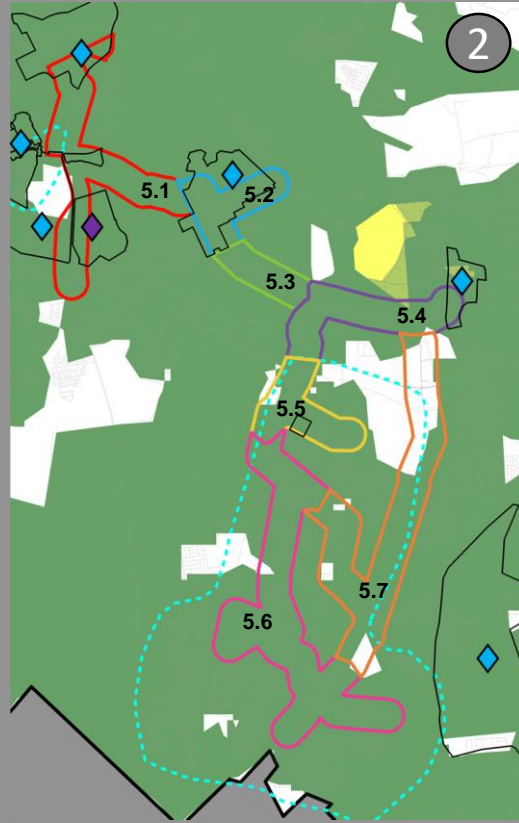
## EMPLOYMENT OPPORTUNITIES – Strategic Projects in relation to Risk and Vulnerability

Diagram B2.5.5

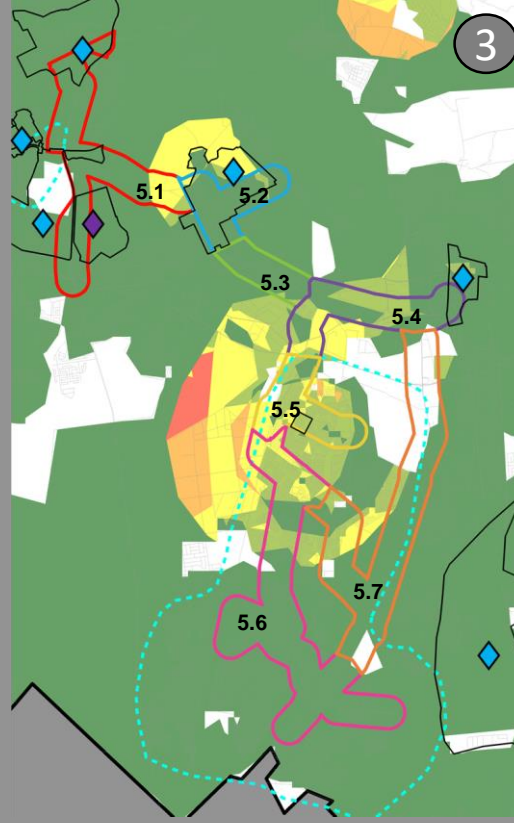
Source: Ekurhuleni Comprehensive Disaster Risk and Vulnerability Assessment 2016



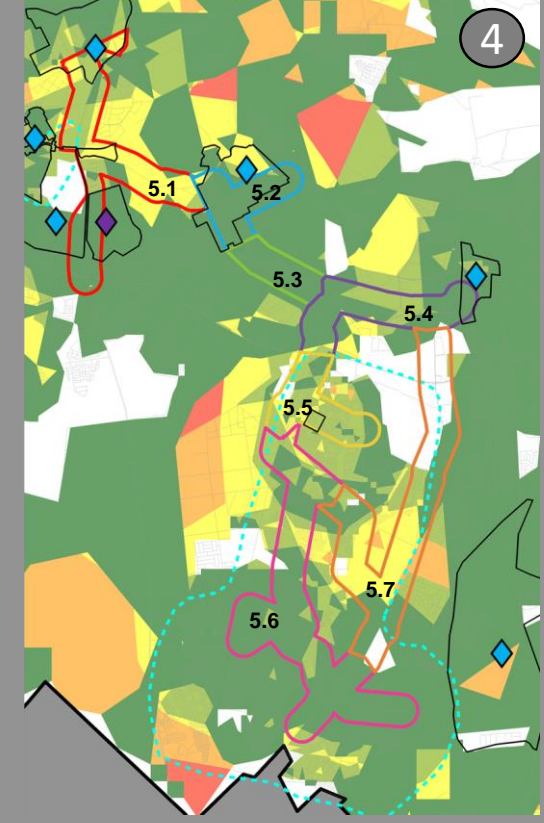
AIR POLLUTION



ELECTRICITY SUPPLY DISRUPTION



INFRASTRUCTURE FAILURE



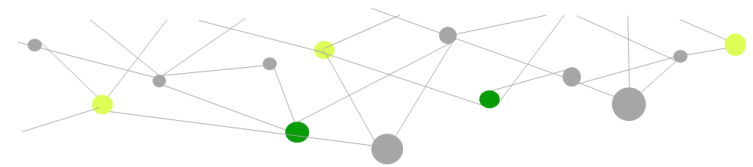
AGGREGATED

5.1	New Kleinfontein/ Carnival Mall
5.6	Phelendaba to Duduza
5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt
5.4	New Era/Springs
5.2	Brakpan CBD
5.5	Kwa-Thema Central
5.3	Schaperust

Projects	
	SUDP's
	Precinct

Risk and Vulnerability	
	Insignificant
	Minimal
	Moderate
	Major
	Catastrophic

Integration Zone Priority	
	Priority 1
	Priority 2
	Priority 3
	Priority 4
	Priority 5
	Priority 6
	Priority 7



**TRANSPORTATION & PROJECT INTEGRATION**

**Diagram 2.5.6** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the human settlement projects (Mega Projects, Housing Projects 2018, Housing Projects CAPEX 2018/19 and the NUSP Identified Settlements).

From the spatial observation, it is evident that most of the human settlement projects are supported by a means of public transport

**Diagram 2.5.7** illustrates the integration between the primary and secondary public transport network (RPTN, rail, bus and minibus taxi) and the strategic projects (strategic urban development area's and the CoE Urban Design Precincts).

From spatial observation, it is evident that most of the strategic projects are supported by a means of public transport.

**B2.2 Public Transport and Human Settlements Planning Coordination Across the Urban Network**

**HOUSING DEMAND PROJECTIONS BASED ON HOUSING BACKLOG**

The backlog on the National Demand Database considers households living in Informal Settlements; Backyards and Hostels as part of the backlog

category. As per the database, the housing backlog for the CoE, registered per area, is as follows (**Figure B2.3** illustrate the housing backlog spatially):

**Table B2.3: Housing Backlog**

AREA	HOUSEHOLDS
Tembisa	53 889
Katlehong	50 448
Boksburg	35 060
Daveyton	22 205
Tokoza	19 471
Germiston	18 240
Vosloorus	17 454
Tsakane	16 970
Kwa Thema	14 797
Nigel	12 059
Kempton Park	6 788
Benoni	6 454
Alberton	5 248
Brakpan	4 329
Springs	2 697
Duduza	2 119
Bedfordview	203
Bapsfontein	2
<b>Total Backlog</b>	<b>288 433</b>

The following section highlights some challenges the CoE Housing Department face in providing housing units.

***Suitable and well-located land supporting public transport***

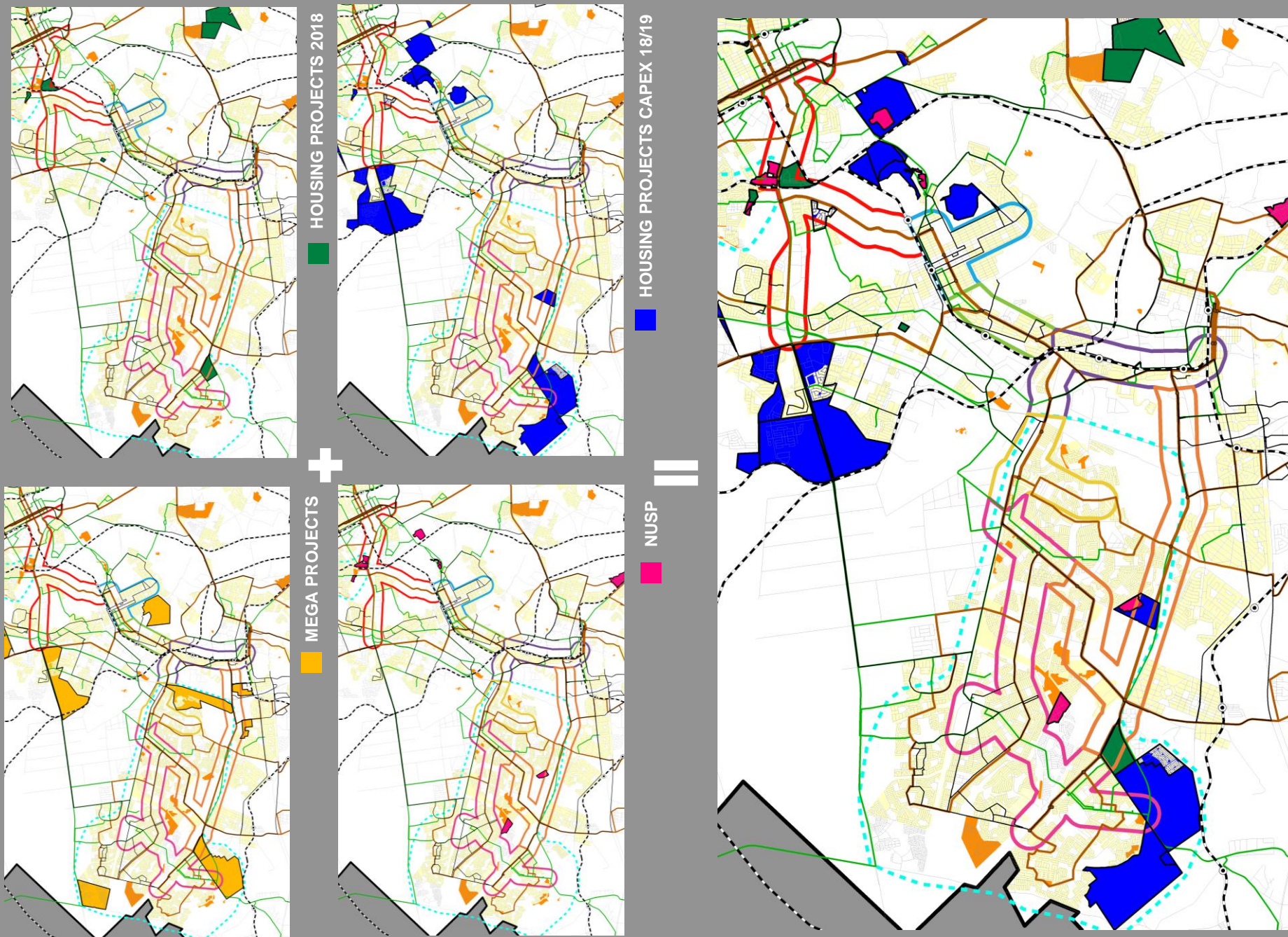
There is enough land available, however, the issue is suitable and well-located land for human settlements development that will support public transportation. It is difficult to densify residential development within the





# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

## PUBLIC TRANSPORT AND HUMAN SETTLEMENT PROJECTS



5.1	New Kleinfontein/ Carnival Mall
5.6	Phelendaba to Duduza
5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt
5.4	New Era/Springs
5.2	Brakpan CBD
5.5	Kwa-Thema Central
5.3	Schaperust

- Informal Settlements
- Mega Projects
- Housing Projects
- Pipeline 2018
- Housing Projects Capex 18/19
- NUSP Informal Settlements
- Urban Areas

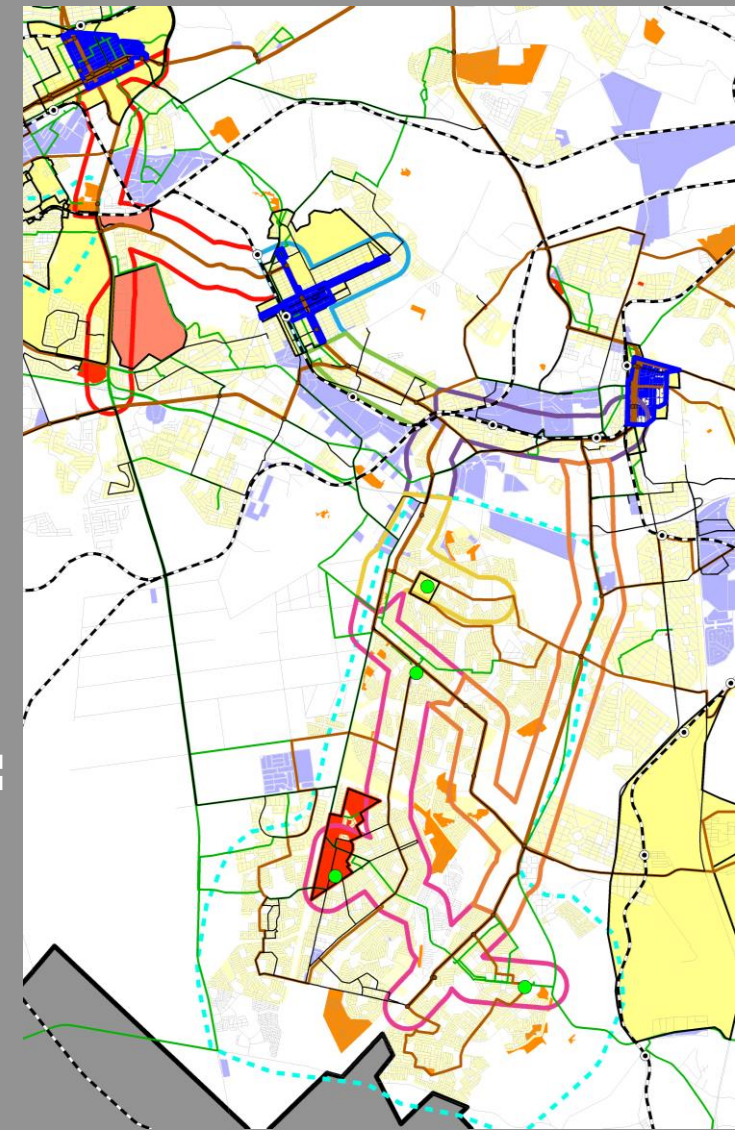
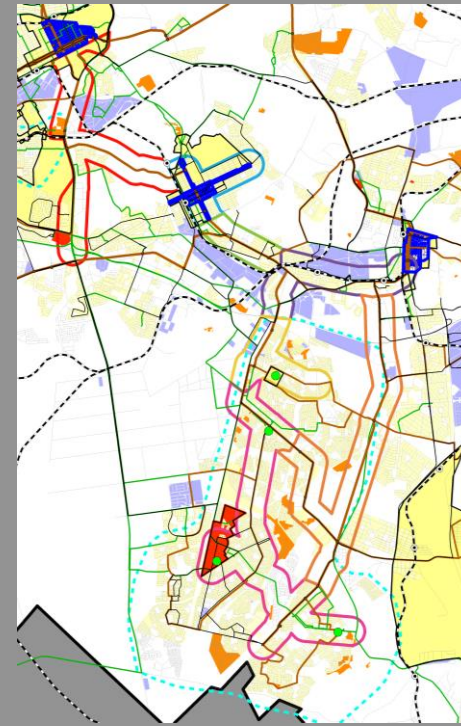
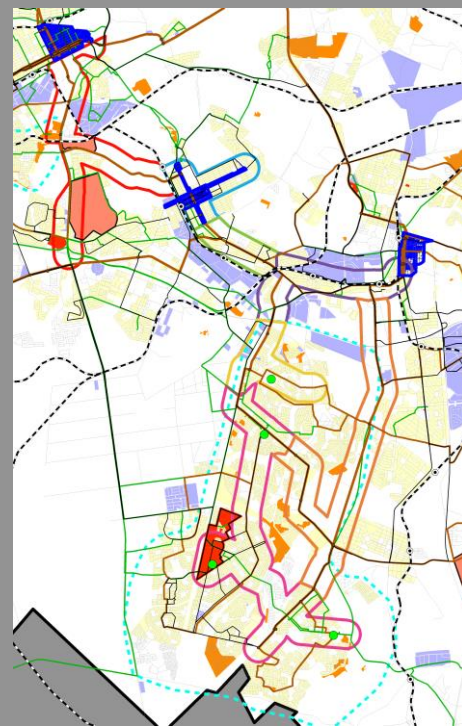
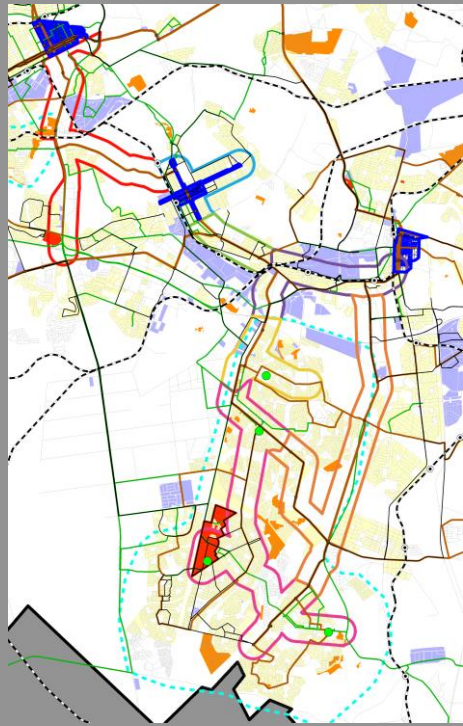
**Integration Zone Priority**

<span style="color: red;">■</span>	Priority 1
<span style="color: pink;">■</span>	Priority 2
<span style="color: orange;">■</span>	Priority 3
<span style="color: purple;">■</span>	Priority 4
<span style="color: cyan;">■</span>	Priority 5
<span style="color: yellow;">■</span>	Priority 6
<span style="color: green;">■</span>	Priority 7



# INTEGRATION ZONE 5 : VOSLOORUS-BOKSBURG-BARTLETT

## PUBLIC TRANSPORT AND STRATEGIC PROJECTS



CURRENT EMPLOYMENT NODES



STRATEGIC DEVELOPMENT AREAS



PRECINCTS



### Integration Zone Priority

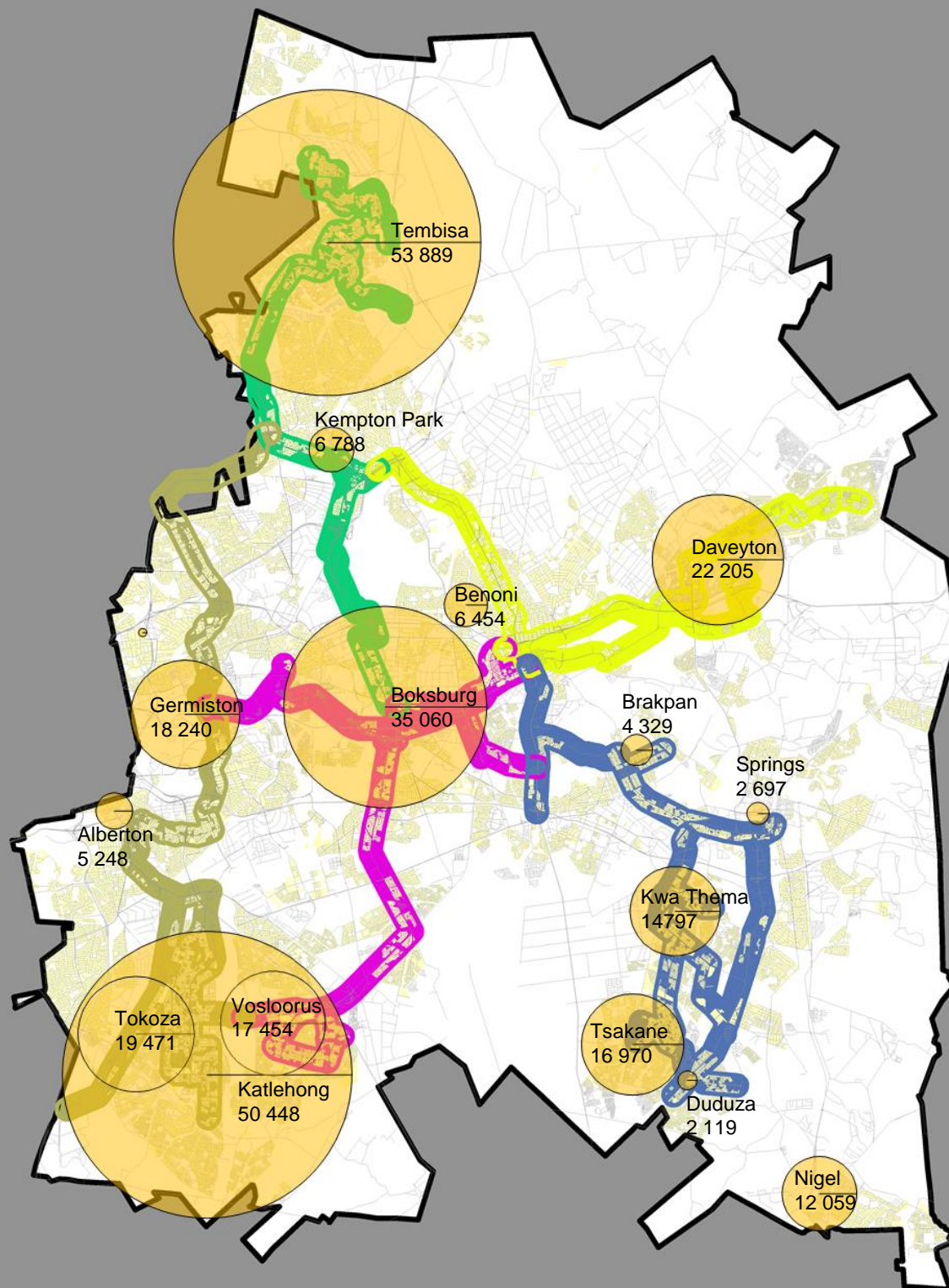
	Priority 1		5.1	New Kleinfontein/ Carnival Mall
	Priority 2		5.6	Phelendaba to Duduza
	Priority 3		5.7	Vlakfontein/ Langaville East/ Kwa Themax3/ Selcourt
	Priority 4		5.4	New Era/Springs
	Priority 5		5.2	Brakpan CBD
	Priority 6		5.5	Kwa-Thema Central
	Priority 7		5.3	Schaperust

Strategic Development Areas  
 Precincts

**CoE BEPP**

2019-2020

CoE Housing Backlog










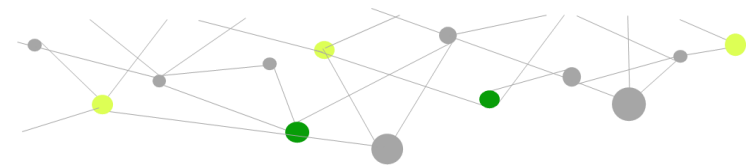
-  CoE Boundary 2016
-  Gautrain Rapid Rail
-  Railway line
-  IPTN Routes
-  IRPTN Feeder Route
-  Bus Route
-  Taxi Route



Figure B2.3



Integration Zones since land has severe constraints such as the presence of high-risk dolomite, shallow undermined, other soil conditions, lack of bulk engineering services, constraints from the spatial development frameworks and the town planning schemes. The Housing Code does not provide for multi-storey BNG units and the associated management and maintenance costs. The national directive to give preference to in-situ upgrading even if development will not support spatial transformation. Communities still prefer a BNG house on a single stand. Land invasions and objections from communities who do not want subsidised housing projects in their neighbourhoods also contribute to the delay of developments and delivery.

**Increasing high construction costs**

There is currently a challenge to match demand with supply because of increasing high construction costs and constrained fiscus. For example, the budget required to deliver 100 BNG units in a multi-storey building is higher than the budget required for 100 individual BNG houses on a stand. The Upgrading of Informal Settlements Programme favour BNG units on single residential stands which cost less to construct versus 4 to 8 storey buildings. The latter might be more expensive to construct but the long-term cost for the city in terms of sustainability and affordability of services are worth the high upfront cost.

The current (effective from 1 April 2018) housing subsidy quantum of R 168 852.00 has to be supplemented by the City since the amount does not include a full bathroom/toilet, electricity network and roads are mostly

graded roads. The subsidy is not sufficient for tarred roads, proper stormwater management and no service and connections are included.







**Social-Economic Realities**

The recent audit conducted in the informal settlements confirmed that the majority of the persons in the informal settlements earn above the qualifying household income of R 3 500 per month. Persons also do not qualify for subsidies since most are single without dependents. These social-economic realities prompt the department to align its strategies to address these realities in the beneficiary communities which includes a more focused approach on rental units for single persons without dependents and implementing the Finance Linked Subsidies (FLISP) to address the Gap market for those who earn above R 3 500 per month.

**Table B2.4** provide a summary of the progress made in the provision of housing units 2011-2016 in line with the current backlog and related cost estimate.





-  IPTN Phase 1
-  IPTN Phase 2
-  IPTN Phase 3
-  IPTN Phase 4
-  IPTN Phase 5
-  Railway line

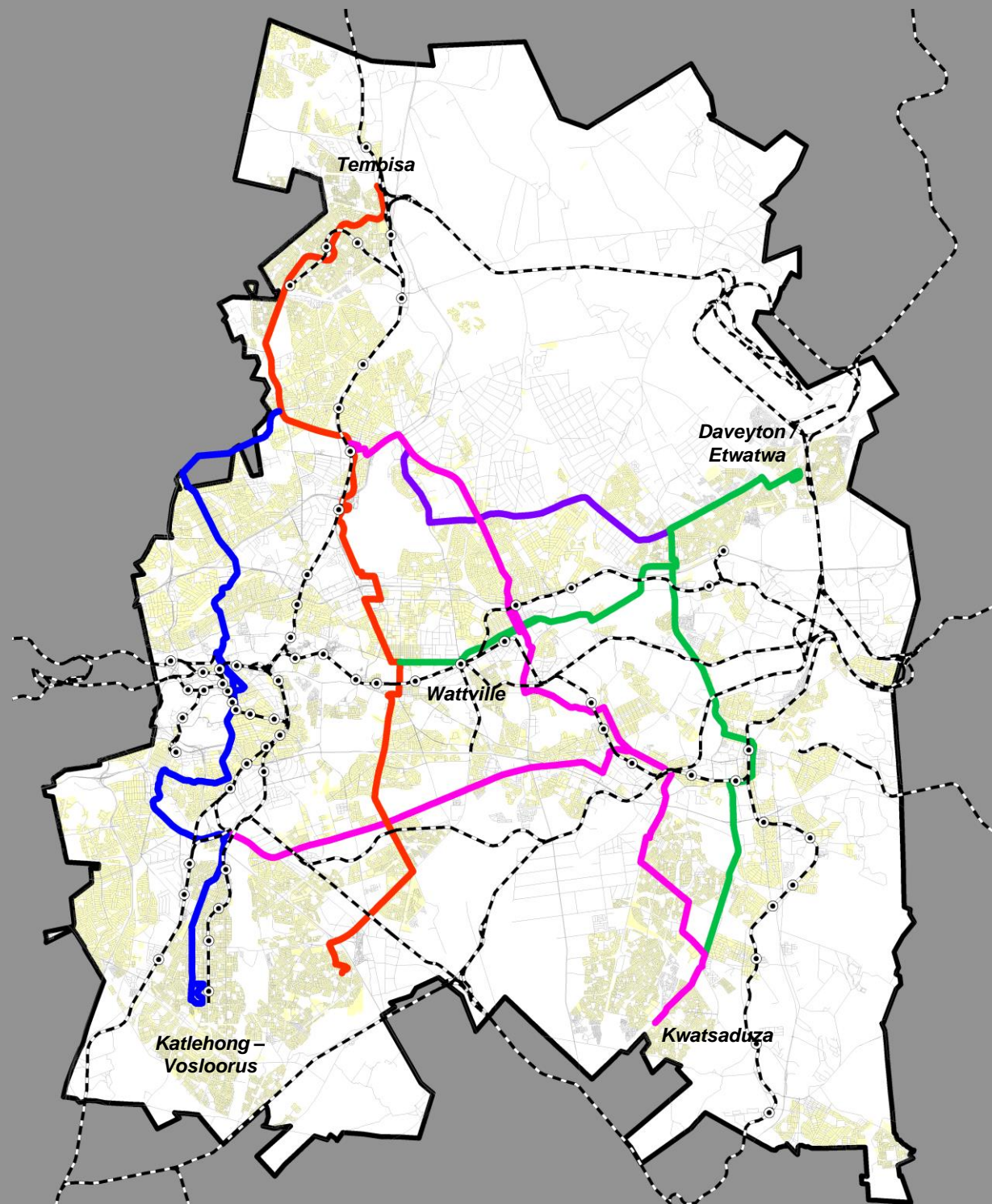
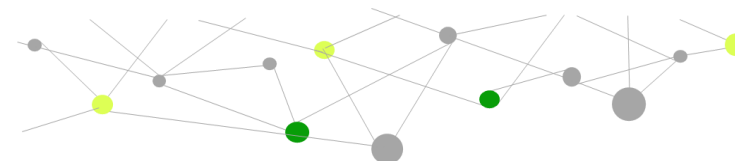


Figure B2.4



**Table B2.4: Housing Progress**

Service	Past term performance (2011/16)	Current backlog	Estimated cost to deal with the backlog
Increased roll out of housing units in support of integrated human settlement and transport orientated development	14 781 <i>(Delivery includes delivery by the Gauteng Province)</i>	288 433 Households	R 48 702 488 916 <i>(Based on the current, 1 April 2018 housing subsidy quantum of R168 852.00<sup>1</sup>)</i>
Increased procurement of well-located land in support of integrated human settlements and transport orientated development.	385 hectares	4 305 Hectares <i>(Based on the 150 square meters stand for the 288 433 households<sup>2</sup>)</i>	R 4 305 000 000 <i>(Based on the estimate of R1 million per Hectares)</i>
Number of service stands for subsidised Human Settlements	5430	248 433 serviced stands <sup>3</sup> . <i>(based on the assumption that qualifying beneficiaries should be provided with a serviced stand prior to the provision of the desired housing product).</i>	R 32 172 073 500 <i>(Based on the estimated costs of R 129 500 per Erf/Stand.)</i>
Increased access to social housing units	0	40 000 units <i>(Based on the recent Social Housing Market Study)</i>	R18 000 000 000 <i>(Based on the estimated R450 000 per social housing unit.)</i>
Increased security of tenure	2 735 Title deeds	27 000 pre-1994 (Retro and Torps) 73 000 backlogs on the post-1994 housing stock	R1 406 303 500 <i>(Based on the Estimated cost of R3500 per transfer)</i>

NOTES: Since 1994 including the delivery by Gauteng Department of Human Settlements the City has delivered a total of 89 560 housing opportunities.

<sup>1</sup> Not included is a full bathroom/toilet, electricity network and roads are mostly graded roads. Subsidy is not sufficient for tarred roads, proper storm water management and no service and connections are included.

**PUBLIC TRANSPORT DEMAND PROJECTIONS, DISAGGREGATED BY AREA AND MODE**

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 in order to indicate the demand per mode per area. The largest percentage of the municipality’s population walk or use cars as their main mode of transport followed by the use of taxis.

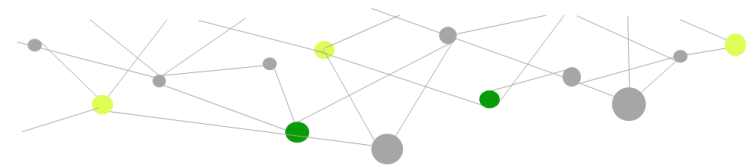
The current available demand projections are for the proposed IRPTN and are presented per IRPTN corridor in the report, “*The development of an Integrated Rapid Public Transport Network, Operations Analysis Report, April 2012*”. The demand projections for 2021 and 2031 are indicated in the graphs below. The IRPTN routes consist of the following routes:

- Route 1: Kempton Park West - Katlehong
- Route 2: Winnie Mandela Clinic to Pretoria/Wellington intersection  
Pretoria/Wellintong intersection – Leeuwpoort/Bank Street intersection  
Leeuwpoort/Bank Street intersection – New Provincial Hospital
- Route 3: Kempton Park - Duduza
- Route 4: Etwatwa - Duduza
- Route 5: Brakpan - Alberton
- Route 6: Etwatwa – Kempton Park
- Route 7: Etwatwa – Boksburg

<sup>2</sup> The assumption is made that all household are provided with a serviced erf

<sup>3</sup> 288 433 households minus-40 000 households to be accommodated in social housing = 248 433

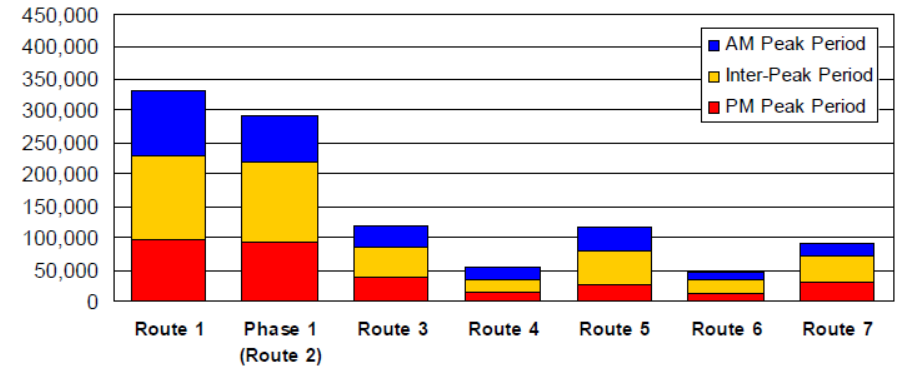




**Table B2.5: Percentage of trips made by residents per mode and per Transport Analysis Zone.**

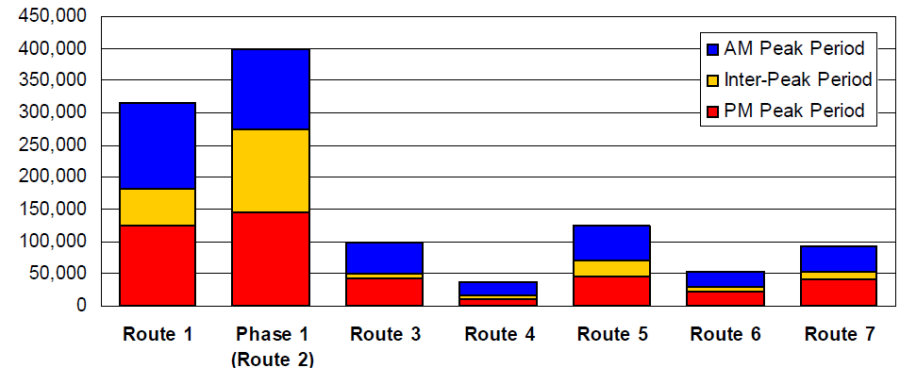
Home Transport Analysis Zone	Main Mode (% of trips made by residents of Analysis Zone)					
	Train	Bus	Taxi	Car	Walk	Other
Alberton	0.0%	3.4%	3.2%	<b>87.7%</b>	5.1%	0.7%
Bedfordview-Edenvale	0.0%	0.7%	1.6%	87.0%	9.2%	1.4%
Benoni	1.4%	1.9%	17.1%	53.6%	23.3%	2.7%
Boksburg	5.3%	4.3%	12.4%	54.7%	18.4%	5.0%
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	0.0%	2.1%	28.0%	17.5%	46.5%	6.0%
Ekurhuleni East	<b>17.3%</b>	8.9%	<b>36.4%</b>	2.7%	34.7%	0.0%
Ekurhuleni North	5.6%	5.8%	25.2%	15.7%	44.8%	2.9%
Etwatwa	2.1%	4.7%	18.7%	8.5%	<b>55.6%</b>	<b>10.4%</b>
Germiston	7.1%	9.4%	11.6%	46.1%	22.8%	2.9%
Katlehong	7.1%	<b>10.2%</b>	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%	<b>36.4%</b>	14.5%	42.7%	1.9%
Vosloorus	0.6%	7.1%	36.1%	21.7%	30.9%	3.6%
<b>CoE (Total)</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>

**Diagram B2.6.1 Demand Forecast by Trunk Corridor 2021 Users per Day**



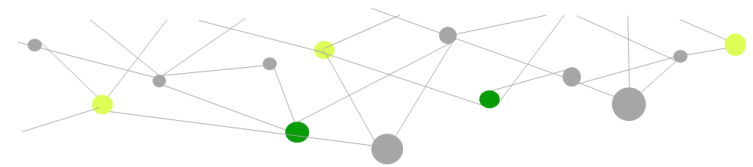
Source: The development of an Integrated Rapid Public Transport Network, Operations Analysis Report, April 2012

**Diagram B2.6.2 Demand Forecast by Trunk Corridor 2031 Users per Day**



Source: The development of an Integrated Rapid Public Transport Network, Operations Analysis Report, April 2012





The above two diagrams illustrate the forecast changes in demand for the IRPTN trunk corridors for 2021 and 2031 respectively. These represent a significant increase in demand for Phase 1(Route 2), the forecasts also show the strong demand for Route 1 which will become more dominant over time. The other routes have manageable demand with scope for expansion, notably on Routes 4 and 6. These corridors are well placed when land use decisions are made, linking good public transport accessibility with employment and other activities. This is a particular strength of the IRPTN development which has the potential to contain car trips and relieve pressures on highway space. In total, daily demand is predicted to rise from 753,000 in 2021 to 1,123,000 in 2031.

**Modal Alignment and Integration Within Public Transport Networks**

The Ekurhuleni Modal Integration Strategy was completed in 2009 which analysed the entire CoE’s public transport system, including the BRT routes as identified in the IPTN Scoping Study. The City is currently in the process of updating the Integrated Public Transport Plan (IPTN) which is planned to be completed by the end of 2019.

Effective operational integration will act as catalyst for the transformation of public transport in Ekurhuleni 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 network Integration, physical integration at Transport Nodes and development of Transit

Precincts, through ticketing, information integration and technical integration.

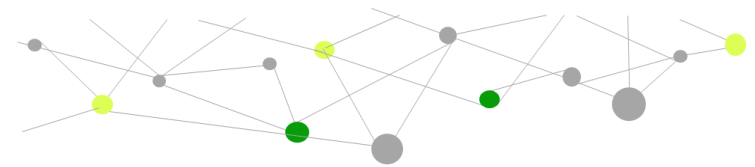
CoE has a substantial rail network, which links nearly all the residential and economic nodes both within the metropolitan and to its neighbouring municipalities, Johannesburg and Pretoria. The rail network plays a vital role in the public transport network of the city and the new proposed transport infrastructure’s role is to increase

The vision for Ekurhuleni 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 City.

transport services in an efficient and inter-modal manner and not by duplicating existing infrastructure. To ensure no duplication and effective modal integration a Modal Integration Strategy was developed for the city. Four IPTN corridors have been identified in the Modal Integration Strategy which includes:

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 3:	Kempton Park – Benoni – Brakpan – Ktlehong and Brakpan – Kwa Thema
Corridor 4:	Daveyton – Springs





From the Modal Integration Strategy, the IRPTN plan was developed to ensure optimum modal integration between rail, bus, taxi and NMT. Several feasibility studies have been completed to identify the BRT trunk-routes in order to ensure the optimum solution for modal integration is implemented. At the end of all the studies, seven proposed road-based trunk corridors were identified.

CoE's IRPTN is developed to comprise of trunk routes along the major mobility spines in line with its MSDF, with branch and feeder routes, ensuring significant area-wide coverage. These routes link the existing (and proposed) major marginalised and economic nodes of Ekurhuleni, enabling equitable access to opportunities for all of the City's citizens, regardless of their location within the district. **Figure B2.4** indicates the IRPTN Network including the existing rail network ensuring modal integration. Phase 1 of the IRPTN is identified as the priority route based on:

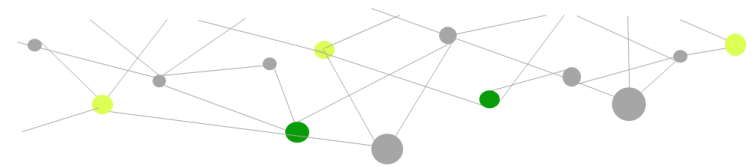
- Location of key residential and employment nodes along the route
- Improvement of the access to areas presently poorly served by public transport
- Properties of the route promote present development initiatives and ensure further densification along the route
- The potential to reduce present journey times
- Existing road reserve widths and ability to accommodate the trunk route
- Impacts on existing traffic demands resulting from the development of the route and the potential to mitigate these
- How the route could integrate with other public transport services, particularly rail

- Demand on the route
- It supports the Core Economic Triangle as identified by the COE (the area between Kempton Park, O R Tambo International Airport, Boksburg, Germiston and Benoni) and provides transport linkages between the Kempton Park, Boksburg and Benoni CBDs and also links Tembisa and Vosloorus with this triangle.
- It incorporates Leralla Station (Tembisa) and Rhodesfield Station near OR Tambo International Airport.
- Connects to various mixed-use high-density development projects including OR Tambo International Airport, the Rhodesfield project and the Aerotropolis.
- 90% aligned with the densification corridor in the Metropolitan Spatial Development Framework (MSDF), in which the COE plan to develop high-density housing projects and create activity nodes.

The following stations/nodes have been identified within the integrated transport network as key nodes where integration of the different modes of transport will take place (rail, bus, taxi, car and NMT):

- |                             |   |
|-----------------------------|---|
| • Leralla Station           | • Northmead Station                                   |
| • Germiston Station         | • Vosloorus Node                                      |
| • Natalspruit Hospital Node | • Brakpan Station                                     |
| • Kempton Park Station      | • Daveyton Station                                    |
| • Isando Stations           | • New Era Station                                     |
| • East Rand Mall node       | • Rhodesfield Gautrain and SARCC / Metrorail Stations |
| • Dunswart Station          |   |
| • Boksburg – East Station   |   |





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

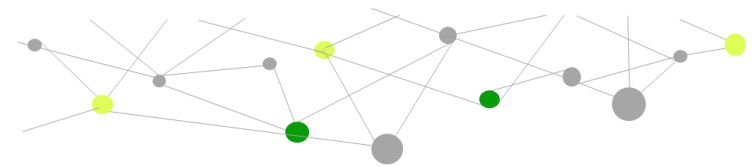
- Improve safety, security and cleanliness at the station/node.
- Provide Non-Motorized Transport (walkways/ pedestrian access and cycling paths)
- Improve urban design/ landscaping at stations

For each station/node there are strategies developed for the short, medium and long term to address the generic objectives, as well as action plans to meet the strategies. Kempton Park Station (refer to **Diagram B2.7**) is used as an example of the process followed for each one of the identified Stations and nodes.

**ALIGN PLANNED HOUSING AND TRANSPORT INVESTMENT PROJECT TO THE TOP PRIORITY TARGETED AREAS WITH CLEAR TIME FRAMES**

PHASE	ROUTE	DESCRIPTION	IMPLEMENTATION	YEAR OF OPENING
1 S1	2 S1	Winnie Mandela Clinic to Pretoria/Wellington intersection	2012-2013	2013
1 S2	2S2	Pretoria/Wellington intersection to Leeuwoort/Bank Street intersection	2013-2014	2014
1 S3	2S3	Leeuwoort/Bank Street intersection to New Provincial Hospital	2014-2015	2015
2	1	Kempton Park West - Katlehong	2015-2017	2017
3	5	Brakpan - Alberton	2019-2020	2020
3	3	Kempton park - Duduza	2018-2019	2019
4	7	Etwatwa - Boksburg	2019-2021	2021
4	4	Etwatwa - Duduza	2021-2023	2023
5	6	Etwatwa – Kempton park	2022-2024	2024





**B2.3 Alignment of Public Transport Investments with Catalytic Development Projects Providing Public Transport Access Housing Projects in the area**

The public transport investment in the City is mainly in the IRPTN programme. Phase 1A and 1B of the IRPTN is located in IZ 1 which is the first priority IZ within the city. Given Phase 1’s considerable length, Phase 1 route is divided into three phases, namely:

- Phase 1A - Tembisa Hospital to O R Tambo International Airport
- Phase 1B - O R Tambo International Airport to Boksburg
- Phase 1C - Boksburg to the New Natalspruit Hospital in Vosloorus.

Below follows a detailed description of how the IRPTN Phase 1A & B provides public transport access to specific housing projects in areas in and around IZ 1.

- **Trunk route:** Busway located between mixed traffic lanes, purpose-built to carry the weight of high frequency, fully laden, articulated buses, with stations allowing level boarding built in the busway for the exclusive use of buses designed to interface with them, typically through right-handed bus doors, and a platform height the same height as the bus floor. Routes connect major passenger origins and destinations.
- **Complementary routes:** Routes using a combination of normal mixed traffic roads and IRPTN trunk route/s, and connecting major passenger origins and destinations, served by buses able to interface with both kerb-side bus stops and median IRPTN stations.

- **Feeder routes:** Routes terminating or commencing at a station, using normal mixed traffic roads, and connecting areas of significant passenger origins to a trunk or complementary route, either kerb-side outside the station, or at the station itself.

**TEMBISA – KEMPTON PARK – ISANDO - BOKSBURG  
PHASE 1A & 1B**



**IRPTN routes:**

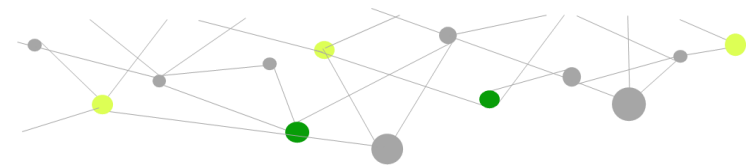
The trunk line will operate from Tembisa to Kempton Park to Rhodesfield to Boksburg. The trunk route will consist of several stations, where the BRT connects to other modes of transport. A complementary route runs from Tembisa to the broader Isando industrial area, plus a second complementary route that provides more extensive coverage within Isando. The complementary routes for phase 1B (Isando to Boksburg) must still be finalised. The trunk and complementary routes will mainly consist of **rapid bus** transport between mixed traffic lanes. The feeder routes will connect the passenger origin areas (housing/industrial/CBD areas) to the trunk routes. Refer to the areas below.

The feeder routes will consist of a combination of **bus, taxi, private vehicle and NMT** transport modes. Some of the feeder routes and also trunk station will connect to **railway** stations for onward travel. Trip Attractors in this portion of the IRPTN includes, Tembisa Civic Centre Precinct, Tembisa Plaza Mall, Birch Acres Mall, Thiteng minibus-taxi rank, for onward travel, Tembisa Hospital, Oakmoor Station for onward travel, Swazi Inn for onward travel and Leralla Station, Elansfontein station, East Rand Mall, Dunswart station



**Marginalised Area:** Tembisa  
**Housing Projects:** Tembisa Ext 25, Tembisa Civic Node, Esselen Park - Witfontein (Mega - Tembisa Triangle) - Birchleigh North Ext 4





The feeder routes will service:

- The northern residential areas of Tembisa (Winnie Mandela Township)
- Tembisa residential areas serving Tembisa Hospital and Oakmoor rail station
- Tembisa residential areas west of Andrew Mapheto Drive
- Tembisa residential areas east of Andrew Mapheto Drive, also serving Tembisa rail station
- Residential areas of Birch Acres
- Residential areas of Birch Acres, Norkem Park and Birchleigh North, also serving Birchleigh rail station
- Residential areas of Terenure and Van Riebeeck Park
- Residential areas of Edleen and Van Riebeeck Park
- Industrial areas of Spartan and Sebenza as well as residential areas of Cresslawn and Croydon
- Industrial areas of Jet Park and Elandsfontein, also serving the Elandsfontein rail station
- Residential areas of Impala Park, Atlasville and Northmead, as well as East Rand Mall
- Benoni CBD, Dunswart rail station and the industrial areas of Benoni South, Muswelldale and Dunswart
- Industrial areas of Boksburg East, Dunswart, Muswelldale and Anderbolt
- Boksburg CBD and Reiger Park residential area

### B3 INSTITUTIONAL ARRANGEMENTS

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 2019/20 BEPP document.

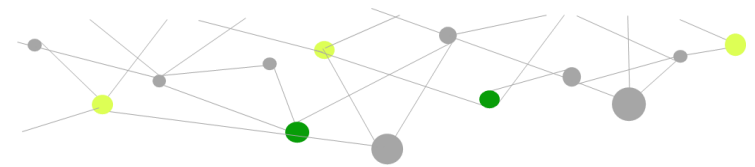
- Tri-Metro Forum - Discussing metros related issues that require provincial intervention
- IDP Engagement workshop held 28 November 2018 with provincial departments
- Planning Alignment workshop held 3&4 December 2018 with provincial departments

#### Outcome of Engagements

- Plan and work together
- Province to align with spatial plan and prioritisation of the city
- CIF model of prioritisation more comprehensive than province (e.g spatial allocation)
- Provincial information reliable







**SECTION C** **CATALYTIC URBAN DEVELOPMENT PROGRAMME & PREPARATION**

**C. CATALYTIC URBAN DEVELOPMENT PROGRAMME & PREPARATION**

**C1 CATALYTIC URBAN DEVELOPMENT PROGRAMME PREPARATION**

**C1.1 PROJECT PREPARATION FOR CATALYTIC URBAN DEVELOPMENT PROGRAMMES**

Please refer to section E2 for details regarding Catalytic Projects preparation.

**C1.2 INTERGOVERNMENTAL PROJECT PIPELINE**

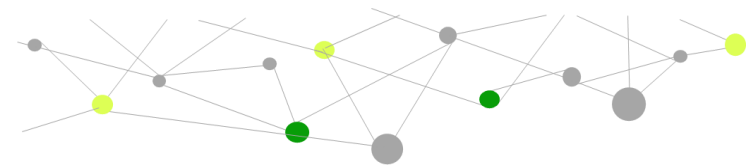
The summarised Intergovernmental Project Pipeline for the metro is given below. Please refer to **Annexure 2** for a detailed breakdown of the Intergovernmental Project Pipeline.

**Table C1.1: Summarised Intergovernmental Project Pipeline MTREF 2019/20 – 2021/22**

Category	MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
Integration Zone 1 : Tembisa-Kempton Park	R 5 634 445 315	R 612 715 000				R 6 247 160 315
Integration Zone 2 : Vosloorus-Boksburg-Bartlett	R 3 189 452 911	R 318 366 000				R 3 507 818 911
Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston	R 1 375 650 040	R 116 176 000				R 1 491 826 040
Integration Zone 4 : Etwatwa-Daveyton-Benoni	R 660 222 306	R 992 979 000				R 1 653 201 306
Integration Zone 5 : Duduza-Tsakane-KwaThema-Boksburg	R 1 046 357 822					R 1 046 357 822
Marginalised Area - Informal Settlements	R 334 163 582					R 334 163 582
Marginalised Area - Other	R 2 611 522 026					R 2 611 522 026
Economic/Employment Node			R 194 000 000		R 52 400 000 000	R 52 594 000 000
City-Wide Projects	R 108 604 000			R 4 472 546 787		R 4 581 150 787
Remainder of Metro Area / Other	R 9 197 590 036	R 1 623 381 000				R 10 820 971 036
<b>Sub-Total</b>	<b>R 24 158 008 038</b>	<b>R 3 663 617 000</b>	<b>R 194 000 000</b>	<b>R 4 472 546 787</b>	<b>R 52 400 000 000</b>	<b>R 84 888 171 825</b>
Municipal Entities	R 799 295 073					R 799 295 073
<b>TOTAL</b>	<b>R 24 957 303 111</b>	<b>R 3 663 617 000</b>	<b>R 194 000 000</b>	<b>R 4 472 546 787</b>	<b>R 52 400 000 000</b>	<b>R 85 687 466 898</b>

Additional information regarding the Intergovernmental Project Pipeline is given in section C2 below.





**C1.3 CATALYTIC URBAN DEVELOPMENT PROGRAMME REGISTER**

Please refer to the Catalytic Urban Development Programme Register provided in **Annexure 1** to this BEPP document. Additional information regarding the Catalytic Projects is given in section C2 below.

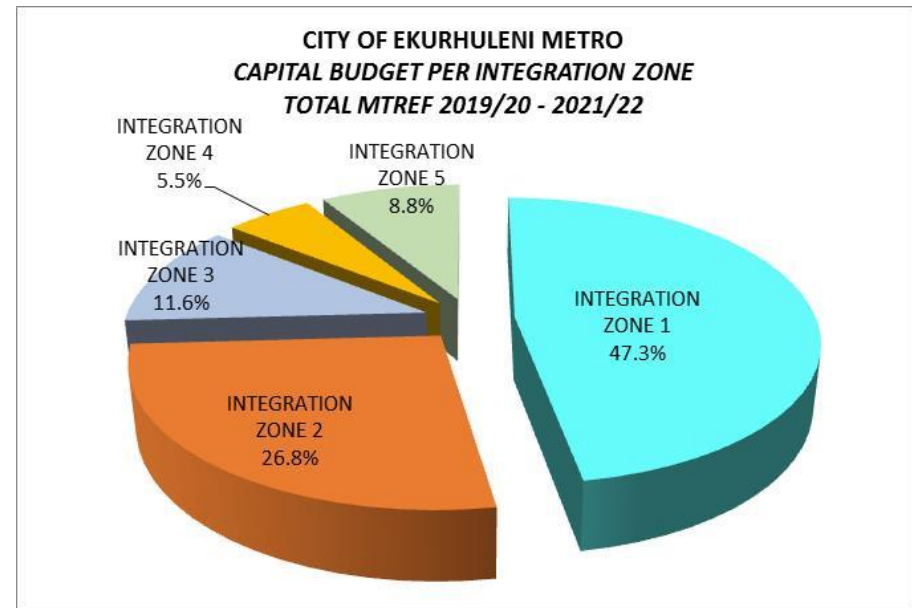
**HIGH LEVEL COST ESTIMATES FOR ALL PROJECTS**

**PROJECT AND PROGRAMME VALUES PER INTEGRATION ZONE**

The breakdown of projects and programmes per Integration Zone is given in the **Table C1.2 (see overleaf)**. These amounts are estimates at present due to the mapping of the exact GPS coordinates of projects still being in progress.

The spatial location of the projects making up the above capital budget allocations is graphically reflected in **Diagram C1.1**.

**Diagram C1.1: Spatial Location of the Capital Budget**



**GRANT ALLOCATIONS BY GRANT PROGRAMME**

Capital grant funding from the Government for the 2019/20 – 2021/22 3 Year MTREF period is shown **Table C1.3 (see overleaf)**.

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



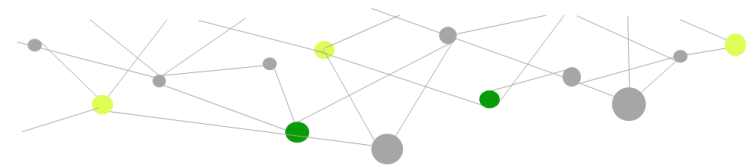


Table C1.2: MTREF 2019/20 – 2021/22 Capital Budget per Integration Zone

Spatial Category	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Capital Budget 2021/2022	%	Total MTREF Budget 2019/20 - 2021/22	%
INTEGRATION ZONE 1	R 1 963 023 268	50.6%	R 1 899 237 980	49.3%	R 1 772 184 067	42.5%	R 5 634 445 315	47.3%
INTEGRATION ZONE 2	R 926 131 715	23.9%	R 1 041 179 439	27.0%	R 1 222 141 757	29.3%	R 3 189 452 911	26.8%
INTEGRATION ZONE 3	R 573 917 718	14.8%	R 445 198 906	11.6%	R 356 533 416	8.5%	R 1 375 650 040	11.6%
INTEGRATION ZONE 4	R 236 722 306	6.1%	R 234 500 000	6.1%	R 189 000 000	4.5%	R 660 222 306	5.5%
INTEGRATION ZONE 5	R 183 056 000	4.7%	R 232 515 648	6.0%	R 630 786 174	15.1%	R 1 046 357 822	8.8%
<b>TOTAL</b>	<b>R 3 882 851 007</b>	<b>100%</b>	<b>R 3 852 631 973</b>	<b>100%</b>	<b>R 4 170 645 414</b>	<b>100%</b>	<b>R 11 906 128 394</b>	<b>100%</b>

Table C1.3: Capital Budget per Source of Finance

FUNDING SOURCE	Capital Budget 2019/20	%	Capital Budget 2020/21	%	Capital Budget 2021/22	%	MTREF Total 2019/20- 2021/22	%
USDG	R 1 925 514 000	23%	R 1 527 564 000	18%	R 1 634 616 000	20%	R 5 087 694 000	20%
REVENUE	R 1 032 856 050	12%	R 1 071 510 880	13%	R 1 071 510 880	13%	R 3 175 877 810	13%
PTNG	R 445 521 000	5%	R 471 716 000	6%	R 500 630 650	6%	R 1 417 867 650	6%
SRAC Provincial Grant	R 9 000 000	0%	R 9 000 000	0%	R 9 000 000	0%	R 27 000 000	0%
NDPG	R 65 000 000	1%	R 80 000 000	1%	R 74 999 000	1%	R 219 999 000	1%
INEP	R -	0%	R -	0%	R -	0%	R -	0%
ICDG	R 54 295 000	1%	R 51 069 000	1%	R 54 878 000	1%	R 160 242 000	1%
HSDG	R -	0%	R -	0%	R -	0%	R -	0%
EXTERNAL LOANS	R 4 646 161 934	56%	R 4 780 404 379	56%	R 4 166 545 888	51%	R 13 593 112 201	54%
EEDMS	R 12 150 450	0%	R 13 950 000	0%	R 9 300 000	0%	R 35 400 450	0%
Inf. Sett. Upgr. Part. Grant (ISUPG)	R -	0%	R 416 495 000	5%	R 611 615 000	8%	R 1 028 110 000	4%
OTHER / UNASSIGNED	R 120 000 000	1%	R 92 000 000	1%		0%	R 212 000 000	1%
<b>TOTAL</b>	<b>R 8 310 498 434</b>	<b>100%</b>	<b>R 8 513 709 259</b>	<b>100%</b>	<b>R 8 133 095 418</b>	<b>100%</b>	<b>R 24 957 303 111</b>	<b>100%</b>



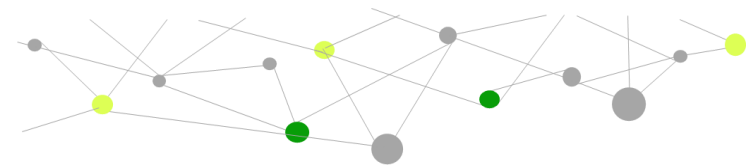
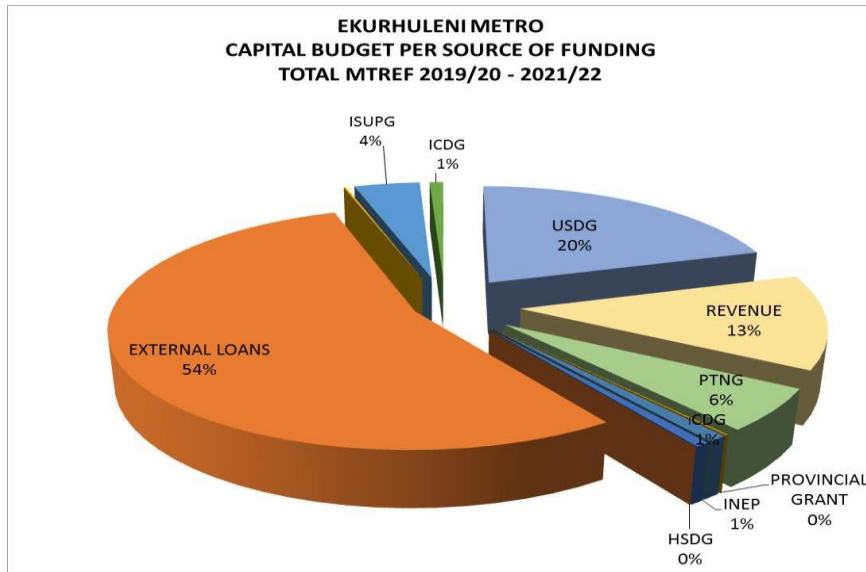
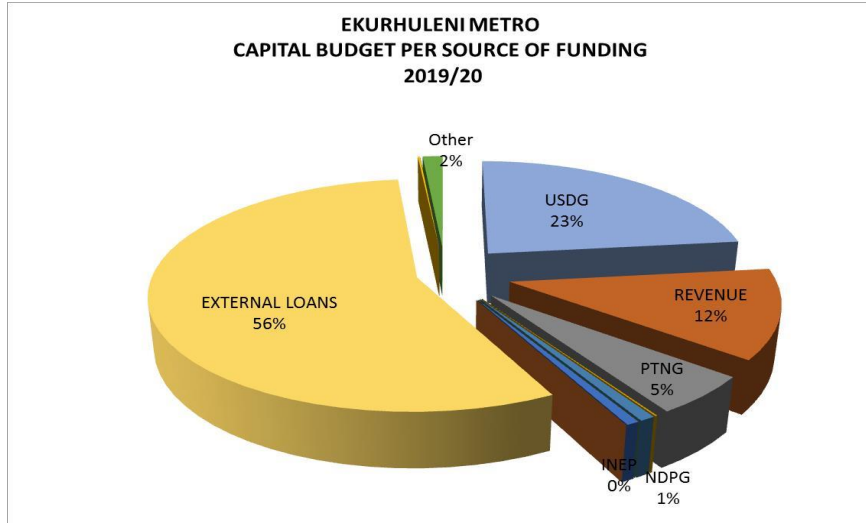


Diagram C1.2 Spatial Location of Capital Budget per Source of Funding



C2 INTERGOVERNMENTAL PROJECT PIPELINE

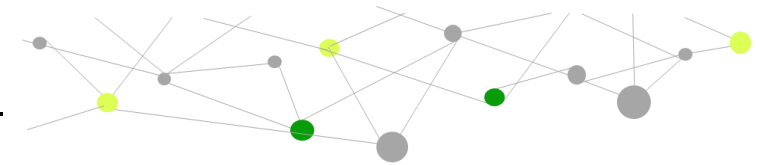
PRIORITISED CATALYTIC PROJECTS PER PRIORITISED SPATIALLY TARGETED AREAS

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.

Table C2.1: Summarised Prioritised Catalytic Projects

Catalytic Projects / Programmes	Total Value (R'm)
<b>Aerotropolis</b>	
EMM implemented projects; O.R. Tambo International Airport (extension of western and midfield terminal)	R 144 853 544
<b>Revitalization of Township Economies</b>	
EMM implemented projects	R 151 000 000
<b>Revitalization of Manufacturing Sector</b>	
EMM implemented projects; Tambo Springs Inland Freight Port; Prasa New Rolling Stock	R 421 160 450
<b>IRPTN</b>	
EMM implemented sub-projects	R 1 867 727 000
<b>Urban Regeneration</b>	
Germiston CBD / Kempton Park CBD	R 1 003 950 865
<b>Urban Renewal</b>	
EMM implemented projects - Wattville, Katorus etc.	R 370 890 000
<b>Strategic Urban Developments</b>	
Riverfields Mixed Use Development, M&T Mixed Use Development, Glen Gory Development	R 747 852 583
<b>Catalytic Housing Projects Cluster: Northern</b>	
Clayville Ext 45, 71, Heartland; Esselen Park (Witfontein) / Esselen Park Ext 3; Tembisa Ext 25	R 577 000 000
<b>Catalytic Housing Projects Cluster: Eastern</b>	
John Dube 2; Brakpan Old Location; Tsakane Ext 22; Chief Albert Luthuli Ext 6	R 640 500 000
<b>Catalytic Housing Projects Cluster: Southern</b>	
Leeuwpoot; Germiston Urban Renewal Housing; Zwartkoppies; Palmietfontein; Rietspruit/Rietfontein; Palmridge 10 & 11	R 764 923 995
<b>Strategic Land Parcels</b>	
Land Banking and Property Acquisition	R 1 936 000 000
<b>Total</b>	<b>R 8 625 858 437</b>





(Note: The amounts shown in these tables are estimates and subject to change as the Metro 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.)

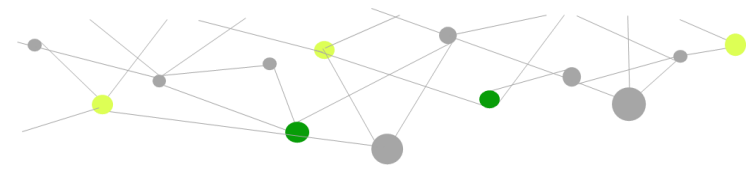
The Catalytic Projects consist of those Programmes shown above. The following Tables reflect the individual sub-projects and their 3-year MTREF totals within each of these Catalytic Programmes. Each Table has a corresponding Figure which shows the Catalytic budget allocations spatially. There are three Tables and their respective Figures, as follows:

- **Figure C2.1: 2019-20 – 2021-22 cumulative MTREF Catalytic Projects more than R 1 000 000 000 (refer Table C2.3)**
- **Figure C2.2: 2019-20 – 2021-22 cumulative MTREF Catalytic Projects between R 500 000 000 – R 1 000 000 000 (refer Table C2.4)**
- **Figure C2.3: 2019-20 – 2021-22 cumulative MTREF Catalytic Projects up to R 500 000 000 (refer Table C2.5)**

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

Category	Project Description	Capital Budget 2019/20	Capital Budget 2020/21	Capital Budget 2021/22	MTREF Total 2019/20 - 2020/22
<b>Integration Zone 1 : Tembisa-Kempton Park</b>					
Catalytic	Aerotropolis	R 20 000 000	R 50 006 692	R 63 846 852	<b>R 133 853 544</b>
Catalytic	IRPTN	R 568 521 000	R 578 716 000	R 440 000 000	<b>R 1 587 237 000</b>
Catalytic	Northern Catalytic Human Settlement Projects: Clayville, Esselen Park, Olifantsfontein	R 257 000 000	R 245 000 000	R 75 000 000	<b>R 577 000 000</b>
Catalytic	Strategic Urban Developments: Riverfields & M&T Mixed Use	R 122 667 500	R 156 843 813	R 176 354 380	<b>R 455 865 693</b>
Catalytic	Urban Renewal: Kempton Park CBD	R 23 000 000	R 62 341 707	R 71 000 000	<b>R 156 341 707</b>
Catalytic	Urban Renewal: Tembisa	R 12 000 000	R 16 500 000	R 40 000 000	<b>R 68 500 000</b>
Catalytic	Revitalisation of Township Economies	R 50 000 000	R 50 000 000	R 21 000 000	<b>R 121 000 000</b>
<b>Integration Zone 1 : Tembisa-Kempton Park</b>					
		<b>R 1 053 188 500</b>	<b>R 1 159 408 212</b>	<b>R 887 201 232</b>	<b>R 3 099 797 944</b>
<b>Integration Zone 2 : Vosloorus-Boksburg-Bartlett</b>					
Catalytic	IRPTN		R 80 000 000		<b>R 80 000 000</b>
Catalytic	Urban Renewal: Germiston CBD	R 45 000 000	R 8 000 000	R 132 000 000	<b>R 185 000 000</b>
Catalytic	Urban Renewal: Katorus	R 75 540 000	R 0	R 0	<b>R 75 540 000</b>
Catalytic	Urban Renewal: Wattville-Actonville	R 97 980 000	R 30 870 000	R 40 000 000	<b>R 168 850 000</b>
Catalytic	Southern Catalytic Human Settlement Projects Cluster: Leeuwpoot; Germiston Urban Renewal Housing; Rierspruit / Rietfontein; Palmietfontein; Palm Ridge Ext. 10 & 11	R 348 188 409	R 316 735 586	R 100 000 000	<b>R 764 923 995</b>
Catalytic	Revitalisation of the Manufacturing Sector	R 30 000 000	R 20 000 000	R 50 160 450	<b>R 100 160 450</b>
<b>Integration Zone 2 : zosloorus-Boksburg-Bartlett</b>					
		<b>R 596 708 409</b>	<b>R 455 605 586</b>	<b>R 322 160 450</b>	<b>R 1 374 474 445</b>
<b>Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston</b>					
Catalytic	Urban Renewal: Germiston CBD	R 151 367 158	R 60 000 000	R 50 000 000	<b>R 261 367 158</b>
Catalytic	Revitalisation of Township Economies	R 15 000 000	R 15 000 000	R 0	<b>R 30 000 000</b>
<b>Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston</b>					
		<b>R 166 367 158</b>	<b>R 75 000 000</b>	<b>R 50 000 000</b>	<b>R 291 367 158</b>
<b>Integration Zone 4 : Etwatwa-Dazeyton-Benoni</b>					
Catalytic	Eastern Catalytic Housing Projects Cluster: Chief Albert Luthuli Ext.6, Tsakane Ext.22, John Dube Ext.2	R 126 500 000	R 203 000 000	R 1 000 000	<b>R 330 500 000</b>
Catalytic	IRPTN	R 18 000 000	R 11 500 000	R 10 000 000	<b>R 39 500 000</b>
<b>Integration Zone 4 : Etwatwa-Dazeyton-Benoni</b>					
		<b>R 144 500 000</b>	<b>R 214 500 000</b>	<b>R 11 000 000</b>	<b>R 370 000 000</b>
<b>Integration Zone : 5 Duduza-Tsakane-KwaThema-Boksburg</b>					
Catalytic	Revitalisation of Township Economies				<b>R 0</b>
<b>Integration Zone 5 : Duduza-Tsakane-KwaThema-Boksburg</b>					
		<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>
<b>Marginalised Area - Other / Outside Integration Zones</b>					
Catalytic	IRPTN	R 34 190 000	R 74 800 000	R 0	<b>R 108 990 000</b>
Catalytic	Strategic Urban Developments: Tambo Springs Inland Port	R 130 000 000	R 126 365 890	R 35 621 000	<b>R 291 986 890</b>
Catalytic	Urban Renewal: Tembisa	R 22 000 000	R 24 000 000	R 12 000 000	<b>R 58 000 000</b>
Catalytic	Eastern Catalytic Housing Projects Cluster: Chief Albert Luthuli Ext.6	R 110 000 000	R 100 000 000	R 100 000 000	<b>R 310 000 000</b>
Catalytic	Strategic Land Parcels & Bulk Services (for Human Settlements)	R 540 000 000	R 580 000 000	R 620 000 000	<b>R 1 740 000 000</b>
<b>Marginalised Area - Other / Outside Integration Zones</b>					
		<b>R 836 190 000</b>	<b>R 905 165 890</b>	<b>R 767 621 000</b>	<b>R 2 508 976 890</b>
<b>City-Wide Projects</b>					
Catalytic	Strategic Land Parcels & Bulk Services (for Human Settlements)	R 68 000 000	R 68 000 000	R 60 000 000	<b>R 196 000 000</b>
<b>City-wide Projects</b>					
		<b>R 68 000 000</b>	<b>R 68 000 000</b>	<b>R 60 000 000</b>	<b>R 196 000 000</b>
<b>Remainder of Metro Area / Other / Not Mapped</b>					
Catalytic	Aerotropolis	R 7 500 000	R 1 500 000	R 2 000 000	<b>R 11 000 000</b>
Catalytic	IRPTN	R 27 000 000	R 13 000 000	R 12 000 000	<b>R 52 000 000</b>
Catalytic	Revitalisation of the Manufacturing Sector	R 95 000 000	R 106 000 000	R 120 000 000	<b>R 321 000 000</b>
Catalytic	Urban Renewal: Kempton Park CBD	R 13 000 000	R 23 000 000	R 23 000 000	<b>R 59 000 000</b>
Catalytic	Urban Renewal: Germiston CBD	R 77 295 000	R 76 069 000	R 188 878 000	<b>R 342 242 000</b>
<b>Remainder of Metro Area / Other</b>					
		<b>R 219 795 000</b>	<b>R 219 569 000</b>	<b>R 345 878 000</b>	<b>R 785 242 000</b>
<b>Total</b>		<b>R 3 084 749 067</b>	<b>R 3 097 248 688</b>	<b>R 2 443 860 682</b>	<b>R 8 625 858 437</b>





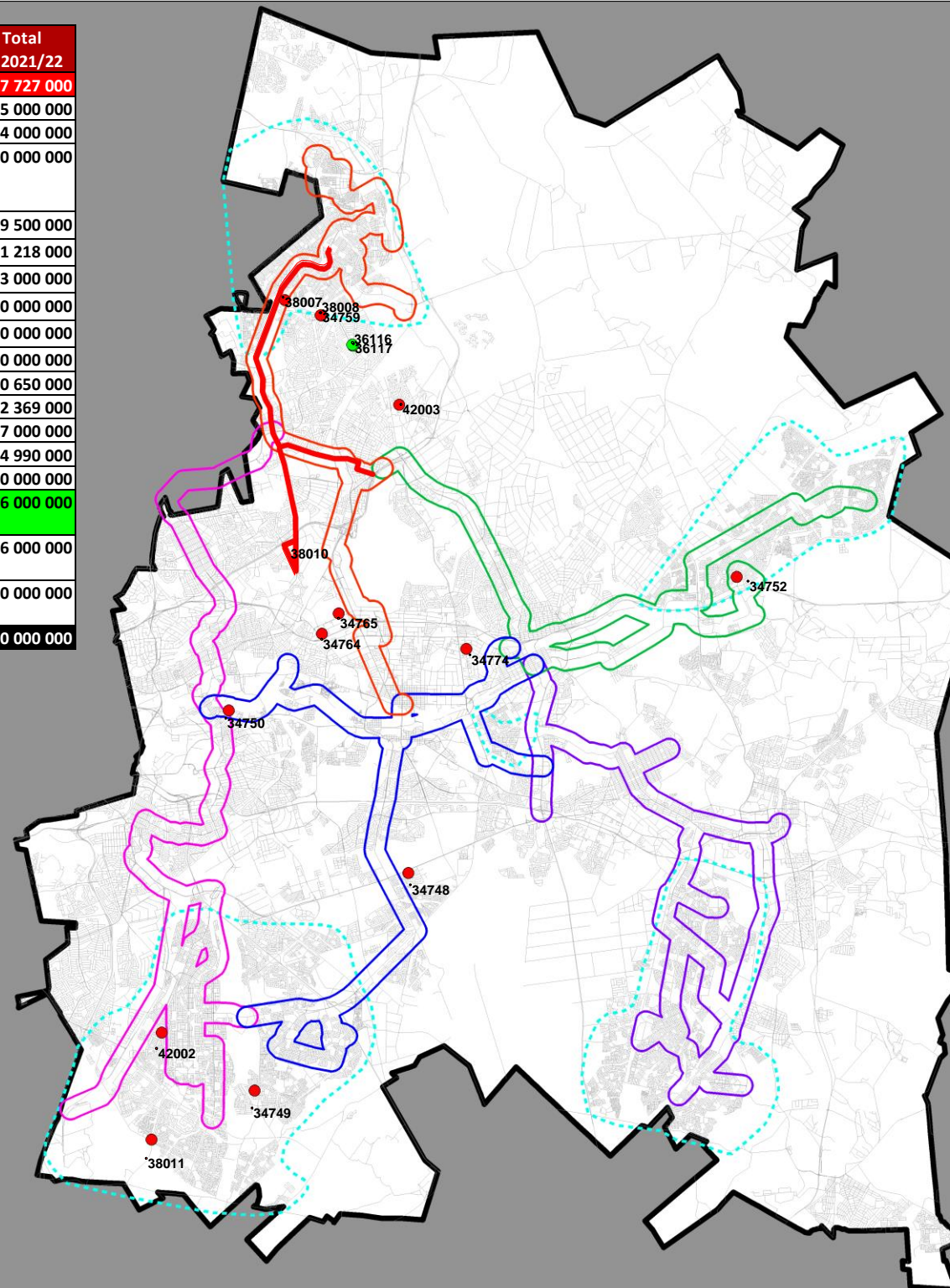
**Table C2.3: 2019-20 – 2021-22 cumulative MTREF Catalytic Projects budget allocations *more than R 1 000 000 000***

Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
	<b>IRPTN</b>	<b>R 1 867 727 000</b>
38007	IRPTN: Bus Depots	R 360 000 000
34759	IRPTN: Infrastructure and Implementing (PTNG)	R 331 218 000
38008	IRPTN: Road Infrastructure (PTNG)	R 290 650 000
38010	IRPTN: ITS (PTNG)	R 232 369 000
34764	IRPTN: Project designs, Planning and Management	R 223 000 000
34765	IRPTN: ITS (PTNG)	R 150 000 000
42002	Thokoza NMT	R 104 990 000
34750	Construction of Intermodal facilities: Upgrading Germiston Station Taxi Rank(Germiston)	R 80 000 000
34752	Construction of public transport facilities Daveyton(Daveyton)	R 39 500 000
34774	Refurbishment of Public Transport Facilities(Corporate)	R 30 000 000
42003	Thembisa phase 2 NMT	R 10 000 000
38011	Taxi rank - Greenfield	R 7 000 000
34748	taxi rank - Windmill Park(Boksburg)	R 5 000 000
34749	taxi rank - Katlehong ward 63(Katlehong 2)	R 4 000 000
	<b>Strategic Land Parcels and Bulk Services to Human Settlements</b>	<b>R 1 936 000 000</b>
36117	Land Banking & Property Acquisition (For Human Settlements)(Corporate)	R 970 000 000
36116	Land Banking & Property Acquisition(Corporate)	R 196 000 000
36228	Electrification of Informal Settlements (Reblocking Areas)(Corporate)	R 770 000 000



**Table C2.3: 2019-20 MTREF Catalytic budget allocations more than R 1 000 000 000 in total**

Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
<b>IRPTN</b>		<b>R 1 867 727 000</b>
34748	taxi rank - Windmill Park(Boksburg)	R 5 000 000
34749	taxi rank - Katlehong ward 63(Katlehong 2)	R 4 000 000
34750	Construction of Intermodal facilities: Upgrading Germiston Station Taxi Rank(Germiston)	R 80 000 000
34752	Construction of public transport facilities	R 39 500 000
34759	IRPTN: Infrastructure and Implementing	R 331 218 000
34764	IRPTN: Project designs, Planning and	R 223 000 000
34765	IRPTN: ITS (PTNG)	R 150 000 000
34774	Refurbishment of Public Transport	R 30 000 000
38007	IRPTN: Bus Depots	R 360 000 000
38008	IRPTN: Road Infrastructure (PTNG)	R 290 650 000
38010	IRPTN: ITS (PTNG)	R 232 369 000
38011	Taxi rank - Greenfield	R 7 000 000
42002	Thokoza NMT	R 104 990 000
42003	Thembisa phase 2 NMT	R 10 000 000
<b>Strategic Land Parcels and Bulk Services to Human Settlements</b>		<b>R 1 936 000 000</b>
Land Banking & Property Acquisition(Corporate)		R 196 000 000
36116	Land Banking & Property Acquisition (For Human Settlements)(Corporate)	R 970 000 000
36117	Land Banking & Property Acquisition (For Human Settlements)(Corporate)	R 970 000 000
36228	Electrification of Informal Settlements (Reblock	R 770 000 000




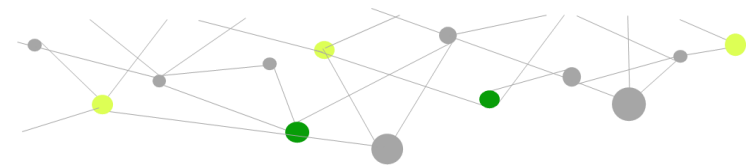
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- IPTN Phase 2
- IPTN Phase 3
- IPTN Phase 4
- IPTN Phase 5
-  Railway line



Figure C2.1

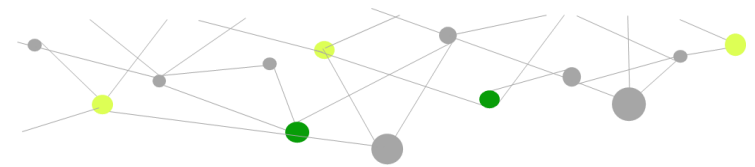


**Table C2.4: 2019-20 – 2021-22 cumulative MTREF Catalytic Projects budget allocations *between R 500 000 000 – R 1 000 000 000***

Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
<b>Strategic Urban Developments</b>		<b>R 747 852 583</b>
60173	TAMBO SPRINGS INLAND PORT	R 291 986 890
40751	36115_06_Riverfields Mixed-Used Development	R 257 919 250
40764	36115_03_M & T Mixed Use Development	R 197 946 443
<b>Northern Catalytic Housing Cluster</b>		<b>R 577 000 000</b>
35783	Mega Project: Esselen Park - Witfontein (Mega - Tembisa Triangle) - Birchleigh North Ext 4(Ke	R 234 000 000
60534	CLAYVILLE NORTH RESERVOIR (25ML)	R 45 000 000
60528	ESSELEN RESERVOIR (25ML)	R 45 000 000
60532	CLAYVILLE RESERVOIR (25ML)	R 40 000 000
35637	Clayville Ext 45 Social Housing (Kempton Park)	R 30 500 000
36071	Clayville Electrification(Tembisa 2)	R 30 000 000
35825	Mega Project: Tembisa Ext 25 (Old Mutual Land)(Tembisa 2)	R 30 000 000
35745	New Clinic Esselen Park Tembisa (Tembisa 1)	R 28 000 000
37846	Clayville North Reservoir and Tower	R 28 000 000
60190	CLAYVILLE EXT 71 & 80	R 27 000 000
36277	Construction of a new 4Ml Tembisa Tower (Tembisa 1)	R 22 000 000
35753	New Tswelopele Winnie Mandela Clinic (Tembisa 2)	R 17 000 000
39185	Clayville Ext 45 , 50 , 71 - 80 Infrastructure upgrade	R 500 000
<b>Eastern Catalytic Housing Cluster</b>		<b>R 640 500 000</b>
34338	Chief A Luthuli Park Ext 6 (Stage 4 Detailed designs for 1551 RDP walk up units, including d	R 310 000 000
38736	Brakpan old location	R 170 000 000
37910	Mega Project: John Dube 2	R 140 000 000
38650	Chief Albert Luthuli Ext 6	R 9 500 000
39182	Tsakane Ext 22 & 23	R 6 000 000







Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
39186	Brakpan Old Location	R 5 000 000
	<b>Southern Catalytic Housing Cluster</b>	<b>R 764 923 995</b>
35807	Leeuwpoort Development (Bulk Infrastructure)(Boksburg)	R 380 247 303
35819	Palm Ridge Extension 9(Katlehong 2)	R 40 676 692
39189	Mega Project: Van Dyk Park	R 174 000 000
37911	Mega Project: Palmietfontein	R 170 000 000
	<b>Urban Renewal - Germiston CBD</b>	<b>R 788 609 158</b>
34340	Germiston Urban Renewal - Germiston Public Space Upgrade(Germiston)	R 160 242 000
35833	Germiston Knowledge Centre(Germiston)	R 150 000 000
60188	GERMISTON EXT 44 RDP WALK-UPS HOUSING DEVELOPMENT	R 120 000 000
60189	GERMISTON EXT 47 -MAKAUSE RDP WALK-UP	R 120 000 000
35829	Upgrade and renewal of SAAME Building Germiston	R 60 367 158
35600	Germiston Depot Standby Quarters, ablutions, etc.(Germiston)	R 40 000 000
40684	Upgrade and renewal of the Golden Heights building Germiston	R 40 000 000
35832	Upgrade and renewal of Saambou building Germiston	R 40 000 000
38652	Civic Centre Clinic Germiston	R 25 000 000
35619	Kraft Barbara Road Intersection Upgrade(Germiston)	R 12 000 000
34795	Bedfordview Bulk Water(Germiston)	R 11 000 000
35057	Tunney Rds: Brollo & Brickfields rds(Germiston)	R 10 000 000

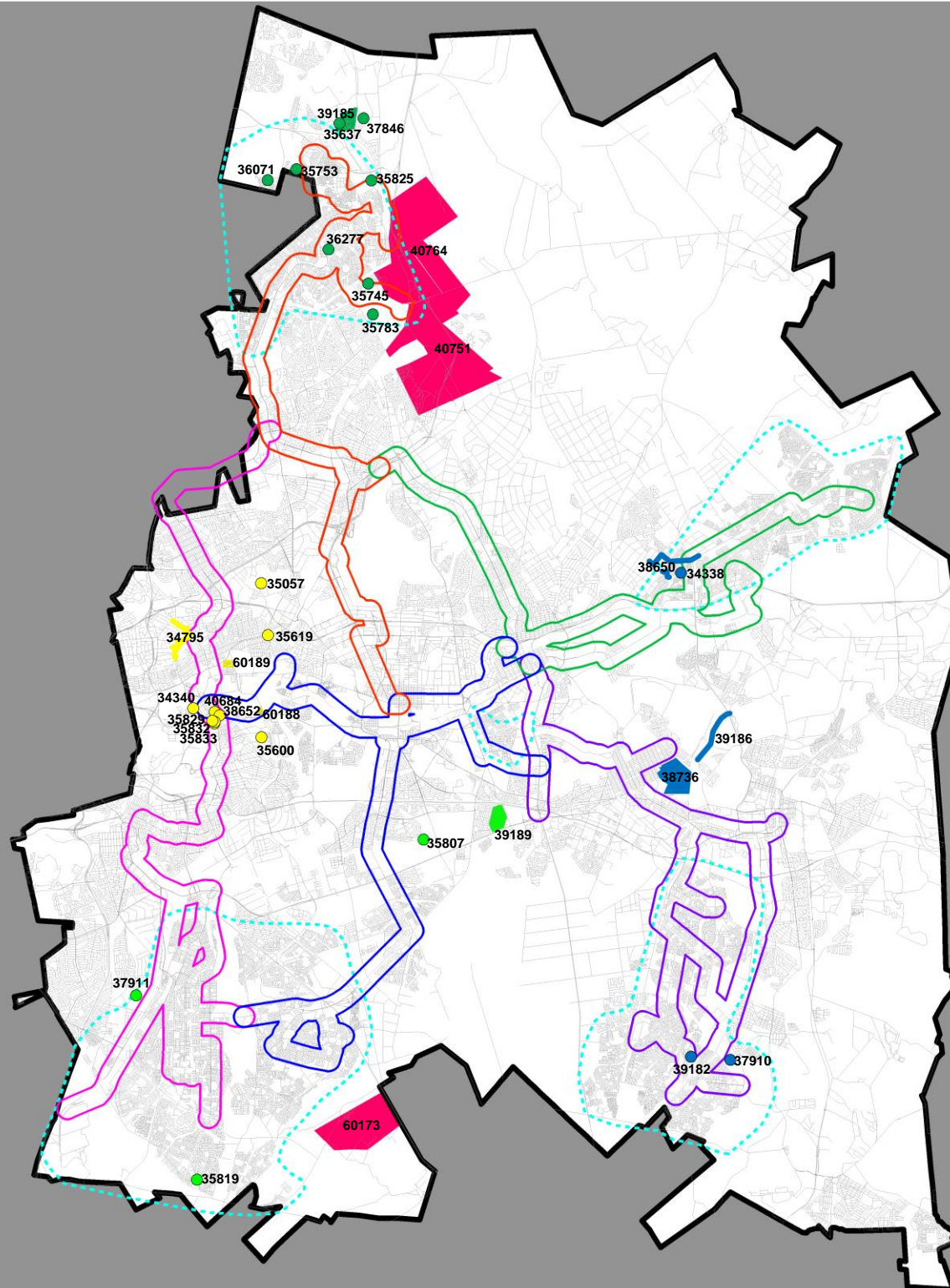


**CoE BEPP**

2019-2020

**Table C2.4: 2019-20 MTREF Catalytic budget allocations between R 500 000 000 – R 1 000 000 000 in total**

Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
<b>Strategic Urban Developments</b>		<b>R 747 852 583</b>
40751	36115_06_Riverfields Mixed-Used Development	R 257 919 250
40764	36115_03_M & T Mixed Use Development	R 197 946 443
60173	TAMBO SPRINGS INLAND PORT	R 291 986 890
<b>Northern Catalytic Housing Cluster</b>		<b>R 577 000 000</b>
35637	Clayville Ext 45 Social Housing (Kempton Park)	R 30 500 000
35745	New Clinic Esselen Park Tembisa (Tembisa 1)	R 28 000 000
35753	New Tswelopele Winnie Mandela Clinic (Tembisa 2)	R 17 000 000
Mega Project: Esselen Park - Witfontein (Mega - Tembisa Triangle) - Birchleigh North Ext 4(Ke		R 234 000 000
35783	Mega Project: Tembisa Ext 25 (Old Mutual Land)(Tembisa 2)	R 30 000 000
36071	Clayville Electrification(Tembisa 2)	R 30 000 000
36277	Construction of a new 4Ml Tembisa Tower (Tembisa 1)	R 22 000 000
37846	Clayville North Reservoir and Tower	R 28 000 000
39185	Clayville Ext 45, 50, 71 - 80 Infrastructure upgrade	R 500 000
60190	CLAYVILLE EXT 71 & 80	R 27 000 000
60528	ESSELEN RESERVOIR (25ML)	R 45 000 000
60532	CLAYVILLE RESERVOIR (25ML)	R 40 000 000
60534	CLAYVILLE NORTH RESERVOIR (25ML)	R 45 000 000
<b>Eastern Catalytic Housing Cluster</b>		<b>R 640 500 000</b>
Chief A Luthuli Park Ext 6 (Stage 4 Detailed designs for 1551 RDP walk up units, including d		R 310 000 000
34338		
37910	Mega Project: John Dube 2	R 140 000 000
38650	Chief Albert Luthuli Ext 6	R 9 500 000
38736	Brakpan old location	R 170 000 000
39182	Tsakane Ext 22 & 23	R 6 000 000
39186	Brakpan Old Location	R 5 000 000
<b>Southern Catalytic Housing Cluster</b>		<b>R 764 923 995</b>
35807	Leeuwpoot Development (Bulk Infrastructure)(Boksburg)	R 380 247 303
35819	Palm Ridge Extension 9(Katlehong 2)	R 40 676 692
37911	Mega Project: Palmietfontein	R 170 000 000
39189	Mega Project: Van Dyk Park	R 174 000 000
<b>Urban Renewal - Germiston CBD</b>		<b>R 788 609 158</b>
Germiston Urban Renewal - Germiston Public Space Upgrade(Germiston)		R 160 242 000
34340		
34795	Bedfordview Bulk Water(Germiston)	R 11 000 000
35057	Tunney Rds: Brollo & Brickfields rds(Germiston)	R 10 000 000
Germiston Depot Standby Quarters, ablutions, etc.(Germiston)		R 40 000 000
35600		
35619	Kraft Barbara Road Intersection Upgrade(Germiston)	R 12 000 000
35829	Upgrade and renewal of SAAME Building Germiston	R 60 367 158
35832	Upgrade and renewal of Saambou building Germiston	R 40 000 000
35833	Germiston Knowledge Centre(Germiston)	R 150 000 000
38652	Civic Centre Clinic Germiston	R 25 000 000
Upgrade and renewal of the Golden Heights building Germiston		R 40 000 000
40684		
60188	GERMISTON EXT 44 RDP WALK-UPS HOUSING DEVELOPMENT	R 120 000 000
60189	GERMISTON EXT 47 - MAKAUSE RDP WALK-UP	R 120 000 000



- IPTN Phase 1
- IPTN Phase 2
- IPTN Phase 3
- IPTN Phase 4
- IPTN Phase 5
- Railway line



Figure C2.1

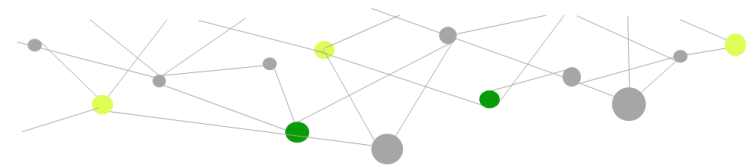
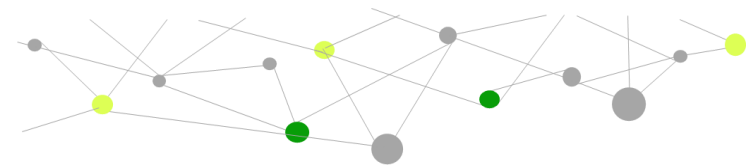


Table C2.5: 2019-20 – 2021-22 cumulative MTREF Catalytic Projects budget allocations up to R 500 000 000

Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
	<b>Aerotropolis</b>	<b>R 144 853 544</b>
40771	36115_01_Airport Precinct	R 133 853 544
60175	Kempton Park CBD Recinct Plan Implementation	R 6 500 000
60279	Median Besembos Drive	R 2 500 000
37785	Geometric Impr. (N) 13th and Bartlett Road Intersection	R 2 000 000
	<b>Revitalisation of Township Economies</b>	<b>R 151 000 000</b>
42096	Ekurhuleni Business Centre (Kempton Park)	R 121 000 000
42088	Automotive City- Katlehong	R 30 000 000
	<b>Revitalisation of the Manufacturing Sector</b>	<b>R 421 160 450</b>
36190	36190_00_Labore & Withoek Industrial park (Tsakane)	R 250 000 000
40755	36115_02_Greenreef Project	R 100 160 450
36044	Reiger Park Enterprise Hub & Ramaphosa Vocational Skills Centre.(Boksburg)	R 71 000 000
	<b>Urban Renewal - Tembisa</b>	<b>R 126 500 000</b>
35613	Kaal Spruit rehabilitation(Tembisa 2)	R 49 000 000
34490	Tembisa Sewer(Tembisa 1)	R 41 000 000
39104	Pedestrian Bridges: Greater Tembisa streams (Duplication)	R 10 000 000
34431	Tembisa Natural Watercourses upgrading(Tembisa 1)	R 9 000 000
35289	Roads: Low Cost Housing: North: Tswelapele Ext 8 Rds(Tembisa 2)	R 4 500 000
37788	Geometric Impr. (N) Road Improvements Road Access Management Tembisa	R 3 000 000
35179	SW Upgrades: (N): Covering of Channel Tembisa ext 7(Tembisa 2)	R 3 000 000
60159	Geometric Impr. (N) RAMP and Roundabout Tembisa	R 2 500 000
37806	Tembisa Ext. 10 stormwater	R 2 500 000
34963	Tertiary Rds: (N) Rds around erven 5877 - 5881(Tembisa 2)	R 2 000 000






Project ID	Project / Programme Name	MTREF Total 2019/20 - 2021/22
	<b>Urban Renewal - Kempton Park CBD</b>	<b>R 215 341 707</b>
38704	Upgrade and refurbishment of Kempton Park Civic Centre Building	R 63 000 000
39181	Pomona: New Eastern O/F sewer Phase 3 (Kempton Park)	R 33 000 000
36279	Construction of a Kempton Park Reservoir Zone Water Supply System(Kempton Park)	R 29 000 000
36110	EXT & UPGRADE KEMPTON PARK CLINIC (Kempton Park)	R 29 000 000
37938	Kempton Park Social Housing (Erven R2676 and 1/ 2676)	R 18 341 707
35549	Aerotropolis: Rhodesfield Rd network(Kempton Park)	R 12 000 000
35573	Constr. of Small Holding Roads(East) Gum Road(Kempton Park)	R 8 000 000
35581	Extension of Albertina Sisulu Expressway(Kempton Park)	R 8 000 000
40796	36274_01_QL: Construction of 23MI Kempton Park Reservoir	R 5 000 000
36280	Construction of a Bredell Zone Water Supply System(Kempton Park)	R 5 000 000
34652	Pomona: New Eastern OF sewer Phase 2 (Kempton Park)	R 5 000 000
	<b>Urban Renewal - Katorus</b>	<b>R 75 540 000</b>
35876	Urban Renewal: Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf 20846 Ext 30, P	R 75 540 000
60526	Urban Renewal: Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf 20846 Ext 30,	R 0
	<b>Urban Renewal - Wattville-Actonville</b>	<b>R 168 850 000</b>
35973	Urban Renewal: Wattville Erf 3130 Watville (Benoni)	R 107 110 000
37961	Urban Renewal: Watville Erf 3110 Watville	R 43 740 000
35975	Urban Renewal: Watville Public Space upgrade linked with NMT.(Benoni)	R 18 000 000



Table C2.5: 2018-19 MTREF Catalytic budget allocations up to R 500 000 000 in total

- IPTN Phase 1
- IPTN Phase 2
- IPTN Phase 3
- IPTN Phase 4
- IPTN Phase 5
-  Railway line

Project ID	Project / Programme Name
<b>Aerotropolis</b>	
37785	Geometric Impr. (N) 13th and Bartlett Road Intersection
40771	36115_01_Airport Precinct
<b>Kempton Park CBD Recinct Plan Implementation</b>	
60279	Median Besembos Drive
<b>Revitalisation of Township Economies</b>	
42088	Automotive City- Katlehong
42096	Ekurhuleni Business Centre (Kempton Park)
<b>Revitalisation of the Manufacturing Sector</b>	
36044	Reiger Park Enterprise Hub & Ramaphosa Vocational Skills Centre.(Boksburg)
36190	36190_00_Labore & Withoek Industrial park (Tsakane)
40755	36115_02_Greenreef Project
<b>Urban Renewal - Tembisa</b>	
34431	Tembisa Natural Watercourses upgrading(Tembisa 1)
34490	Tembisa Sewer(Tembisa 1)
34963	Tertiary Rds: (N) Rds around erven 5877 - 5881(Tembisa 2)
35179	SW Upgrades: (N): Covering of Channel Tembisa ext 7(Tembisa 2)
35289	Roads: Low Cost Housing: North: Tswelapele Ext 8 Rds(Tembisa 2)
35613	Kaal Spruit rehabilitation(Tembisa 2)
37788	Geometric Impr. (N) Road Improvements Road Access Management Tembisa
37806	Tembisa Ext. 10 stormwater
39104	Pedestrian Bridges: Greater Tembisa streams (Duplication)
60159	Geometric Impr. (N) RAMP and Roundabout Tembisa
<b>Urban Renewal - Kempton Park CBD</b>	
34652	Pomona: New Eastern OF sewer Phase 2 (Kempton Park)
35549	Aerotropolis: Rhodesfield Rd network(Kempton Park)
35573	Constr. of Small Holding Roads(East) Gum Road(Kempton Park)
35581	Extension of Albertina Sisulu Expressway(Kempton Park)
36110	EXT & UPGRADE KEMPTON PARK CLINIC (Kempton Park)
36279	Construction of a Kempton Park Reservoir Zone Water Supply System(Kempton Park)
36280	Construction of a Bredell Zone Water Supply System(Kempton Park)
37938	Kempton Park Social Housing (Erven R2676 and 1/ 2676)
38704	Upgrade and refurbishment of Kempton Park Civic Centre Building
39181	Pomona: New Eastern O/F sewer Phase 3 (Kempton Park)
40796	36274_01_QL: Construction of 23MI Kempton Park Reservoir
<b>Urban Renewal - Katorus</b>	
35876	Urban Renewal: Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf 20846 Ext 30, P
60526	Urban Renewal: Katorus: Erf 18383 Vosloorus X 9, Erf 6519 Vosloorus Ext 9, Erf 20846 Ext 30,
<b>Urban Renewal - Wattville-Actonville</b>	
35973	Urban Renewal: Wattville Erf 3130 Watville (Benoni)
35975	Urban Renewal: Watville Public Space upgrade linked with NMT.(Benoni)
37961	Urban Renewal: Watville Erf 3110 Watville

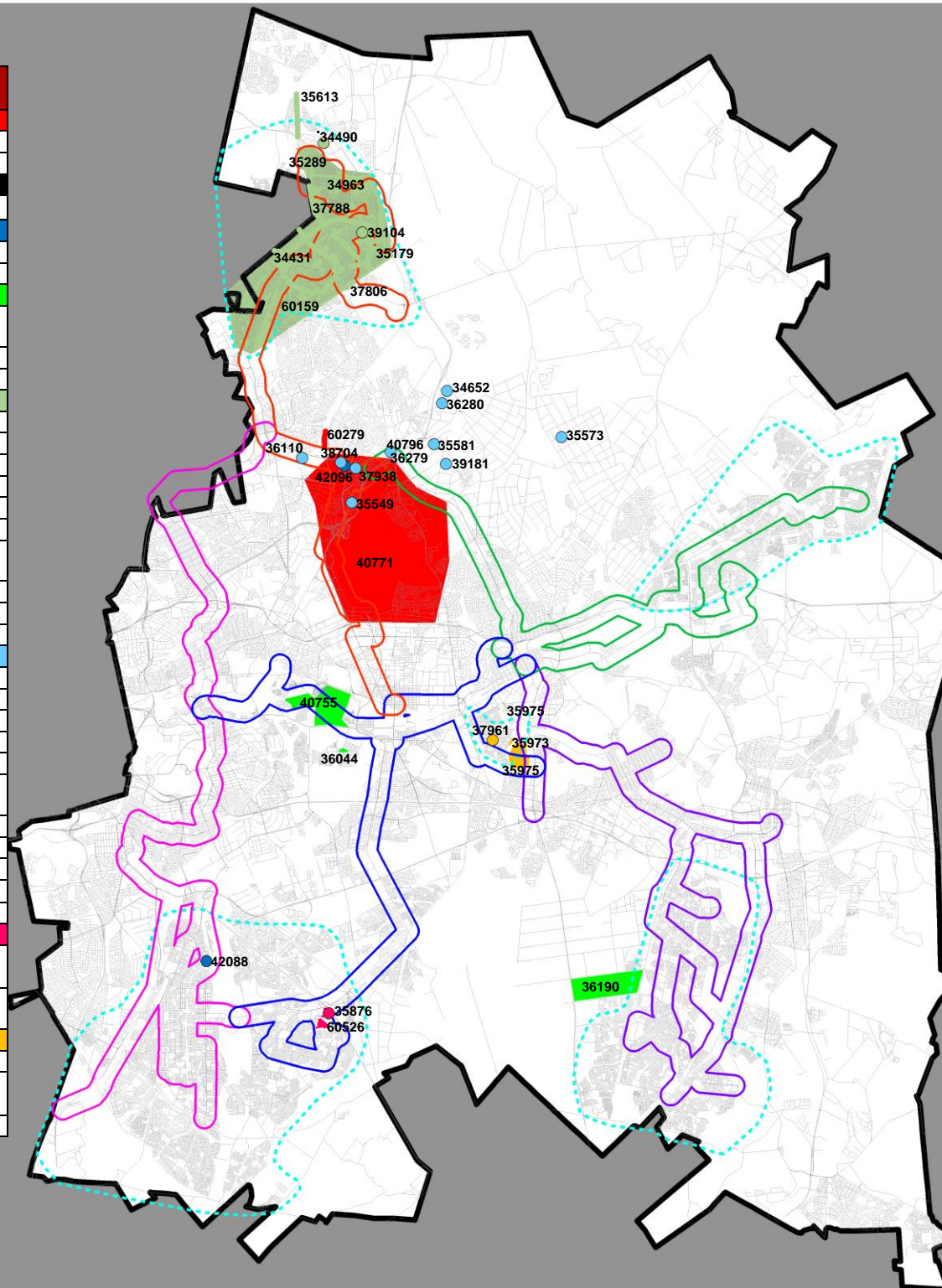
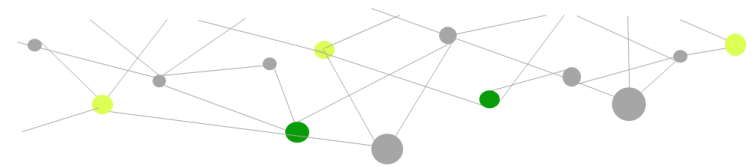


Figure C2.1



### 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.

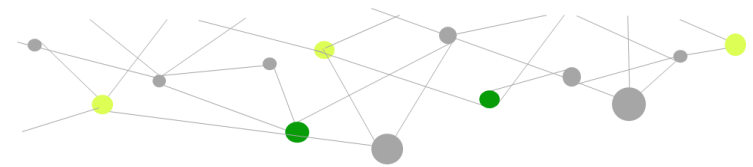
The City of Ekurhuleni’s MTREF allocations are largely based on the Growth and Development Strategy (GDS 2055), which is anchored on the following five pillars:

- 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.

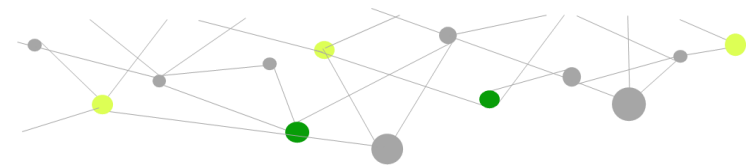
#### Capital Investment Framework: Institutional and Legislative Arrangements

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.

A previous CoE State of the City Address echoed the objective of the NDP and function of the CIF by stating that the CIF be utilised 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.

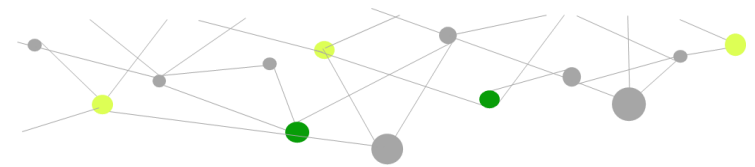
The Local Government Turnaround Strategy also highlights some of the major hurdles that municipalities are faced with, which includes poor financial management, inability to sufficiently grow economically and provide basic services within the realm of continued spatial inequality. The CIF is therefore 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), co-ordination, 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**

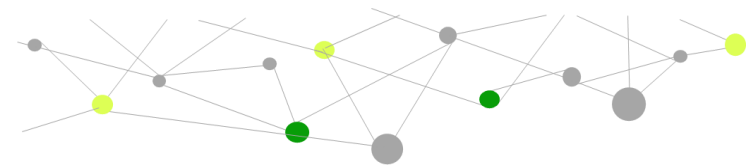
### **Technical Structures**

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:

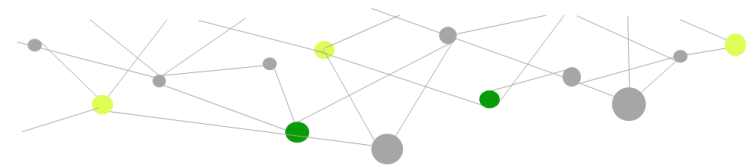
- Budget Bilateral
- Budget Group
- Function MTEC
- Function 10x10

**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 MTREF. The link between the BEPP Process and the annual budget cycle is being strengthened 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 timeframe, including 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 have been phased in as from the previous 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**

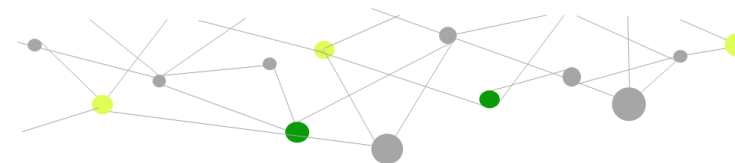
The Metro has an established and well-functioning Risk Committee which meets on at least a quarterly basis and is chaired by the Chief Risk Officer. A Risk Management Register is maintained and progress in addressing risks is discussed at the meetings, as well as any other risks that may have come to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

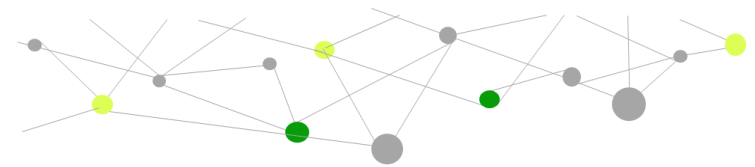




**Table C3.1 Risks Related to the Built Environment**

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

One of the core outcomes of the BEPP related 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 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.

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 collectively support the achievement of targets associated with building more productive, inclusive and sustainable cities. The prioritisation of particular areas mentioned above

should not result in a reduction of / less focus 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.

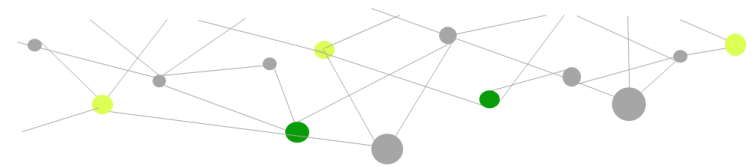
#### Roads and Stormwater

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:

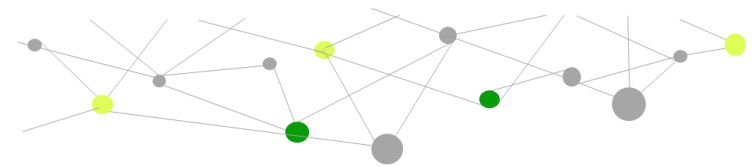
- Servicing several thousand stands to improve the living conditions of people awaiting their houses;
- Refurbishment of rental houses;
- Watville-Actonville, Tembisa and Katorus urban renewal;
- Social housing in Germiston.

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 Extension22;
- Germiston South;
- Leeuwpoort;
- 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.





## D

## SECTION D

CATALYTIC URBAN DEVELOPMENT  
PROGRAMME RESOURCING

## D1. 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.

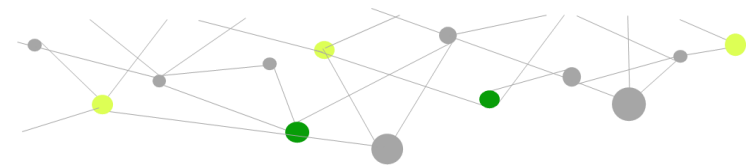
The components that have impacted on the long funding strategy include:

- 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 METRO’S PROJECT PIPELINE/SPATIAL BUDGET MIX**

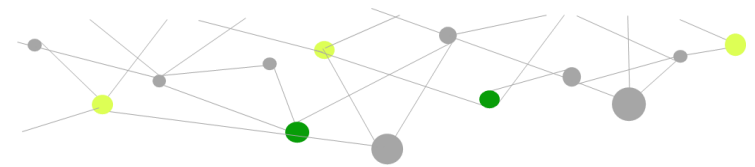
**D2.1 Resourcing Plan for Prioritised Catalytic Urban Development Programmes**

***Financial Resources***

The Metro’s Intergovernmental Project Pipeline and its Spatial Budget Mix are shown in sections C1 and D2 respectively. Through the CIF Capital Budgeting Process the Metro has allocated funding / financial resources over each of the forthcoming MTREF years to each spatially targeted category and catalytic urban development programme / project. As an example, the financial resources allocated to the catalytic programmes within the Metro’s Priority Integration Zone, Integration Zone 1, is shown in the following table.



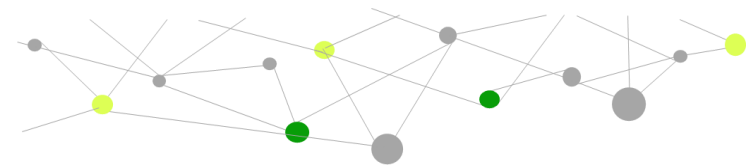




**Table D2.1 – Financial resources allocated to Integration Zone 1 Catalytic Projects**

Programme / Project Name	Source of Funding	Capital Budget 2019/2020	Source of Funding	Capital Budget 2020/2021	Source of Funding	Capital Budget 2021/2022	MITREF TOTAL 2019/20 - 2021/22
<b>IRPTN</b>							<b>1 587 237 000</b>
IRPTN: Infrastructure and Implementing (PTNG)	PTNG	140 502 000	PTNG	140 716 000	PTNG	50 000 000	331 218 000
IRPTN: Project designs, Planning and Management	PTNG	73 000 000	PTNG	70 000 000	PTNG	80 000 000	223 000 000
IRPTN: Road Infrastructure (PTNG)	PTNG	80 650 000	PTNG	90 000 000	PTNG	120 000 000	290 650 000
IRPTN: ITS (PTNG)	PTNG	50 000 000	PTNG	50 000 000	PTNG	50 000 000	150 000 000
IRPTN: ITS (PTNG)	PTNG	44 369 000	PTNG	108 000 000	PTNG	80 000 000	232 369 000
IRPTN: Bus Depots	PTNG	180 000 000	PTNG	120 000 000	PTNG	60 000 000	360 000 000
<b>Northern Catalytic Housing Cluster</b>							<b>577 000 000</b>
Mega Project: Tembisa Ext 25 (Old Mutual Land)(Tembisa 2)	USDG	30 000 000	USDG	-	USDG	-	30 000 000
Mega Project: Esselen Park - Witfontein (Mega - Tembisa Tr	Borrowings	107 000 000	Borrowings	127 000 000	USDG	-	234 000 000
Clayville North Reservoir and Tower	Borrowings	28 000 000	Borrowings	-	Borrowings	-	28 000 000
Clayville Ext 45 , 50 , 71 - 80 Infrastructure upgrade	-	500 000	USDG	-	USDG	-	500 000
Clayville Ext 45 Social Housing (Kempton Park)	USDG	30 500 000	Borrowings	-	-	-	30 500 000
Clayville Electrification(Tembisa 2)	USDG	10 000 000	USDG	10 000 000	USDG	10 000 000	30 000 000
Construction of a new 4Ml Tembisa Tower (Tembisa 1)	Borrowings	18 000 000	Borrowings	4 000 000	Borrowings	-	22 000 000
CLAYVILLE NORTH RESERVOIR (25ML)	-	10 000 000	-	20 000 000	-	15 000 000	45 000 000
ESSELEN RESERVOIR (25ML)	-	10 000 000	-	20 000 000	-	15 000 000	45 000 000
CLAYVILLE RESERVOIR (25ML)	-	5 000 000	-	20 000 000	-	15 000 000	40 000 000
CLAYVILLE EXT 71 & 80	-	-	-	27 000 000	-	-	27 000 000
New Clinic Esselen Park Tembisa (Tembisa 1)	Borrowings	8 000 000	Borrowings	12 000 000	Borrowings	8 000 000	28 000 000
New Tswelopele Winnie Mandela Clinic (Tembisa 2)	Borrowings	-	Borrowings	5 000 000	Borrowings	12 000 000	17 000 000
<b>Aerotropolis</b>							<b>133 853 544</b>
36115_01_Airport Precinct	Council	20 000 000	Council	50 006 692	Council	63 846 852	133 853 544
<b>Revitalisation of Township Economies</b>							<b>121 000 000</b>
Ekurhuleni Business Centre (Kempton Park)	-	50 000 000	-	50 000 000	-	21 000 000	121 000 000
<b>Strategic Urban Developments</b>							<b>455 865 693</b>
36115_06_Riverfields Mixed-Used Development	Council	80 000 000	Council	107 459 625	Council	70 459 625	257 919 250
36115_03_M & T Mixed Use Development	Council	42 667 500	Council	49 384 188	Council	105 894 755	197 946 443
<b>Urban Regeneration - Kempton Park CBD</b>							<b>156 341 707</b>
Upgrade and refurbishment of Kempton Park Civic Centre Bul	Borrowings	3 000 000	Borrowings	20 000 000	Borrowings	40 000 000	63 000 000
Kempton Park Social Housing (Erven R2676 and 1/ 2676)	-	-	Borrowings	18 341 707	Borrowings	-	18 341 707
EXT & UPGRADE KEMPTON PARK CLINIC (Kempton Park)	Borrowings	5 000 000	Borrowings	12 000 000	Borrowings	12 000 000	29 000 000
Aerotropolis: Rhodesfield Rd network(Kempton Park)	Borrowings	5 000 000	Borrowings	3 000 000	Borrowings	4 000 000	12 000 000
Construction of a Kempton Park Reservoir Zone Water Supply	Borrowings	10 000 000	Borrowings	9 000 000	Borrowings	10 000 000	29 000 000
36274_01_QL: Construction of 23Ml Kempton Park Reservoir	-	-	-	-	Borrowings	5 000 000	5 000 000
<b>Urban Renewal - Tembisa</b>							<b>68 500 000</b>
Tembisa Sewer(Tembisa 1)	Borrowings	2 000 000	Borrowings	9 000 000	Borrowings	30 000 000	41 000 000
Pedestrian Bridges: Greater Tembisa streams (Duplication)	Borrowings	2 000 000	Borrowings	4 000 000	Borrowings	4 000 000	10 000 000
Roads: Low Cost Housing: North: Tswelopele Ext 8 Rds(Temb	Borrowings	1 500 000	Borrowings	1 500 000	Borrowings	1 500 000	4 500 000
Geometric Impr. (N) Road Improvements Road Access Manag	Borrowings	500 000	Borrowings	1 500 000	Borrowings	1 000 000	3 000 000
SW Upgrades: (N): Covering of Channel Tembisa ext 7(Temb	Borrowings	1 500 000	-	-	Borrowings	1 500 000	3 000 000
Geometric Impr. (N) RAMP and Roundabout Tembisa	Borrowings	500 000	-	-	Borrowings	2 000 000	2 500 000
Tembisa Ext. 10 stormwater	Borrowings	2 500 000	-	-	-	-	2 500 000
Tertiary Rds: (N) Rds around erven 5877 - 5881(Tembisa 2)	Borrowings	1 500 000	Borrowings	500 000	-	-	2 000 000
<b>TOTAL</b>		<b>1 053 188 500</b>		<b>1 159 408 212</b>		<b>887 201 232</b>	<b>3 099 797 944</b>





Financial resources are therefore in place for each project within each programme, and consist of a combination of grant funding (PTNG, USDG), loan finance to be taken out by the Metro, and the Metro’s own revenue.

**Project Management Resource Outcomes**

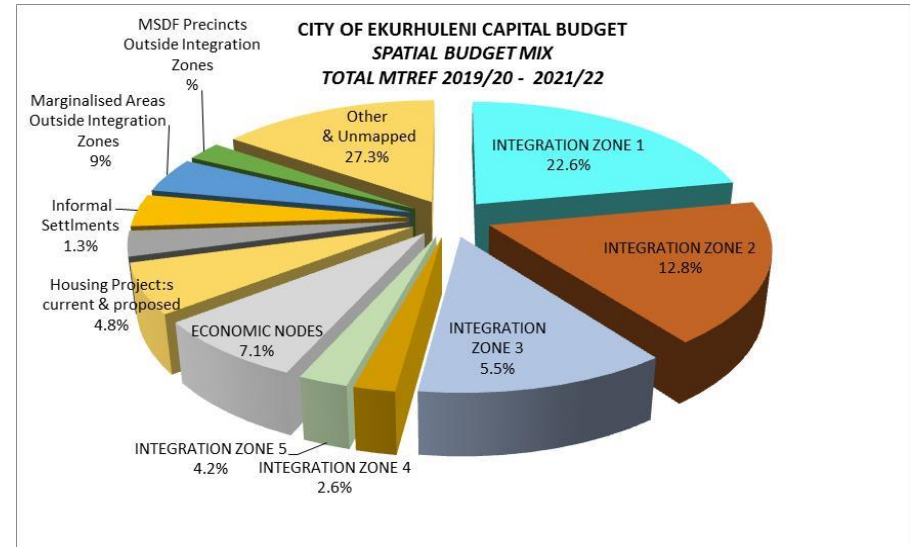
The following table (Table D2.2) shows the current status / outcome of project management resources which have been allocated to each of the above Integration Zone 1 catalytic projects.

Important aspects of the project preparation process is shown, including the current status of feasibility studies, EIA applications, water use license applications, township establishment, rezoning aspects, site development plans, geotechnical studies etc. and the overall phase in which the project currently resides owing to the status of the above. These items also reflect the extent to which the programmes and their sub-projects have been operationalised by the Metro.

**D2.2 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:

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



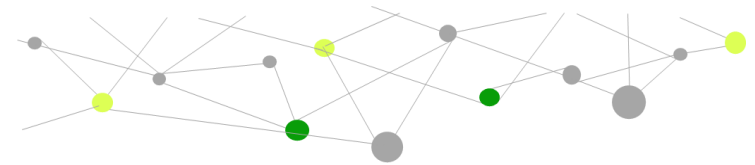


Table D2.2 – Outcomes of Project Management Resources allocated to Integration Zone 1 Catalytic Programmes / Projects

Programme / Project Name	MTREF TOTAL 2019/20 - 2021/22	Feasibility study	EIA	Water use license (WULA)	Township establishment	Rezoning	Site develop- ment plan	Land acqui- sition	Supply chain / procurement	Geotech-nical Study	Project Procurement Status
<b>IRPTN</b>	<b>1 587 237 000</b>										
IRPTN: Infrastructure and Implementing (PTNG)	331 218 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Construction / Implementation
IRPTN: Project designs, Planning and Management	223 000 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	2 - 4 months	Completed	Pre-Feasibility Analysis
IRPTN: ITS (PTNG)	290 650 000	Completed	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	Completed	Unassigned	The project is in implementation stage
IRPTN: ITS (PTNG)	150 000 000	Completed	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	Completed	NotAppicabl	The project is in the procurement stage
IRPTN: Road Infrastructure (PTNG)	232 369 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Construction / Implementation
IRPTN: Bus Depots	360 000 000	Completed	Completed	Not applicab	Not applicab	Completed	Completed	Completed	2 - 4 months	Completed	Feasibility Analysis
<b>Northern Catalytic Housing Cluster</b>	<b>577 000 000</b>										
Mega Project: Tembisa Ext 25 (Old Mutual Land)(Tembisa)	30 000 000	Completed	Completed	> 12 months	Completed	Completed	2 - 4 months	Completed	4 - 6 months	Completed	unassigned
Mega Project: Esselen Park - Witfontein (Mega - Tembisa)	234 000 000	Completed	Completed	6 - 8 months	> 12 months	> 12 months	> 12 months	Completed	> 12 months	Completed	Feasibility Analysis
Clayville North Reservoir and Tower	28 000 000	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	Not applicab	> 12 months	> 12 months	Feasibility Analysis
Clayville Ext 45 , 50 , 71 - 80 Infrastrucure upgrade	500 000	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	> 12 months	Feasibility Analysis
Clayville Ext 45 Social Housing (Kempton Park)	30 500 000	Completed	Completed	Completed	8 - 10 month	6 - 8 months	4 - 6 months	10 - 12 month	4 - 6 months	Completed	unassigned
Clayville Electrification(Tembisa 2)	30 000 000	Not applicab	Not applicab	Not applicab	Not applicab	Not applicab	Not applicab	Not applicab	Completed	Not applicab	Construction / Implementation
Construction of a new 4Ml Tembisa Tower (Tembisa 1)	22 000 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Feasibility Analysis
CLAYVILLE NORTH RESERVOIR (25ML)	45 000 000	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned
ESSELEN RESERVOIR (25ML)	45 000 000	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned
CLAYVILLE RESERVOIR (25ML)	40 000 000	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned
CLAYVILLE EXT 71 & 80	27 000 000	NotAppicabl	Completed	Bigger12Mor	Completed	Completed	Completed	Completed	Completed	Completed	Completed
New Clinic Esselen Park Tembisa (Tembisa 1)	28 000 000	6 - 8 months	6 - 8 months	6 - 8 months	Not applicab	6 - 8 months	6 - 8 months	6 - 8 months	Completed	< 2 months	unassigned
New Tswelopele Winnie Mandela Clinic (Tembisa 2)	17 000 000	6 - 8 months	6 - 8 months	6 - 8 months	Not applicab	6 - 8 months	6 - 8 months	6 - 8 months	Completed	< 2 months	unassigned
<b>Aerotropolis</b>	<b>133 853 544</b>										
36115_01_Airport Precinct	133 853 544	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project currently operational and requires upgrade of existing Infrastructure
<b>Strategic Urban Developments</b>	<b>455 865 693</b>										
36115_06_Riverfields Mixed-Used Development	257 919 250	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Project developing in Phases
36115_03_M & T Mixed Use Development	197 946 443	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Bulk infrastructure required to progress
<b>Revitalisation of Township Economies</b>	<b>121 000 000</b>										
Ekurhuleni Business Centre (Kempton Park)	121 000 000	2to4Months	Completed	2to4Months	NotAppicabl	Completed	2to4Months	Completed	NotAppicabl	Completed	
<b>Urban Regeneration - Kempton Park CBD</b>	<b>156 341 707</b>										
Upgrade and refurbishment of Kempton Park Civic Centre	63 000 000	8to10Months	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	Unassigned	4to6Months	NotAppicabl	Feasibility/Planning-Concluding designs
Kempton Park Social Housing (Erven R2676 and 1/ 2676)	18 341 707	Completed	Bigger12Mor	10to12Month	10to12Month	10to12Month	10to12Month	4to6Months	Completed	4to6Months	2to4Months
Aerotropolis: Rhodesfield Rd network(Kempton Park)	12 000 000	Less2Months	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	NotAppicabl	2to4Months	NotAppicabl	NotAppicabl
Construction of a Kempton Park Reservoir Zone Water Supply	29 000 000	Completed	NotAppicabl	NotAppicabl	Completed	NotAppicabl	Completed	Completed	2to4Months	2to4Months	Feasibility
EXT & UPGRADE KEMPTON PARK CLINIC (Kempton Park)	29 000 000	Completed	Completed	NotAppicabl	Completed	Completed	Completed	Completed	Completed	Unassigned	The project is in pre-feasibility stage
36274_01_QL: Construction of 23Ml Kempton Park Reservoir	5 000 000	4to6Months	NotAppicabl	NotAppicabl	NotAppicabl	Completed	Completed	Completed	Completed	Completed	Project in construction
<b>Urban Renewal - Tembisa</b>	<b>68 500 000</b>										
Tembisa Sewer(Tembisa 1)	41 000 000	Completed	6to8Months	10to12Month	NotAppicabl	NotAppicabl	NotAppicabl	2to4Months	4to6Months	Less2Months	Finalising designs for proposed upgrades
Other - various	27 500 000										
<b>TOTAL</b>	<b>3 099 797 944</b>										



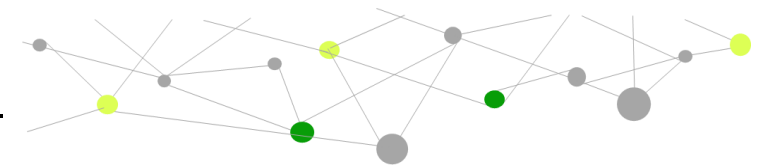


Table D2.3: Capital Budget and Prioritised Projects for each of the Spatial Targeting Categories

Spatial Category	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Capital Budget 2021/2022	%	Total MTREF Budget 2019/20 - 2021/22	%
INTEGRATION ZONE 1	R 1 963 023 268	23.6%	R 1 899 237 980	22.3%	R 1 772 184 067	21.8%	R 5 634 445 315	22.6%
INTEGRATION ZONE 2	R 926 131 715	11.1%	R 1 041 179 439	12.2%	R 1 222 141 757	15.0%	R 3 189 452 911	12.8%
INTEGRATION ZONE 3	R 573 917 718	6.9%	R 445 198 906	5.2%	R 356 533 416	4.4%	R 1 375 650 040	5.5%
INTEGRATION ZONE 4	R 236 722 306	2.8%	R 234 500 000	2.8%	R 189 000 000	2.3%	R 660 222 306	2.6%
INTEGRATION ZONE 5	R 183 056 000	2.2%	R 232 515 648	2.7%	R 630 786 174	7.8%	R 1 046 357 822	4.2%
ECONOMIC NODES (Outside IZs)	R 564 438 450	6.8%	R 605 896 791	7.1%	R 609 914 124	7.5%	R 1 780 249 365	7.1%
URBAN HUBS	R 154 258 669	1.9%	R 28 870 000	0.3%	R 40 000 000	0.5%	R 223 128 669	0.9%
MARGINALISED AREAS (Outside IZs)	R 208 843 145	2.5%	R 941 974 644	11.1%	R 846 315 947	10.4%	R 1 997 133 736	8.0%
INFORMAL SETTLEMENTS (Outside IZs)	R 150 676 692	1.8%	R 146 365 890	1.7%	R 37 121 000	0.5%	R 334 163 582	1.3%
HOUSING PROJECTS: CURRENT (Outside IZs)	R 68 519 749	0.8%	R 64 074 653	0.8%	R 57 000 000	0.7%	R 189 594 402	0.8%
HOUSING PROJECTS: PROPOSED (Outside IZs)	R 86 906 211	1.0%	R 7 321 280	0.1%	R 160 107 353	2.0%	R 254 334 844	1.0%
HOUSING PRECINCTS (Outside IZs)	R 408 200 000	4.9%	R 535 200 000	6.3%	R 10 200 000	0.1%	R 953 600 000	3.8%
CoE PRECINCTS (Outside IZs)	R 138 420 000	1.7%	R 125 606 068	1.5%	R 242 019 138	3.0%	R 506 045 206	2.0%
OTHER (Outside IZs)	R 1 764 177 040	21.2%	R 1 256 337 910	14.8%	R 978 305 390	12.0%	R 3 998 820 340	16.0%
UNMAPPED	R 883 207 471	10.6%	R 949 430 050	11.2%	R 981 467 052	12.1%	R 2 814 104 573	11.3%
<b>TOTAL</b>	<b>R 8 310 498 434</b>	<b>100%</b>	<b>R 8 513 709 259</b>	<b>100%</b>	<b>R 8 133 095 418</b>	<b>100%</b>	<b>R 24 957 303 111</b>	<b>100%</b>

Infrastructure upgrades, refurbishments, operations and maintenance allocations within the Spatial Budget Mix

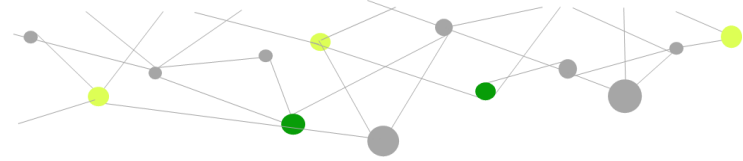
Table D2.4 shows the Integration 1 (Priority Integration Zone) budget allocations for Infrastructure upgrades, refurbishments, operations and maintenance for the previous financial year which were included within the spacial budget mix (most of them within the 'Integration Zone 1: Economic Node: Aerotropolis Core' category).

D2.3 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 D2.5.

Actual expenditure for Integration 1 (the Priority Integration Zone) for the previous financial year is shown in Table D2.6.





**Table D2.4: Infrastructure upgrades, refurbishments, operations and maintenance allocations within the Spatial Budget Mix**

Department	Programme / Project Name	Source of Funding	Adjusted Budget 2017/18	Capital Budget 2018/2019	Capital Budget 2019/2020	Capital Budget 2020/2021	MTRREF TOTAL 2018/19 - 2020/21
<b>Operational Expenditure</b>							
Ekurhuleni Metro Police De	Specialized Vehicles (2 SEATS OR LESS)(Operati	Council Funding	8 457 888	30 000 000	20 000 000	20 000 000	321 620 000
Ekurhuleni Metro Police De	Vehicles (EMPD)(MORE THAN 2 SEAT)(Operati	Council Funding	61 542 142	15 000 000	20 000 000	20 000 000	55 000 000
Water and Sanitation	Water Services Vehicles(Operational Equipment)	Council Funding	5 151 000	10 000 000	10 000 000	10 000 000	30 000 000
Economic Development	Specialized Equipment(Operational Equipment)	Council Funding	6 000 000	10 000 000	8 500 000	10 000 000	28 500 000
Environmental Resources M	Purchase Specialized Equipment (Operational E	Council Funding	9 000 000	9 000 000	10 000 000	5 000 000	24 000 000
Ekurhuleni Metro Police De	Specialized Equipment (EMPD) (Operational Eq	Council Funding	7 000 000	7 000 000	8 000 000	8 000 000	23 000 000
Water and Sanitation	Specialized Equipment(Operational Equipment)	Council Funding	849 000	2 000 000	5 000 000	5 000 000	12 000 000
Ekurhuleni Metro Police De	Office Furniture (EMPD)(Operational Equipment)	Council Funding	2 000 000	3 000 000	3 000 000	5 000 000	11 000 000
Environmental Resources M	Specialised Equipment(Operational Equipment)	Council Funding	5 500 000	500 000	-	10 500 000	11 000 000
Ekurhuleni Metro Police De	ICT Equipment(EMPD)(Operational Equipment)	Council Funding	1 000 000	3 000 000	3 000 000	4 000 000	10 000 000
Ekurhuleni Metro Police De	Other Equipment (EMPD)(Operational Equipme	Council Funding	2 000 000	1 500 000	2 000 000	3 000 000	6 500 000
City Planning	ICT Equipment(Operational Equipment)	Council Funding	988 000	2 000 000	2 000 000	2 000 000	6 000 000
Economic Development	36193_00_Other Equipment(Operational Equipr	Council Funding	1 000 000	1 800 000	2 000 000	2 000 000	5 600 000
Real Estate	ICT Equipment(Operational Equipment)	Council Funding	1 200 000	3 000 000	2 000 000	3 000 000	5 300 000
Economic Development	Office Furniture(Operational Equipment)	Council Funding	750 000	2 500 000	1 000 000	-	3 500 000
Economic Development	ICT Equipment(LIC)(Operational Equipment)	Council Funding	350 000	2 000 000	1 000 000	-	3 000 000
Transport	ICT Equipment(Operational Equipment)	Council Funding	600 000	700 000	700 000	700 000	2 100 000
Transport	ICT Equipment(Operational Equipment)	Council Funding	600 000	700 000	700 000	700 000	2 100 000
City Planning	Other Equipment(Operational Equipment) (Park	Council Funding	600 000	500 000	500 000	500 000	1 500 000
Environmental Resources M	Specialized Equipment (DMC)(Operational Equi	Council Funding	200 000	100 000	200 000	1 000 000	1 300 000
Disaster & Emergency Man	Specialized Equipment (Operational Equipment)	Council Funding	500 000	300 000	500 000	500 000	1 300 000
Real Estate	Other Equipment(Operational Equipment) (ERM	Council Funding	400 000	400 000	400 000	400 000	1 200 000
Environmental Resources M	Office Furniture(Operational Equipment)	Council Funding	500 000	500 000	600 000	-	1 100 000
City Planning	Vehicles(Operational Equipment)	Council Funding	3 090 000	300 000	300 000	300 000	900 000
Real Estate	Other Equipment(Operational Equipment)	Council Funding	720 000	-	400 000	-	700 000
Roads and Stormwater	Office Furniture(Operational Equipment)	Council Funding	400 000	150 000	150 000	150 000	450 000
Real Estate	Vehicles(Operational Equipment)	Council Funding	600 000	150 000	150 000	150 000	450 000
Transport	Other Equipment(Operational Equipment)	Council Funding	100 000	100 000	100 000	100 000	300 000
City Planning	Other Equipment(Operational Equipment)	-	-	100 000	40 000	80 000	220 000
Real Estate	Other Equipment(Operational Equipment)	-	-	-	-	-	-
<b>Upgrades</b>			<b>112 281 326</b>	<b>34 050 000</b>	<b>44 600 000</b>	<b>50 500 000</b>	<b>129 150 000</b>
Environmental Resources M	Develop/Upgrade Parks TEMBISA(Tembisa 2)	Borrowings	600 000	18 000 000	15 000 000	12 000 000	45 000 000
Sports Recreation Arts and	Upgrade Moses Molelekwa art centre	-	-	1 000 000	10 000 000	20 000 000	31 000 000
Health and Social Develop	EXT & UPGRADE KEMPTON PARK CLINIC (Kemp	-	-	-	5 000 000	12 000 000	17 000 000
Roads and Stormwater	Tembisa Natural Watercourses upgrading(Temb	Borrowings	13 000 000	8 000 000	3 000 000	4 000 000	15 000 000
Real Estate	35542_00_Upgrade and renewal of buildings a	Borrowings	5 000 000	-	5 000 000	-	5 000 000
Roads and Stormwater	SW Upgrades: (N) RT1 Nameane Drive	-	-	500 000	1 000 000	1 000 000	2 500 000
Roads and Stormwater	Tembisa Depot Upgrading	-	-	2 000 000	-	-	2 000 000
Sports Recreation Arts and	Upgrade Sethohga Park(Tembisa 2)	Council Funding	2 750 000	2 000 000	-	-	2 000 000
Sports Recreation Arts and	Upgrade Kempton Park library(Kempton Park)	Borrowings	3 000 000	-	1 500 000	-	1 500 000
Roads and Stormwater	SW Upgrades: (N) Isimuku SW	-	-	500 000	1 000 000	-	1 500 000
Roads and Stormwater	SW Upgrades: (N) Algeria Sub soil Drains	-	-	250 000	1 200 000	-	1 450 000
Environmental Resources M	Upgrade of a Park next Tembisa section Police	-	-	-	1 400 000	-	1 400 000
Health and Social Develop	EXT & UPGRADE SPARTAN (Boksburg)	-	-	-	-	1 000 000	1 000 000
Roads and Stormwater	Stormwater upgrades: Provision of external stor	-	-	-	500 000	500 000	1 000 000
Roads and Stormwater	SW Upgrades: (N) Lilian Ngoyi SW	-	-	1 000 000	-	-	1 000 000
Environmental Resources M	Ward Priority Needs: Minor upgrades Parks - M	Borrowings	600 000	800 000	-	-	800 000
<b>Refurbishments</b>			<b>15 300 000</b>	<b>25 500 000</b>	<b>13 000 000</b>	<b>28 000 000</b>	<b>66 500 000</b>
Real Estate	Upgrade and refurbishment of Kempton Park Ch	Borrowings	4 500 000	15 000 000	-	20 000 000	35 000 000
Ekurhuleni Metro Police De	Refurbishment All EMPD facilities (Corporate)	Borrowings	8 000 000	5 000 000	5 000 000	5 000 000	15 000 000
Ekurhuleni Metro Police De	Refurbishment Logistics section (Kempton Park)	Borrowings	1 800 000	5 500 000	8 000 000	-	13 500 000
Ekurhuleni Metro Police De	Refurbishment of Kempton Park Pound(Kempton	Borrowings	1 000 000	-	-	2 000 000	2 000 000
Ekurhuleni Metro Police De	Refurbishment of EMPD Headquarters (Kempton	-	-	-	-	1 000 000	1 000 000
<b>Reconstruction</b>			<b>1 600 000</b>	<b>3 000 000</b>	<b>3 000 000</b>	<b>16 000 000</b>	<b>22 000 000</b>
Sports Recreation Arts and	Reconstruct Ebuhleni swimming pool	Borrowings	100 000	2 000 000	-	16 000 000	19 000 000
Roads and Stormwater	Reconstruction Lilian Ngoyi	Borrowings	1 500 000	1 000 000	-	-	2 000 000
Roads and Stormwater	Reconstruct Roads North Sam Molelele SK(Tembis	-	-	-	-	-	1 000 000
<b>Rehabilitation</b>			<b>1 500 000</b>	<b>2 000 000</b>	<b>1 500 000</b>	<b>-</b>	<b>3 500 000</b>
Roads and Stormwater	Rehabilitation of Rietfontein	-	-	2 000 000	-	-	2 000 000
Sports Recreation Arts and	Rehabilitate Rabasutho Community Centre	-	-	1 500 000	-	-	1 500 000
<b>TOTAL</b>			<b>253 791 326</b>	<b>169 150 000</b>	<b>165 940 000</b>	<b>207 680 000</b>	<b>542 770 000</b>



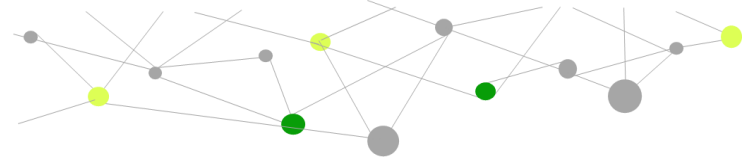
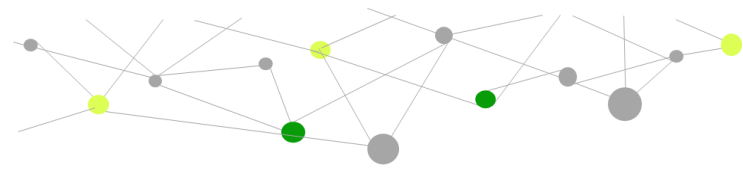


Table D2.5 Spatial Budget Mix

Spatial Category	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Capital Budget 2021/2022	%	Total MTRF Budget 2019/20 - 2021/22	%
<b>INTEGRATION ZONE 1</b>	<b>R 1 963 023 268</b>	<b>23.6%</b>	<b>R 1 899 237 980</b>	<b>22.3%</b>	<b>R 1 772 184 067</b>	<b>21.8%</b>	<b>R 5 634 445 315</b>	<b>22.6%</b>
Economic Node: Aerotropolis Core	R 1 614 855 768	19.4%	R 1 497 194 167	17.6%	R 1 308 316 852	16.1%	R 4 420 366 787	17.7%
Economic Node: Industrial Area	R 85 600 000	1.0%	R 112 959 625	1.3%	R 81 459 625	1.0%	R 280 019 250	1.1%
Economic Node: Urban Hub	R 74 767 500	0.9%	R 57 784 188	0.7%	R 116 294 755	1.4%	R 248 846 443	1.0%
Housing Projects current	R 8 000 000	0.1%	R 11 500 000	0.1%	R 34 000 000	0.4%	R 53 500 000	0.2%
Housing Precincts	R 11 300 000	0.1%	R 11 000 000	0.1%	R 9 000 000	0.1%	R 31 300 000	0.1%
CBD Boundaries	R 40 000 000	0.5%	R 63 000 000	0.7%	R 120 000 000	1.5%	R 223 000 000	0.9%
Informal Settlements	R 3 000 000	0.0%	R 1 500 000	0.0%	R 2 500 000	0.0%	R 7 000 000	0.0%
Marginalised Areas 1: Tembisa	R 115 500 000	1.4%	R 124 300 000	1.5%	R 62 700 000	0.8%	R 302 500 000	1.2%
MSDF Precincts	R 10 000 000	0.1%	R 20 000 000	0.2%	R 30 000 000	0.4%	R 60 000 000	0.2%
Remainder of Integration Zone 1	R -	0.0%	R -	0.0%	R 7 912 835	0.1%	R 7 912 835	0.0%
<b>INTEGRATION ZONE 2</b>	<b>R 926 131 715</b>	<b>11.1%</b>	<b>R 1 041 179 439</b>	<b>12.2%</b>	<b>R 1 222 141 757</b>	<b>15.0%</b>	<b>R 3 189 452 911</b>	<b>12.8%</b>
Economic Node: CBD	R 310 535 100	3.7%	R 411 725 315	4.8%	R 342 789 315	4.2%	R 1 065 049 730	4.3%
Economic Node: Industrial Area	R 26 000 000	0.3%	R 104 500 000	1.2%	R 142 000 000	1.7%	R 272 500 000	1.1%
Economic Node: Urban Hub	R 137 440 000	1.7%	R 74 500 000	0.9%	R 103 009 676	1.3%	R 314 949 676	1.3%
Housing projects current	R -	0.0%	R -	0.0%	R 5 000 000	0.1%	R 5 000 000	0.0%
Housing projects proposed	R 30 000 000	0.4%	R 41 032 375	0.5%	R 155 160 450	1.9%	R 226 192 825	0.9%
Informal Settlements	R 9 550 000	0.1%	R 40 000 163	0.5%	R 43 182 316	0.5%	R 92 732 479	0.4%
Marginalised Area 2: Katorus	R 23 000 000	0.3%	R 18 500 000	0.2%	R 9 500 000	0.1%	R 51 000 000	0.2%
MSDF Precincts	R 40 836 000	0.5%	R 16 836 000	0.2%	R 13 000 000	0.2%	R 70 672 000	0.3%
Remainder of Integration Zone 2	R 348 770 615	4.2%	R 334 085 586	3.9%	R 408 500 000	5.0%	R 1 091 356 201	4.4%
<b>INTEGRATION ZONE 3</b>	<b>R 573 917 718</b>	<b>6.9%</b>	<b>R 445 198 906</b>	<b>5.2%</b>	<b>R 356 533 416</b>	<b>4.4%</b>	<b>R 1 375 650 040</b>	<b>5.5%</b>
Economic Node: Aerotropolis Core	R 1 500 000	0.0%	R 500 000	0.0%	R 8 000 465	0.1%	R 10 000 465	0.0%
Economic Node: CBD	R 30 070 000	0.4%	R 49 140 000	0.6%	R 46 800 000	0.6%	R 126 010 000	0.5%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R 13 500 000	0.2%	R 13 500 000	0.1%
Economic Node: Urban Hub	R 220 793 328	2.7%	R 99 348 462	1.2%	R 84 317 462	1.0%	R 404 459 252	1.6%
Housing projects: current	R 4 000 000	0.0%	R -	0.0%	R 10 000 000	0.1%	R 14 000 000	0.1%
Housing projects proposed	R 5 000 000	0.1%	R 12 368 500	0.1%	R 2 854 500	0.0%	R 20 223 000	0.1%
Housing Precincts	R 1 000 000	0.0%	R -	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%
Marginalised Area 3: KwaTsaDuza	R 83 700 000	1.0%	R 111 200 000	1.3%	R 39 700 000	0.5%	R 234 600 000	0.9%
MSDF Precincts	R 123 630 000	1.5%	R 93 961 944	1.1%	R 104 361 454	1.3%	R 321 953 398	1.3%
Remainder of Integration Zone 3	R 104 224 390	1.3%	R 78 680 000	0.9%	R 46 999 535	0.6%	R 229 903 925	0.9%
<b>INTEGRATION ZONE 4</b>	<b>R 236 722 306</b>	<b>2.8%</b>	<b>R 234 500 000</b>	<b>2.8%</b>	<b>R 189 000 000</b>	<b>2.3%</b>	<b>R 660 222 306</b>	<b>2.6%</b>
Economic Node: Aerotropolis Core	R 12 500 000	0.2%	R 7 500 000	0.1%	R 17 000 000	0.2%	R 37 000 000	0.1%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: CBD	R 12 300 000	0.1%	R 25 000 000	0.3%	R 10 000 000	0.1%	R 47 300 000	0.2%
Economic Node: Urban Hub	R 100 000 000	1.2%	R 45 500 000	0.5%	R 73 000 000	0.9%	R 218 500 000	0.9%
Housing projects current	R 4 500 000	0.1%	R 13 000 000	0.2%	R -	0.0%	R 17 500 000	0.1%
Housing projects proposed	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Informal Settlements	R -	0.0%	R 3 000 000	0.0%	R -	0.0%	R 3 000 000	0.0%
Marginalised Area 4: Daveyton / Etwatwa	R 34 943 306	0.4%	R 61 500 000	0.7%	R 45 000 000	0.6%	R 141 443 306	0.6%
MSDF Precincts	R 11 479 000	0.1%	R 20 000 000	0.2%	R -	0.0%	R 31 479 000	0.1%
Remainder of Integration Zone 4	R 61 000 000	0.7%	R 59 000 000	0.7%	R 44 000 000	0.5%	R 164 000 000	0.7%
<b>INTEGRATION ZONE 5</b>	<b>R 183 056 000</b>	<b>2.2%</b>	<b>R 232 515 648</b>	<b>2.7%</b>	<b>R 630 786 174</b>	<b>7.8%</b>	<b>R 1 046 357 822</b>	<b>4.2%</b>
Economic Node: CBD	R 7 836 000	0.1%	R 2 836 000	0.0%	R 23 000 000	0.3%	R 33 672 000	0.1%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R 110 000 000	1.4%	R 110 000 000	0.4%
Economic Node: Urban Hub	R 66 100 000	0.8%	R 121 750 000	1.4%	R 273 629 500	3.4%	R 461 479 500	1.8%
Housing Precincts	R -	0.0%	R -	0.0%	R 48 545 000	0.6%	R 48 545 000	0.2%
Housing projects current	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Housing projects proposed	R -	0.0%	R 6 010 099	0.1%	R 14 163 004	0.2%	R 20 173 103	0.1%
Informal Settlements	R -	0.0%	R 10 669 549	0.1%	R 36 948 670	0.5%	R 47 618 219	0.2%
Marginalised Area 5: Watville	R 88 420 000	1.1%	R 69 500 000	0.8%	R 80 500 000	1.0%	R 238 420 000	1.0%
MSDF Precincts	R 2 300 000	0.0%	R -	0.0%	R -	0.0%	R 2 300 000	0.0%
Remainder of Integration Zone 5	R 18 400 000	0.2%	R 21 750 000	0.3%	R 44 000 000	0.5%	R 84 150 000	0.3%
<b>ECONOMIC NODES (Outside Izs)</b>	<b>R 564 438 450</b>	<b>6.8%</b>	<b>R 605 896 791</b>	<b>7.1%</b>	<b>R 609 914 124</b>	<b>7.5%</b>	<b>R 1 780 249 365</b>	<b>7.1%</b>
Aerotropolis Core	R 182 086 450	2.2%	R 187 386 000	2.2%	R 149 144 349	1.8%	R 518 616 799	2.1%
CBD	R 53 302 000	0.6%	R 28 302 000	0.3%	R 27 000 000	0.3%	R 108 604 000	0.4%
Industrial Area	R 329 050 000	4.0%	R 390 208 791	4.6%	R 433 769 775	5.3%	R 1 153 028 566	4.6%
<b>URBAN HUBS</b>	<b>R 154 258 669</b>	<b>1.9%</b>	<b>R 28 870 000</b>	<b>0.3%</b>	<b>R 40 000 000</b>	<b>0.5%</b>	<b>R 223 128 669</b>	<b>0.9%</b>
MARGINALISED AREAS (Outside Izs)	R 208 843 145	2.5%	R 941 974 644	11.1%	R 846 315 947	10.4%	R 1 997 133 736	8.0%
INFORMAL SETTLEMENTS (Outside Izs)	R 150 676 692	1.8%	R 146 365 890	1.7%	R 37 121 000	0.5%	R 334 163 582	1.3%
HOUSING PROJECTS: CURRENT (Outside Izs)	R 68 519 749	0.8%	R 64 074 653	0.8%	R 57 000 000	0.7%	R 189 594 402	0.8%
HOUSING PROJECTS: PROPOSED (Outside Izs)	R 86 906 211	1.0%	R 7 321 280	0.1%	R 160 107 353	2.0%	R 254 334 844	1.0%
HOUSING PRECINCTS (Outside Izs)	R 408 200 000	4.9%	R 535 200 000	6.3%	R 10 200 000	0.1%	R 953 600 000	3.8%
CoE PRECINCTS (Outside Izs)	R 138 470 000	1.7%	R 125 606 068	1.5%	R 247 019 138	3.0%	R 506 045 206	2.0%
OTHER (Outside Izs)	R 1 764 177 040	21.2%	R 1 256 337 910	14.8%	R 978 305 390	12.0%	R 3 998 820 340	16.0%
UNMAPPED	R 883 207 471	10.6%	R 949 430 050	11.2%	R 981 467 050	12.1%	R 2 814 104 573	11.3%
<b>TOTAL</b>	<b>R 8 310 498 434</b>	<b>100%</b>	<b>R 8 513 709 259</b>	<b>100%</b>	<b>R 8 133 095 418</b>	<b>100%</b>	<b>R 24 957 303 111</b>	<b>100%</b>

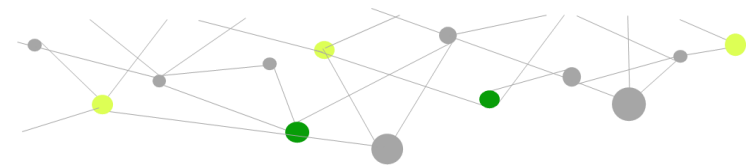




**Table D2.6 Integration Zone 1 (Priority IZ) Catalytic Projects: Expenditure Analysis**

Department	INTEGRATION ZONE 1 Programme / Project Name	Adjusted Budget 2017/18	Expenditure to date 2017/18 (to 30 April 2018)	% spent	Unspent 2017/18 Budget	Source of Funding
<b>INTEGRATION ZONE-WIDE PROGRAMMES / PROJECTS</b>						
	<b>IRPTN</b>	<b>545 718 000</b>	<b>218 411 198</b>	<b>40%</b>	<b>327 306 802</b>	
Transport	IRPTN: Infrastructure and Implementing (PTNG)	296 000 000	104 334 368	35%	191 665 632	PTNG
Transport	IRPTN: Project designs, Planning and Management	60 000 000	58 541 081	98%	1 458 919	PTNG
Transport	IRPTN: Road Infrastructure (PTNG)	169 718 000	55 535 749	33%	114 182 251	PTNG
Transport	IRPTN: Bus Depots	20 000 000	-	0%	20 000 000	PTNG
	<b>Revenue Enhancement</b>	<b>10 000 000</b>	<b>2 905 866</b>	<b>29%</b>	<b>7 094 134</b>	
Energy	Kempton Park Revenue enhancement(Kempton Park)	5 000 000	2 905 866	58%	2 094 134	Borrowings
Human Settlements	Tembisa Civic Node	-	-	-	-	NDPG
Energy	Esterpark substation(Kempton Park)	5 000 000	-	0%	5 000 000	Borrowings
<b>INTEGRATION ZONE PRECINCT PROGRAMMES / PROJECTS</b>						
	<b>Northern Catalytic Housing Cluster</b>	<b>121 925 000</b>	<b>70 120 810</b>	<b>58%</b>	<b>51 804 190</b>	
Human Settlements	Mega Project: Tembisa Ext 25 (Old Mutual Land)(Tembisa)	99 600 000	68 734 400	69%	30 865 600	USDG Borrowings
Human Settlements	Mega Project: Esselen Park - Witfontein (Mega - Tembisa)	-	-	-	-	Borrowings
Water and Sanitation	Clayville North Reservoir and Tower	500 000	-	0%	500 000	Borrowings
Water and Sanitation	Clayville Ext 45, 50, 71 - 80 Infrastructure upgrade	-	-	-	-	USDG
Human Settlements	Clayville Ext 45 Social Housing (Kempton Park)	-	-	-	-	USDG
Energy	Clayville Electrification(Tembisa 2)	10 000 000	-	0%	10 000 000	USDG
Water and Sanitation	Construction of a new 4Ml Tembisa Tower (Tembisa 1)	10 000 000	1 041 728	10%	8 958 272	Borrowings
Health and Social Welfare	New Clinic Esselen Park Tembisa (Tembisa 1)	1 125 000	344 682	31%	780 318	Borrowings
Health and Social Welfare	New Tswelopele Winnie Mandela Clinic (Tembisa 2)	700 000	-	0%	700 000	Borrowings
	<b>Revitalisation of Township Economies</b>	<b>300 000</b>	<b>-</b>	<b>0%</b>	<b>300 000</b>	
Environmental Management	Township entrances Tembisa	300 000	-	0%	300 000	Council Funding
	<b>Urban Regeneration - Kempton Park CBD</b>	<b>6 300 000</b>	<b>-</b>	<b>0%</b>	<b>6 300 000</b>	
Real Estate	Upgrade and refurbishment of Kempton Park Civic Centre	4 500 000	-	0%	4 500 000	Borrowings
Human Settlements	Kempton Park Social Housing (Erven R2676 and 1/ 2676)	-	-	-	-	Borrowings
Health and Social Welfare	EXT & UPGRADE KEMPTON PARK CLINIC (Kempton Park)	-	-	-	-	Borrowings
Ekurhuleni Metropolitan Municipality	Refurbishment Logistics section (Kempton Park)	1 800 000	-	0%	1 800 000	Borrowings
	<b>Urban Renewal - Tembisa</b>	<b>4 600 000</b>	<b>2 456 514</b>	<b>53%</b>	<b>2 143 486</b>	
Water and Sanitation	Tembisa Sewer(Tembisa 1)	4 000 000	2 456 514	61%	1 543 486	Borrowings
Environmental Management	Develop/Upgrade Parks TEMBISA(Tembisa 2)	600 000	-	0%	600 000	Borrowings
Energy	Tembisa substation(Tembisa 1)	-	-	-	-	Borrowings





### 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 prioritization model is an instrument utilized in the implementation of the CIF in alignment with the annual budget and IDP process set out by the CoE Finance Department and Strategy and Corporate Planning Department in order to strategically prioritize the multi-year capital budget. The CPM as illustrated in the below figure D3.1 strives to align and incorporate the Capital budget, 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 CoEs capital infrastructure projects in alignment with the Metros spatial and strategic objectives and priorities.**

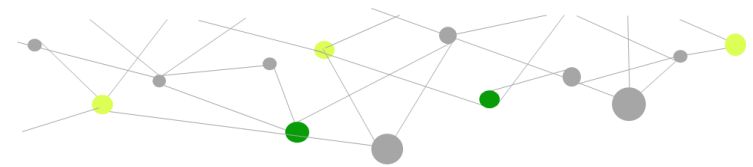
*The CPM process has been revised to more cohesively include the IDP ward priority process and incorporate new functionality to the prioritization of the capital budget in terms of providing for more relevant and stats informed weighting criteria to the weighting component of the CPM.*

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), EPMD, 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 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..

**Step 1: Set Targets for the Budget (September)**

- Project Category percentage split
  - Urban Restructuring (30%)-Social and physical infrastructure geared towards eradicating historical backlogs.
  - Upgrading and Renewal (40%) - Upgrading refers to the extension of existing bulk capacity, whilst renewal refers to the maintaining of existing bulk infrastructure.
  - Economic Development (30%) - projects that are focused towards extending bulk infrastructure for the purpose of stimulating growth, and are therefore purely income generating projects.
- Percentage of budget for targeting into the priority areas;
  - The percentage of total capital budget within the priorities areas is targeted at 70%.
- MTREF Rand value cap for year 1, 2 and estimate for year 3 (the MTREF rand value cap is required during the budget fit exercise for prioritization as part of step 6);
- Identify city wide strategic objectives and programmes.
  - This includes the Ward and Mayoral Priorities.

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



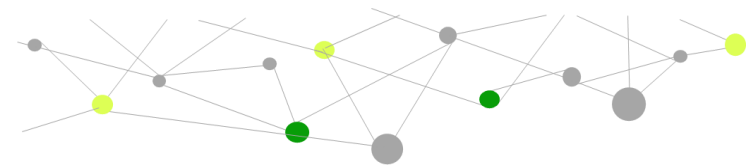
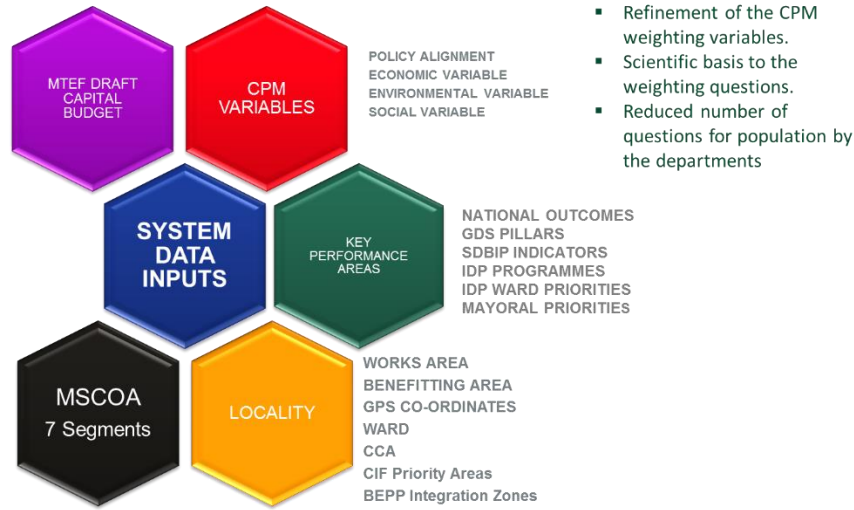


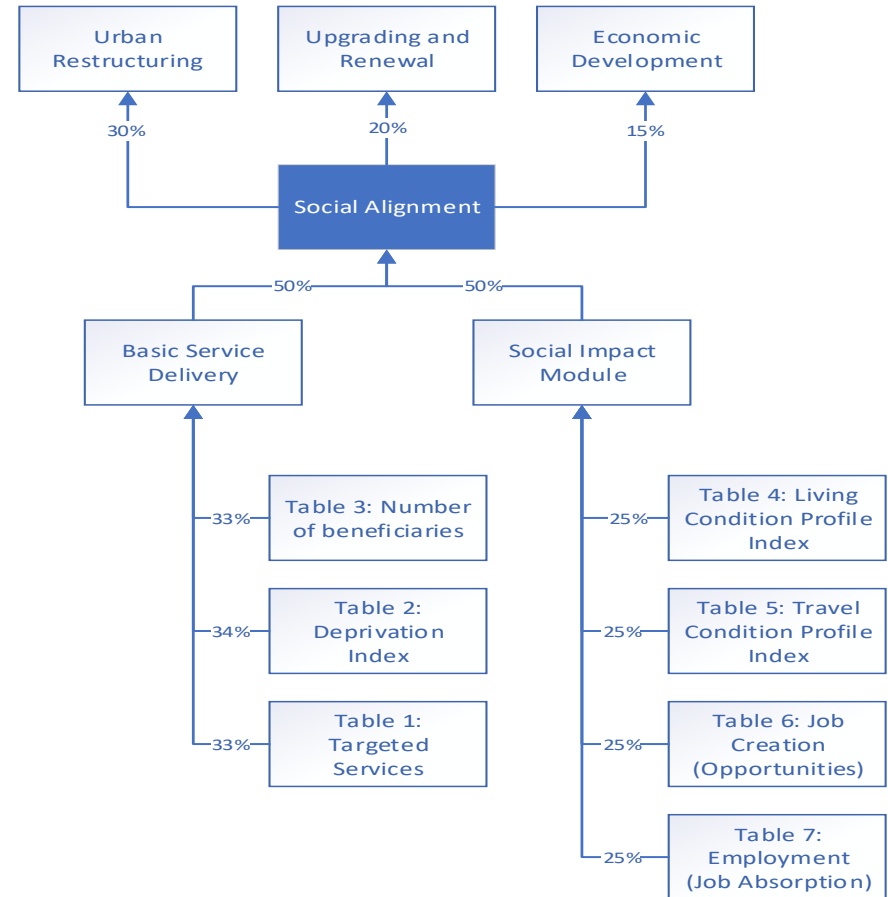
Figure D3.1: Capital Prioritization Model Phasing



- Refinement of the CPM weighting variables.
- Scientific basis to the weighting questions.
- Reduced number of questions for population by the departments

- Project weighting and pre-prioritization;
- Assess scoring outcomes and for application in step 5 (project fit – budget evaluation)

Figure D3.2: Prioritisation Tool Data Inputs Utilized in The Prioritization Model



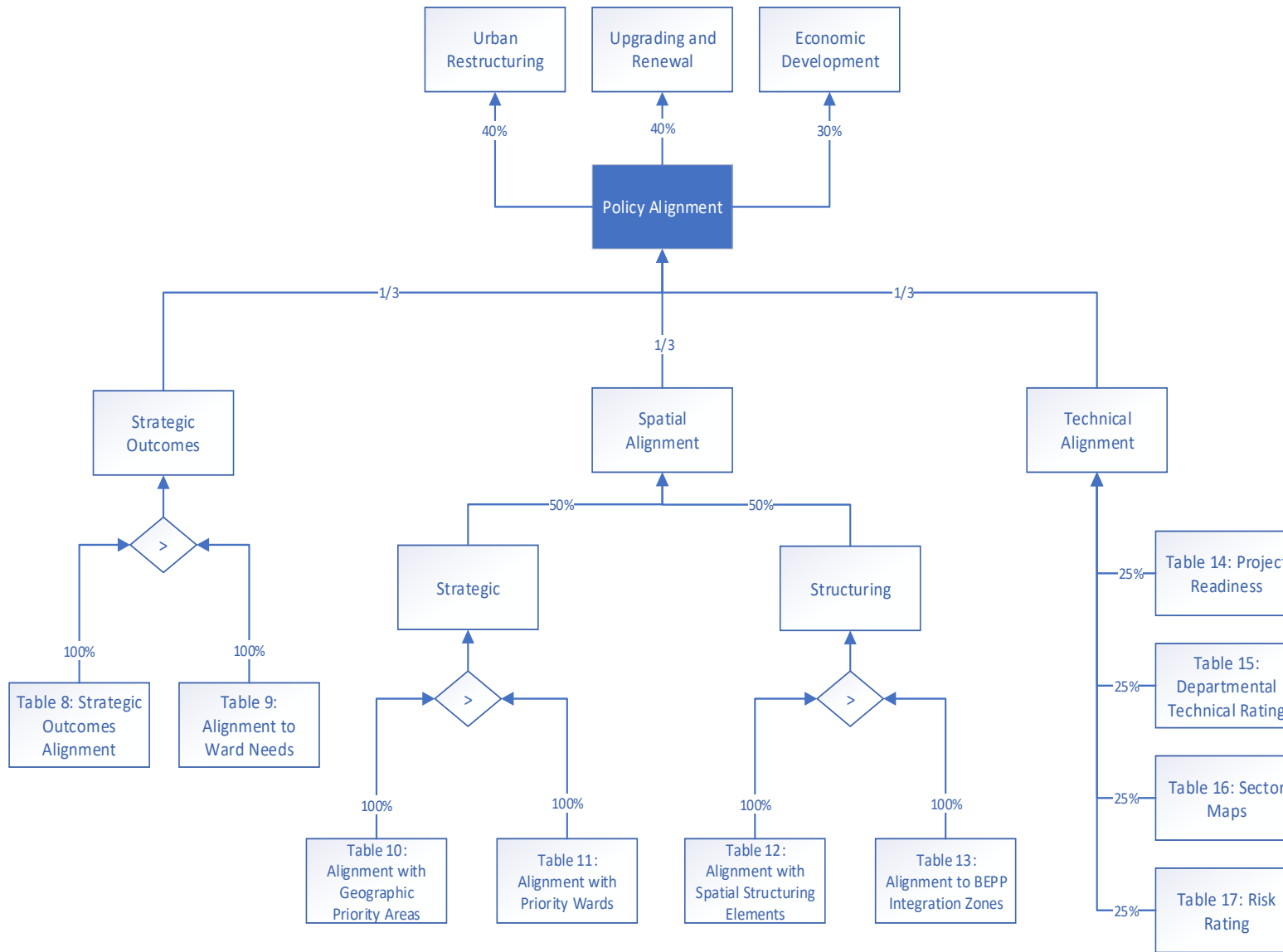
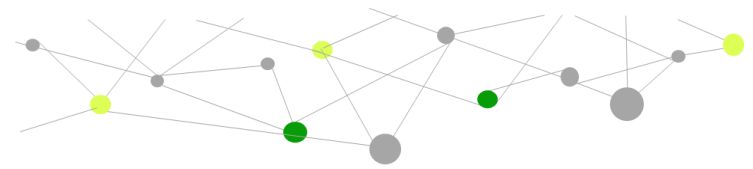
**Step 2: Project Pre-identification (September)**

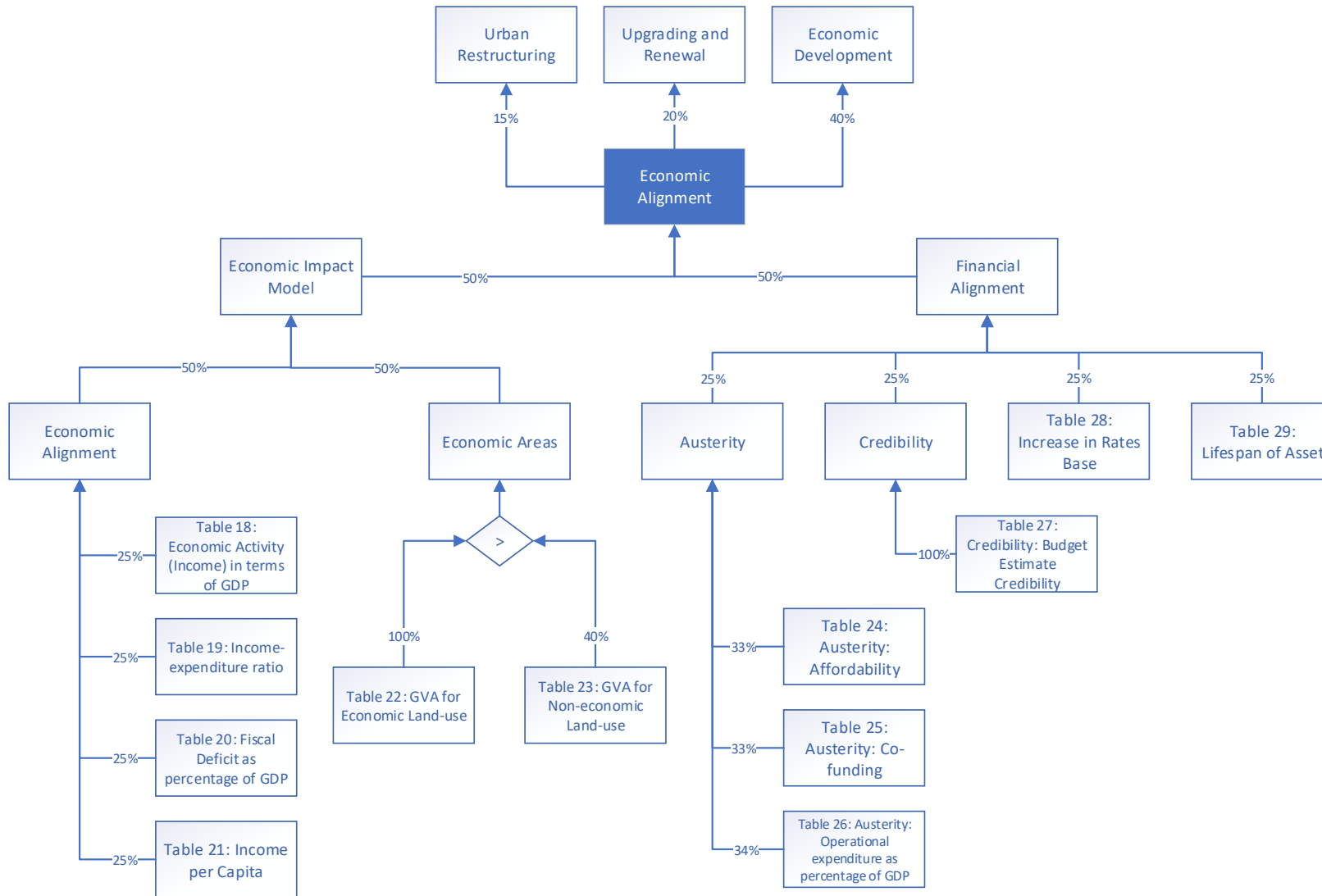
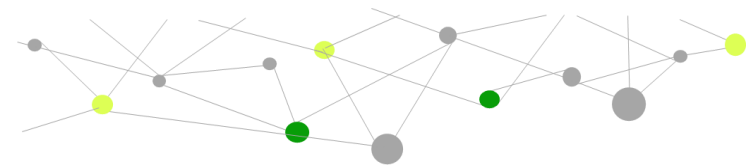
- Prioritization team registers potential capital projects identified in step 1;
- Identified projects to be sent to implementing departments;
- Departments to register projects from departmental strategies, Ward and Mayoral priorities.

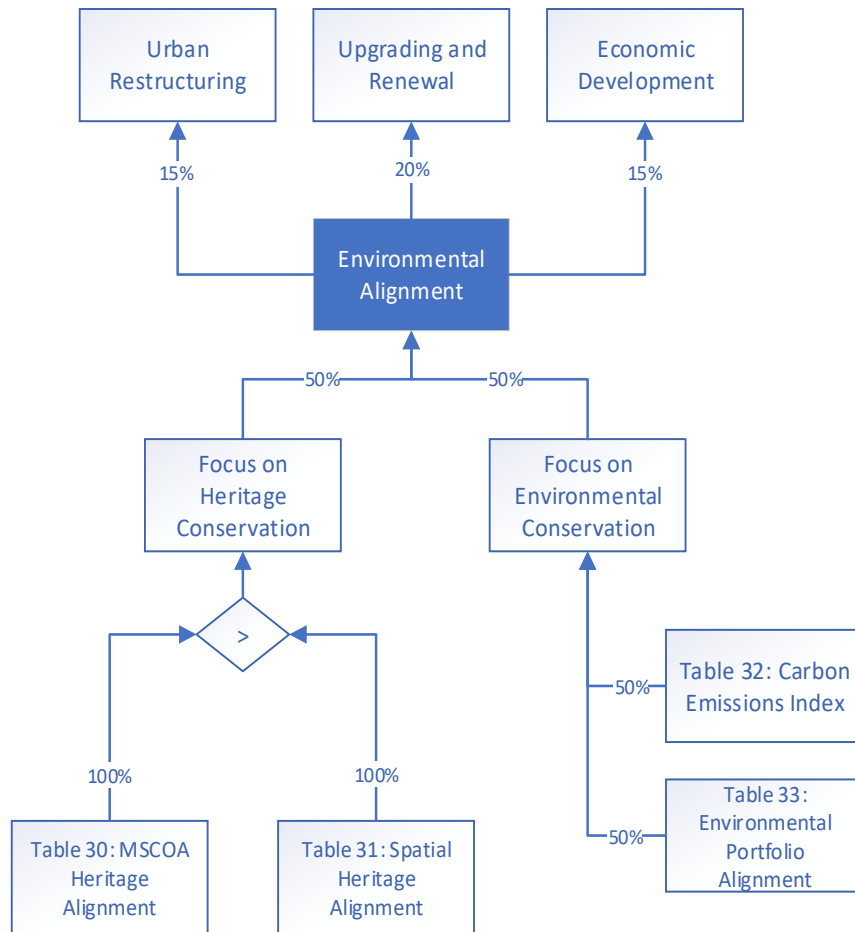
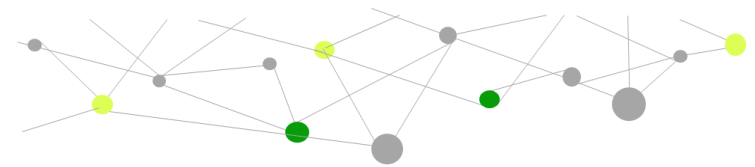
**Step 3: Project Capturing and Prioritization (October)**

- Budget guidelines sent to departments by the CoE Finance Department;
- System budget capturing by departments (includes mapping projects locality, mSCOA segments, key performance areas and CPM weighting variables).

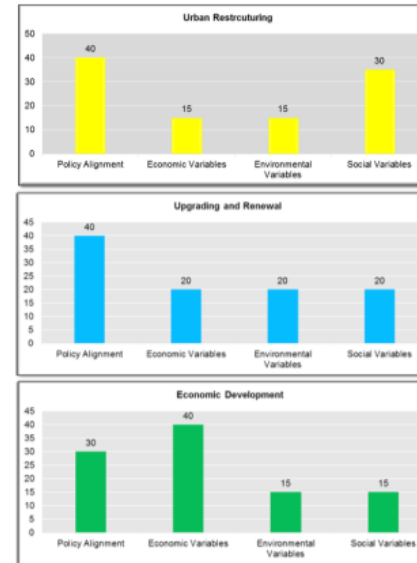








**Figure D3.3: Capital Prioritization Model – Project Category Weighting Per Variable**



The capital budget MTREF project requests by departmental are weighted against the policy, Economic, Social and Environmental variables in order to prioritize impactful projects for the metro across these sectors. The weighting variables are defined per project category as illustrated in Figure 3.

Variables included from the Economic Impact Model and the Social Impact Model are based on StatsSA economic and social data and configured for the City of Ekurhuleni to derive a ward based impact. Marked refinement to the prioritization weighting is based on the incorporation of evidence based data and the reduction of subjective variable inputs to the weighting model. The prioritization process beyond the weighting must factor in the ward and mayoral priorities as part of prioritization.

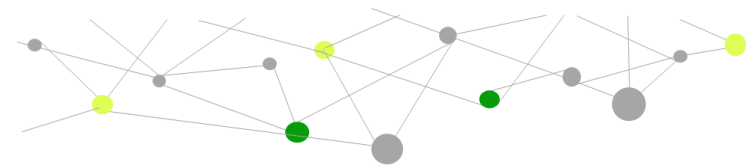
**Step 4: Project Readiness**

- Determine project readiness as per Stage Gate Phases.

**Stage Gate Phases:**

- Feasibility
- Procurement
- Implementation
- Construction
- Completed





- Determine project readiness into EIAs, property identification, property preparation, legal processes, etc. (phase in for 2019/20)
- Determine/ verify estimated total project cost (part of the budget evaluation departmental one on one engagements with the CIF Operational Task Team);
- Phase project budget over MTREF based on project readiness, affordability, spending ability and based on CPM prioritisation;
- Determine/ verify estimated project cost per phase;

#### Step 5: Project Fit

- Joint CIF Team evaluation of outcome of Step 1, 2, 3 and 4.
- Preliminary 'Budget Fit' to identify qualifying and non-qualifying projects.;
- One-on-One engagement with Departments based on outcome of Step 1, 2 and 3.
- Update and refinement of prioritization, costing and phasing.

#### Step 6: Budget Fit

- Allocate correct funding source per project;
- Finalize project fit per financial year.
  - Committed projects 2019/20
  - Based on the CPM scoring as fit per project category percentage of total budget.
  - IDP and Mayoral Priorities are considered as part of the budget fit functionality of force in and out is applied in order to achieve a minimum of 2 priorities per ward. It must be

noted that the successful application of the force in and force out functionality is subject to the accuracy of information populated by the departments on a projects address of a mayoral and or ward priority.

- Based on budget cap per financial year.

#### Step 7: Tabled Budget

- Draft Budget Tabled to CoE committees

#### Step 8: Community Participation

- IDP participation process
- Prioritise newly identified project as per steps 3 and 4
- Updated Project Fit and Budget Fit based on outcome of above
- Final CPM Evaluation Report

#### Step 9: Budget Approval

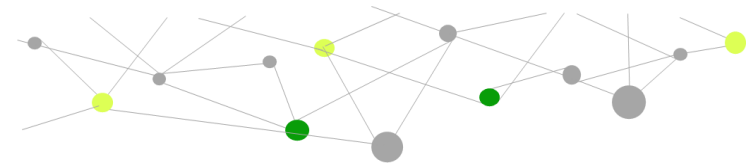
- Budget, IDP, BEPP (&CIF) approval

#### Step 10: Monitoring and evaluation

- Monitor departmental expenditure as a comparison to financial year budget as per the geographic priority areas, project categories, IDP needs and Wards.

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





**Table D3.1: Capital Budget MTREF Programme**

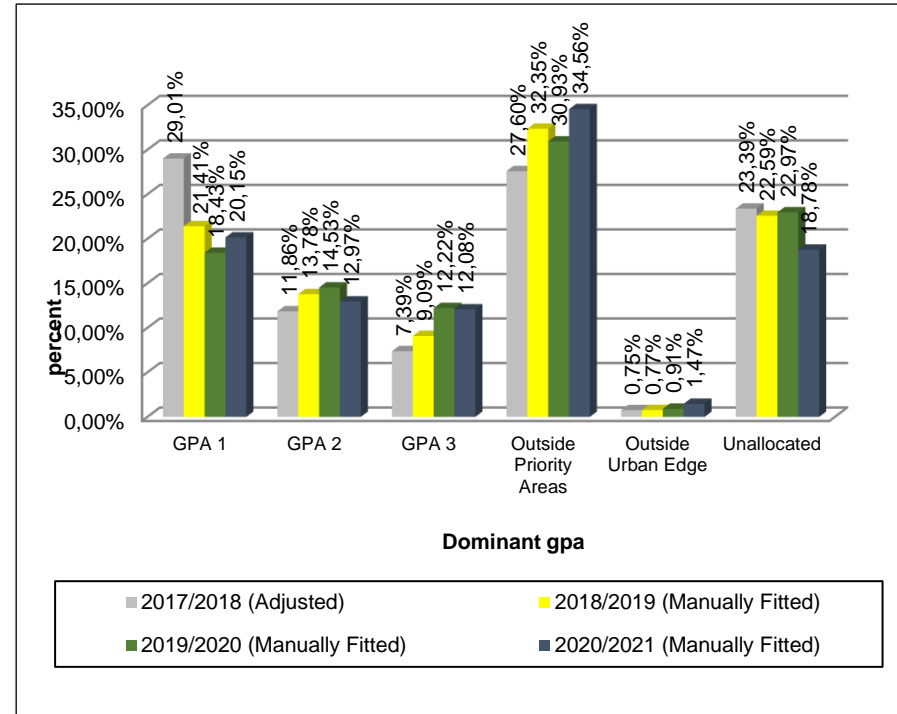
Key Dates	
12 October 2018	Budget Guidelines shared to the Department
15 October to 23 November 2018	Departmental adjustment budget, operational and budget capturing (lengthened capturing period due to deployment of the Solar Budget tool and Prioritisation Tool)
21 January – 4 February 2019	Budget Data Clean up on the Prioritisation Tool
6 – 11 February 2019	MMC One on one engagements

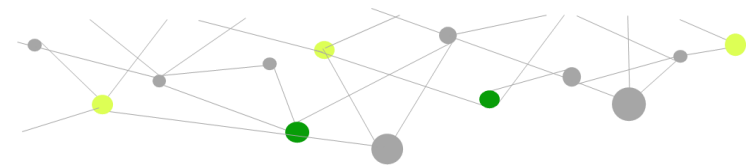
The above table provides a summary of the budget process with regard to the MTREF capital budget. This included training on the new SOLAR budget and Prioritisation Tools with departments, distribution on the budget guidelines inclusive of the CIF prioritization data requirements and IDP ward priorities. Engagement with the departments took place in the form of the MMC one on one departmental engagements

**Percentage of budget allocation per the three geographic priority areas (GPAs) over the MTREF period**

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 D3.4: Percentage of MTREF Budget Allocation per the CIF Priority Areas**





**Table D3.2: Percentage of Budget Allocation per the Geographic Priority Areas over the MTREF**

MTREF PERIOD	GPA 1	GPA 2	GPA 3	Outside Priority Areas	Outside Urban Edge	Unallocated
2017/2018 (Adjusted)	29,01 %	11,86%	7,39%	27,60%	0,75%	23,39%
2018/2019 (Manually Fitted)	21,41 %	13,78%	9,09%	32,35%	0,77%	22,59%
2019/2020 (Manually Fitted)	18,43 %	14,53%	12,22%	30,93%	0,91%	22,97%
2020/2021 (Manually Fitted)	20,15 %	12,97%	12,08%	34,56%	1,47%	18,78%
MTREF AVG.	22,25 %	13,28%	10,19%	31,36%	0,98%	21,93%

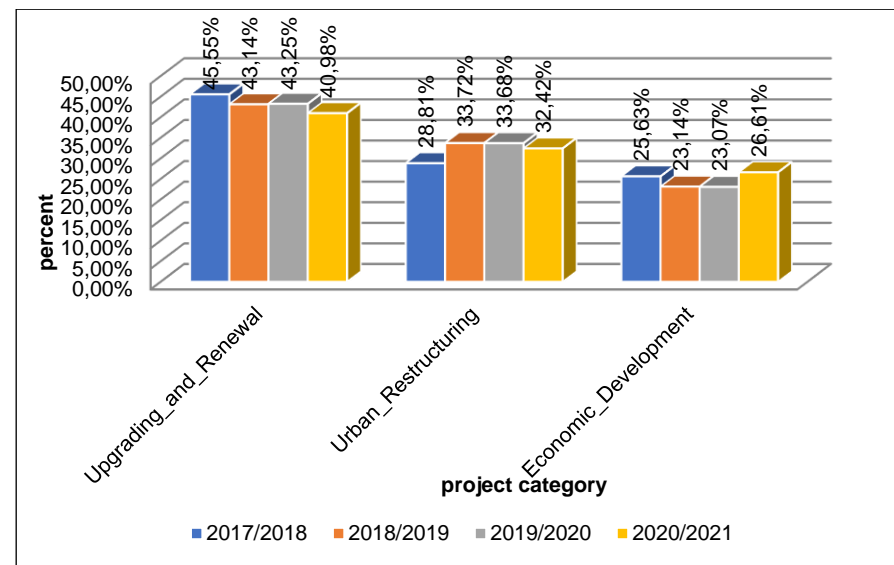
The above figure and table strive to illustrate the impact of the capital prioritization model based on the CIF priority areas in terms of the percentage of budget allocation across the MTREF.

Upgrading and Renewal across the MTREF period for the capital budget meets the 40% budget target set by National Treasury, and in the outer financial years marks a 5% drop in budget allocation to 40% in 2020/21. Economic development remains steadily within the upper 20 percentile for the MTREF period. In terms of the CIF target of 30% for the Economic Development category the assessment reveals that the category remains below the recommended target. Urban restructuring which is the portfolio of capital budget projects that address historical backlogs marks an increase

in the percentage of budget allocation from 28.8% in 2017/18 to 33.6% in 2019/20. The 2020/21 financial year reflects a decrease in the percentage allocation down to 32%. Figures for Urban Restructuring across the MTREF reflect that the category remains within the 30 percentile target in terms of the CIF.

**Percentage of Budget Allocation per the CIF Project Categories**

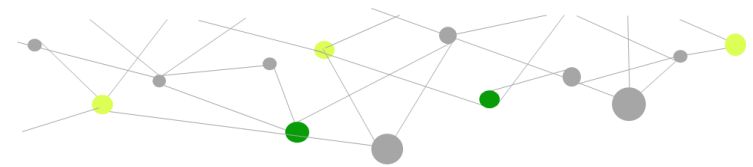
**Figure D3.5: Percentage of MTREF Budget Allocation per the Project Categories**



**Departmental Budget Allocation into the geographic priority areas (refer to Table D3.3)**



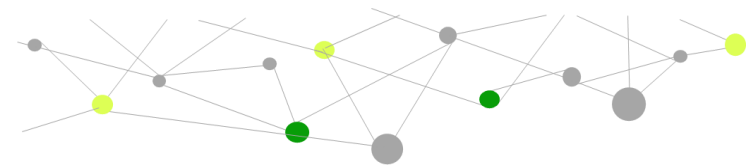




**Table D3.3: Percentage of 2018/19 Budget Allocation per Department per the Geographic Priority Areas**

Sum of 2018/2019 Budget After Manual Budget Fit by Surplus	Column Labels		
Row Labels	CIF Priority Area 1	CIF Priority Area 2	CIF Priority Area 3
Chief Operating Officer	0.18%	0.00%	0.00%
City Manager	100.00%	0.00%	0.00%
City Planning	100.00%	0.00%	0.00%
Communication and Brand Management	0.00%	0.00%	0.00%
Corporate Legal Services	100.00%	0.00%	0.00%
Corporate Planning and Strategy	73.45%	0.00%	0.00%
Council General	21.64%	0.00%	4.28%
Customer Relations Management	36.14%	36.14%	27.71%
Disaster & Emergency Management Services	18.52%	61.74%	1.50%
Economic Development	12.78%	9.67%	2.69%
Ekurhuleni Metro Police Department (EMPD)	51.50%	11.76%	0.88%
Energy	8.35%	20.05%	12.01%
Enterprise Project Management Office (EPMO)	0.00%	0.00%	100.00%
Environmental Resources Management	13.36%	14.31%	7.68%
Executive Office	100.00%	0.00%	0.00%
Finance	71.10%	0.00%	0.00%
Fleet Management	7.07%	7.07%	24.97%
Health and Social Development	5.44%	2.37%	41.51%
Human Resources Management	100.00%	0.00%	0.00%
Human Settlements	29.99%	38.56%	14.71%
Information Communication Technology (ICT)	80.09%	1.85%	0.00%
Internal Audit	0.00%	0.00%	0.00%





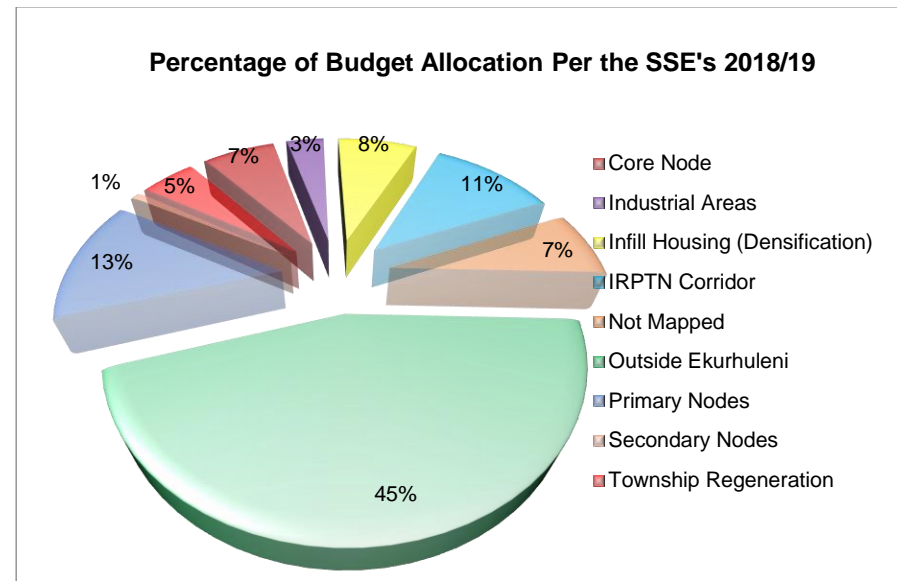
Legislature	100.00%	0.00%	0.00%
Real Estate	66.95%	0.00%	13.85%
Risk Management	100.00%	0.00%	0.00%
Roads and Stormwater	13.40%	15.11%	8.98%
Sports Recreation Arts and Culture (SRAC)	7.29%	10.19%	9.05%
Transport	57.94%	7.84%	10.48%
Waste Management	24.17%	44.17%	3.50%
Water and Sanitation	18.52%	6.32%	10.45%
Grand Total	30.26%	16.46%	8.90%

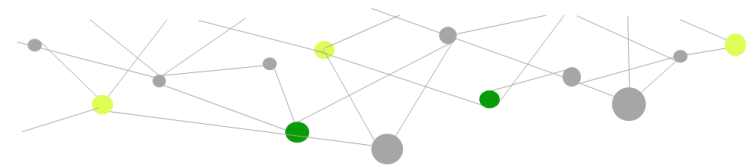
Table D3.3 reflects that the dominant contributing departments 2018/19 capital budgets within the priority areas. The dominant departments noted as contributing the greatest proportion of their budgets to priority area 1 are noted as (excludes Departments with dominantly Operational projects):

- Transport
- Real Estate
- ICT
- EMPD
- Waste Management

**Proportion of budget allocation across the spatial structuring elements**

**Figure D3.6: 2018/19 Draft budget allocations towards the Spatial Structuring Elements**



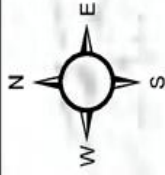


The above figure reflects the percentage of budget allocation to the Spatial Structuring Elements for the 2018/19 financial year. The dominant proportion of budget is noted as falling outside of an SSE. This is followed by investment into the Primary Nodes and the IRPTN respectively.

### **Spatial allocation of the 2018/19 capital budget projects**

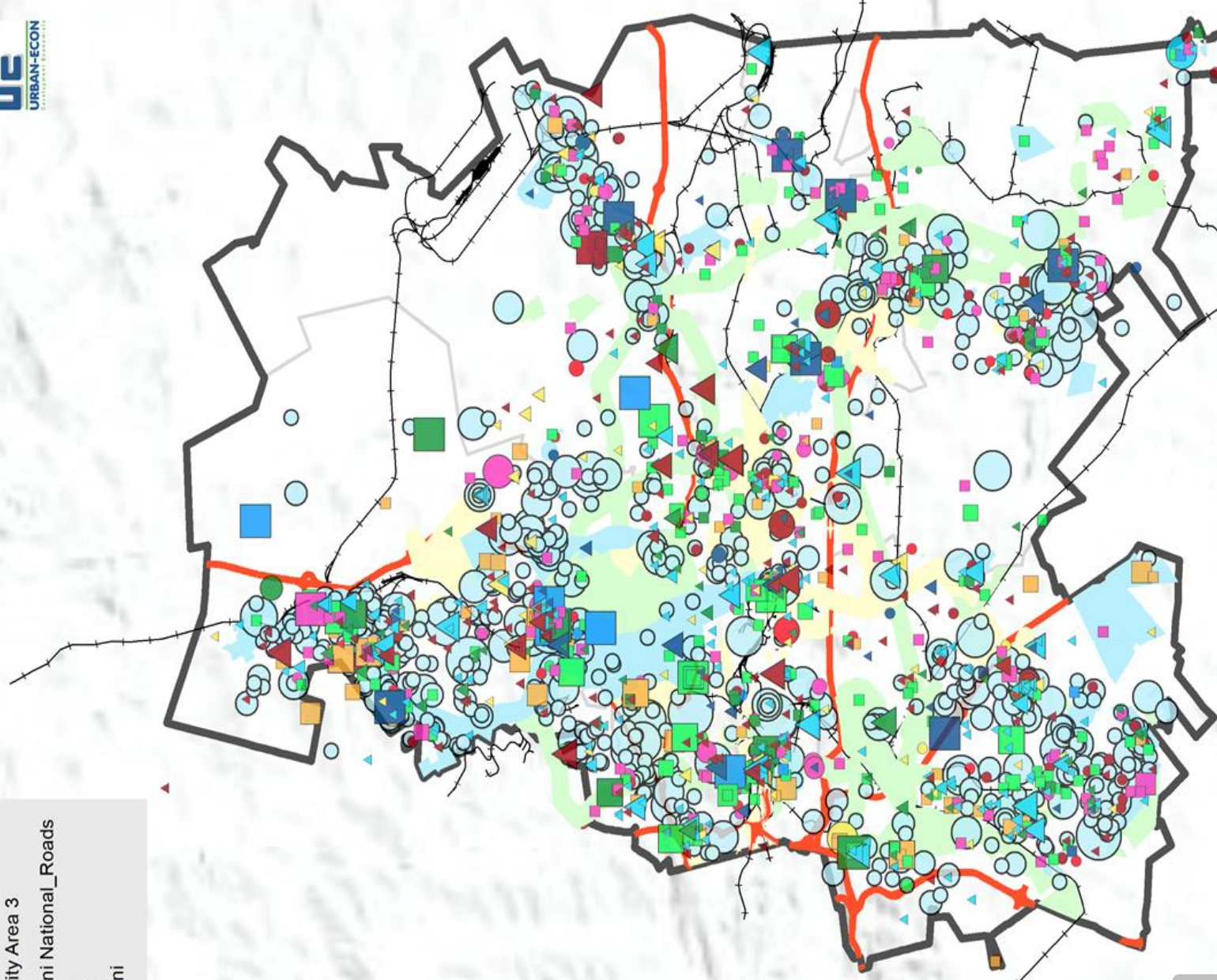
Figure D3.7 demonstrates that the 2018/19 capital budget has been mapped per department. Each shape is representative of a departments projects and the size of the extent of the shape portrays the investment value of the project. The spatial link to the budget therefore creates an essential data set utilised in the prioritization process of the budget thereby providing a spatial measure for targeted investment into priority spatial areas. This information is further extended to the BEPP Integration Zones.





### Legend

- CIF Priority Area 1
- CIF Priority Area 2
- CIF Priority Area 3
- Ekurhuleni National\_Roads
- Railways
- Ekurhuleni



Sources: Esri, DeLorme, USGS, NPS; Sources: Esri, USGS, NOAA

Figure D3.7

### Legend

- |   |   |
|---|---|
| Water and Sanitation                      | Internal Audit                              |
| Waste Management                          | Information Communication Technology (ICT)  |
| Transport                                 | Human Settlements                           |
| Sports Recreation Arts and Culture (SRAC) | Human Resources Management                  |
| Risk Management                           | Health and Social Development               |
| Real Estate                               | Fleet Management                            |
| Legislature                               | Finance                                     |
|   | Roads and Stormwater                        |
|   | Executive Office                            |
|   | Environmental Resources Management          |
|   | Enterprise Project Management Office (EPMO) |
|   | Energy                                      |
|   | Ekurhuleni Metro Police Department (EMPD)   |
|   | Economic Development                        |
|   | Disaster & Emergency Management Services    |
|   | Customer Relations Management               |
|   | Council General                             |
|   | Corporate Planning and Strategy             |
|   | Corporate Legal Services                    |
|   | Communication and Brand Management          |
|   | City Planning                               |
|   | City Manager                                |

## E1 LAND RELEASE STRATEGY

### 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.

### **Strategic Land Parcels submitted for approval and under consideration**

#### ***Background***

A detailed list of 32 individual Strategic Land Parcels (SLPs) proposed to be made available to the market for either sale or lease has been submitted to the Metro's Council for consideration and approval. The list indicates the affected land parcels or portions thereof, reflects the property descriptions, extent and locality (GPS co-ordinates) as well as the proposed land use for which the SLPs are to be developed, the method of disposal, and if a lease, the proposed lease term. Some of the SLPs require a public participation process to be concluded prior to Council considering the granting of an in-principle approval to either permanently dispose or let those land parcels.

#### ***Approach***

The Real Estate Department in co-operation with the City Planning and Economic Development and Human Settlements Departments initially identified 97 SLPS in total. Those SLPs where funding was available to appoint a Transactional Advisor to undertake feasibility studies and prepare

Land Development Frameworks in respect of each SLP were then identified, being the 32 SLPs indicated above. For the remaining SLPs, the Real Estate Department will follow the same process as in the first round i.e. undertake public-participation where required and submitting items to Council to obtain in-principle decisions to dispose or let CoE-owned immovable capital assets. Not all of the 97 SLP identified may be developable and therefore the final number of SLPs can only be determined once feasibility studies have been conducted in respect of each SLP.

***Current Status and Next Steps***

The Real Estate Department has, where required in terms of applicable legislation, undertaken public participation processes to involve the general public and other interested and affected parties in the SLP processes envisaged within the CoE.

Items were prepared and submitted informing Council of the outcome of the public participation processes. Once Council has considered and granted in-principle approval to the Real Estate Department to proceed with the envisaged developments, the relevant SCM processes will be initiated and concluded.

During the following period, the Real Estate Department will, with the assistance of the Corporate and Legal Services and City Planning Departments, attend to the selling and letting of the relevant land parcels, through an open tender process.

The City will furthermore be involved in the development process as developers and will in certain instances be required to undertake further studies before development can commence. Several town planning procedures also need to be finalised to ensure that all future developments are aligned and permitted in terms of the Ekurhuleni Town Planning Scheme (2014). Services agreements will also have to be finalised by the City Planning Department and the Infrastructure Services Departments will have to oversee the design and implementation of engineering infrastructure required in terms of the proposed developments.

Once Council has granted in-principle approval to either dispose or let those land parcels listed in the above-mentioned two items the Real Estate Department will proceed to initiate the relevant SCM process to release such land parcels to the market. Such process will entail the formulation and adoption of the Bid Specification Criteria by the Bid Specification Committee and if possible the advertisement of the tenders.

At present, Council still needs consider the above-mentioned items. Once in-principle decisions are available in respect of each of the land parcels the Real Estate Department can proceed to initiate the identified SCM process which may include a Call for Proposals (RFP), permanent disposal (sale) or letting of the affected immovable assets.

### ***Partnership / Stakeholder Information***

SLP are mostly released as development leases, the idea being that COE does not part with the land but retain ownership in title. Only limited selected SLP's will be sold off and only for residential purposes targeting a mixed income spread of affordable to higher income groups.

Most SLP's are aimed at long term development lease agreements where the developers will invest huge cash to generate fixed improvements to the land, receive return on their investments over the investment period but at the end of the 30 year lease term hand back the investment to the COE (the next generation) who will then decide what to do with the investment.

The intention of the SLP project is to tap into the economic development potential of CoE owned land assets. Since the CoE does not have the finances to develop the SLPs on its own, the private sector will be targeted to either purchase or lease the listed land parcels and effect the development thereof.

### ***Job Creation***

COE departments that are targeted are SRAC where land parcels will be improved for recreation purposes, and Human Settlement where land will be developed for residential purposes. Most investments will directly benefit the communities by creating job opportunities and provide the necessary retail, commercial and light industry opportunities.

## **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.

Inclusion of the CIDMS and Stage Gate project management phasing has yielded new competency in the budget evaluation process to start assessing projects based on readiness. Table E2.1 provides an illustration of the Stage Gate project phasing in comparison to the draft 2018/19 capital budget requests.

**Table E2.1 Stage Gate Phasing as per the 2018/19 Draft Capital Budget**

Row Labels	Sum of 2018/2019 Budget After Manual Budget Fit by Surplus
Breaking Ground	0.14%
Close - out	0.15%
Completed	0.28%
Construction	24.11%
Feasibility	19.04%
Implementation	25.96%
Procurement	16.34%
unassigned	13.99%
<b>Grand Total</b>	<b>100.00%</b>

**PROCUREMENT PLAN**

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

**CITY OF EKURHULENI BUILT ENVIRONMENT PERFORMANCE PLAN 2018-2019**

**Table E2.2: CoE Major Capital Projects and Procurement**

#	Project Name and Details	Source of Funding	Capital Budget 2019/2020	Capital Budget 2020/2021	Capital Budget 2021/2022	MTREF TOTAL 2019/20 - 2021/22	Feasibility study	EIA	Township establishment	Rezoning	Site development plan	Land acquisition	Supply chain / procurement	Geotechnical Study	Stage-Gate phase
1	Land Banking & Property Acquisition (For Hur)	USDG	300 000 000	320 000 000	350 000 000	970 000 000	Completed	Completed	Completed	Not applicab	Completed	10 - 12 months	Not applicable	Not applicab	Feasibility
2	Electrification of Informal Settlements (Reblo	USDG	240 000 000	260 000 000	270 000 000	770 000 000	Not applicable	Not applicab	Not applicab	Not applicab	Not applicab	Not applicable	Completed	Not applicab	Construction
3	ERP Phase 1(Corporate)	Borrowings	413 000 000	150 000 000	80 000 000	643 000 000	Completed	Not applicab	Not applicab	Not applicab	Not applicab	Not applicable	Completed	Not applicab	Implementation
4	Leeuwpoot Development (Bulk Infrastructure)	USDG	165 511 717	114 735 586	100 000 000	380 247 303	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	unassigned
5	IRPTN: Bus Depots	PTNG	180 000 000	120 000 000	60 000 000	360 000 000	Completed	Completed	Not applicab	Completed	Completed	Completed	2 - 4 months	Completed	Construction
6	Urban Management - Legacy projects	Council Funding	112 000 000	112 000 000	112 000 000	336 000 000	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	Procurement
7	IRPTN: Infrastructure and Implementing (PTN	PTNG	140 502 000	140 716 000	50 000 000	331 218 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Construction
8	IRPTN: Road Infrastructure (PTNG)	PTNG	80 650 000	90 000 000	120 000 000	290 650 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Procurement
9	36115_06_Riverfields Mixed-Used Developm	Borrowings	80 000 000	107 459 625	70 459 625	257 919 250	8 - 10 months	Completed	Completed	Completed	Completed	Completed	Not applicable	Completed	unassigned
10	Mega Project: Esselen Park - Witfontein (Me	Borrowings	107 000 000	127 000 000	-	234 000 000	Completed	Completed	> 12 months	> 12 months	> 12 months	Completed	> 12 months	Completed	Feasibility
11	IRPTN: ITS (PTNG)	PTNG	44 369 000	108 000 000	80 000 000	232 369 000	Completed	Not applicab	Not applicab	Not applicab	Not applicab	Not applicable	Completed	unassigned	Procurement
12	IRPTN: Project designs, Planning and Manage	PTNG	73 000 000	70 000 000	80 000 000	223 000 000	Completed	Completed	Completed	Completed	Completed	Completed	2 - 4 months	Completed	Feasibility
13	36115_03_M & T Mixed Use Development	Borrowings	42 667 500	49 384 188	105 894 755	197 946 443	Completed	Completed	Completed	Completed	Completed	Completed	Not applicable	Completed	unassigned
14	Land Banking & Property Acquisition(Corpora	Borrowings	68 000 000	68 000 000	60 000 000	196 000 000	Completed	Completed	Completed	Not applicab	Completed	8 - 10 months	Not applicable	Not applicab	Implementation
15	Mega Project: Van Dyk Park	Borrowings	82 000 000	92 000 000	-	174 000 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation
16	Brakpan old location	USDG	80 000 000	90 000 000	-	170 000 000	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned
17	Mega Project: Palmietfontein	USDG	80 000 000	90 000 000	-	170 000 000	Completed	Completed	Completed	Completed	Completed	Completed	8 - 10 months	Completed	Feasibility
18	Germiston Urban Renewal - Germiston Public	ICDG	54 295 000	51 069 000	54 878 000	160 242 000	Completed	Completed	Completed	Completed	Completed	Completed	10 - 12 months	Completed	Construction
19	Enterprize Architecture/ Business process ma	Council Funding	49 500 000	49 500 000	55 700 000	154 700 000	Completed	Not applicab	Not applicab	Not applicab	Not applicab	Not applicable	2 - 4 months	Not applicab	Procurement
20	IRPTN: ITS (PTNG)	PTNG	50 000 000	50 000 000	50 000 000	150 000 000	Completed	Not applicab	Not applicab	Not applicab	Not applicab	Not applicable	Completed	unassigned	Implementation
21	Mega Project: John Dube 2	Borrowings	40 000 000	100 000 000	-	140 000 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation
22	36115_01_Airport Precinct	Borrowings	20 000 000	50 006 692	63 846 852	133 853 544	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Feasibility
23	Replace Municipal buses (Operational Equipm	Council Funding	30 000 000	39 000 000	39 000 000	108 000 000	> 12 months	Not applicab	Not applicab	Not applicab	Not applicab	Not applicable	> 12 months	Not applicab	Procurement
24	Urban Renewal: Wattville Erf 3130 Watville (	USDG	67 110 000	-	40 000 000	107 110 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation
25	Thokoza NMT	NDPG	32 190 000	72 800 000	-	104 990 000	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned	unassigned
26	Establishment of new MVRA and Transport O	Borrowings	56 000 000	36 000 000	-	92 000 000	> 12 months	> 12 months	Not applicab	Not applicab	> 12 months	Not applicable	4 - 6 months	4 - 6 months	Procurement
27	Urban Renewal: Katorus: Erf 18383 Vosloorus	USDG	75 540 000	-	-	75 540 000	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Implementation
28	Construct Daveyton CBD/N12 Interchange (B)	Borrowings	50 000 000	-	-	50 000 000	Completed	Completed	2 - 4 months	Not applicab	Not applicab	2 - 4 months	4 - 6 months	unassigned	Procurement
29	Mega Project: Tembisa Ext 25 (Old Mutual La	USDG	30 000 000	-	-	30 000 000	Completed	Completed	Completed	Completed	2 - 4 months	Completed	4 - 6 months	Completed	Procurement
<b>TOTAL</b>			<b>2 843 335 217</b>	<b>2 557 671 091</b>	<b>1 841 779 232</b>	<b>7 242 785 540</b>									

**E3 INSTITUTIONAL ARRANGEMENTS**

**E3.1 CAPITAL BUDGET EVALUATION IMPLEMENTATION AND PARTICIPATION PROCESS FOLLOWED FOR THE 2019/20 TO 2021/22 MTREF**

The table below provides a summary of the budget process highlighting key actions that relate to the prioritization aspect of the process. This included system 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.

**Table E3.1: Capital Budget Evaluation – MMC One on one departmental Engagement**

Date	TIME SLOTS	MMC	PORTFOLIO	DEPARTMENT
6-Feb	9:00 to 12:00	ClIr Tiisetso Nketle	WATER & SANITATION AND ENERGY	Water & Sanitation, Energy , ERWAT
	13:00 to 16:30	ClIr Xhakaza	FINANCE, ECONOMIC DEVELOPMENT, ICT	Finance, Economic Development & ICT
7-Feb	13:00 to 15:30	ClIr Petrus Mabunda	TRANSPORT PLANNING	Transport, Fleet, BBC
	15:30 to 16:30	ClIr Masele Madihlaba	CITY PLANNING	City Planning, Land Parcels
8-Feb			ENVIRONMENT & WASTE MANAGEMENT SERVICES	
	12:00 to 14:00	ClIr Ndosi Shongwe		Environment Resource Management, Waste Management Department
	14:00 to 16:30	ClIr Vivienne Chauke	COMMUNITY SAFETY	Ekurhuleni Metro Police Department, Disaster Emergency Management Services
	16:30 to 19:00	ClIr Lesiba Mpya	HUMAN SETTLEMENT	Human Settlements, EDC
11-Feb	11:00 to 13:00	ClIr Dorah Mlambo	COMMUNITY SERVICES	Sport Recreation Arts & Culture, Health & Social Development
	13:30 to 15:30	ClIr Robert Mashego	INFRASTRUCTURE SERVICES	Real Estate Department, Roads & stormwater, EPMO

**Table E3.2.: Summary of MTREF Capital Budget Process**

Key Dates	
12 October 2018	Budget Guidelines shared to the Department
15 October to 23 November 2018	Departmental adjustment budget, operational and capital budget capturing (lengthened capturing period due to deployment of the Solar Budget tool and Prioritisation Tool)
21 January – 4 February 2019	Budget Data Clean up on the Prioritisation Tool
6 – 11 February 2019	MMC One on one engagements

**Departmental Capturing and Training sessions for the new automated system**

**Purpose:** The new Prioritisation Tool is an automated 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 system was rolled out for the first time in 2018 in preparation with the annual budget evaluation process.

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

- MTREF Capital Budget for new projects only
- MSCOA Segments
- Projects works area
- Project Readiness (Stage Gate)
- CPM scoring variable data

### **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).

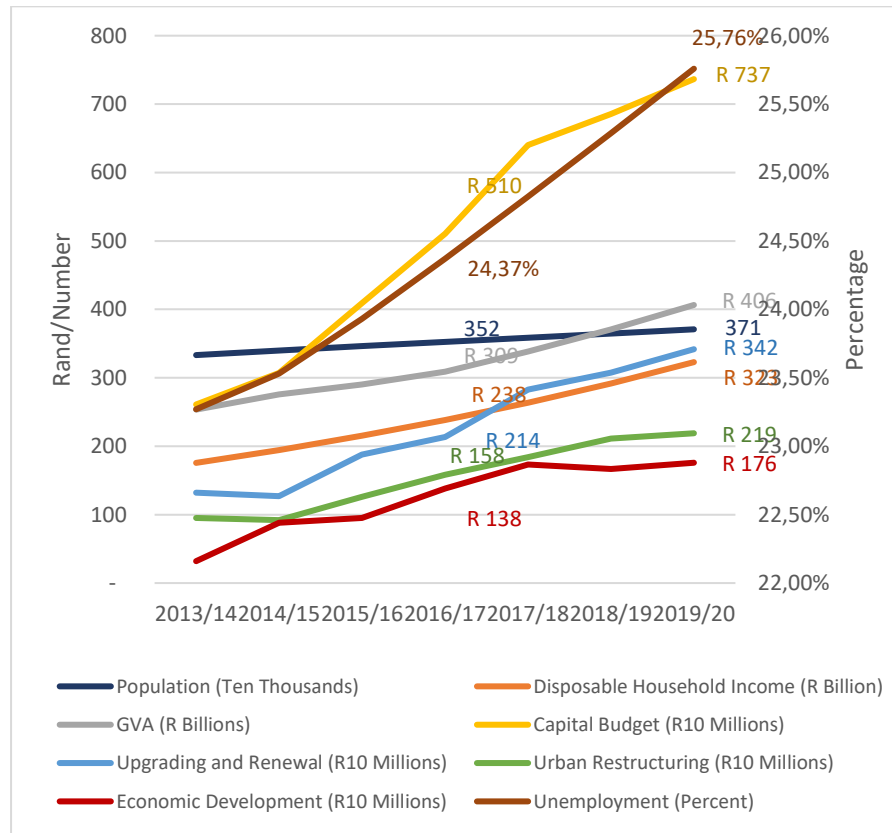
### **Departmental Capital Budget Evaluation: Departmental One on One Sessions**

**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.

**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.

### **E3.3 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 E3.3: 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 E3.4: 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.
	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 E3.5: 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> <li>• Strategy and Corporate Planning (including IDP)</li> <li>• Enterprise Project Management Office</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> <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> </ul>

**CITY OF EKURHULENI BUILT ENVIRONMENT PERFORMANCE PLAN 2018-2019**

Department	Meeting / Forum	Purpose, Responsibilities and Significance
		<ul style="list-style-type: none"> <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> <li>Energy</li> <li>Health</li> <li>SRAC</li> <li>Customer Relationship Management (Urban Management)</li> <li>Real Estate</li> <li>Transport</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> <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 E3.6 Summarised Cross-cutting Institutional Arrangements**

BEPP Requirements	Institutional Arrangements / Responsible	Implications / Outcomes
<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>

<b>BEPP Requirements</b>	<b>Institutional Arrangements / Responsible</b>	<b>Implications / Outcomes</b>
<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</li> <li>• Operational Task Team</li> <li>• City Managers' Office</li> <li>• Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Strategy</li> <li>• Capital investment Framework</li> <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>

**E3.4 OPERATING BUDGET AND EXPENDITURE**

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.

**E3.5 SYSTEMIC CHALLENGES EXPERIENCED IN IMPLEMENTATION PROCESSES AND SOLUTIONS EXPLORED INCLUDING RISK IDENTIFICATION AND MITIGATION**

**Challenges**

Challenges experienced in implementation processes to date include:

- Under-capacity of the SCM and EPMO departments and the effect thereof in delaying project commencement and implementation
- Onerous National and Provincial legislative requirements for the disposal of non-moveable state-owned assets such as land and buildings, which impact on aspects such as the land release strategy
- Completeness of the intergovernmental project pipeline with regards to State-Owned Entity projects within the Metro's area of jurisdiction owing to the fact that their budgets are not published in the same detail / as available as the Provincial budgets and are often unwilling to disclose detailed budget data and allocations
- Potential non-provision / misalignment of bulk services within the Metro's budget for housing projects funded by Province / GDoHS through the HSDG for top structures

**Risks**

Risks identified include:

- Paying excessive costs for privately owned land parcels which have a strategic importance for the catalytic projects or spatial targeting category projects etc.
- Time taken for approval of development plans
- Pressure on increasing municipal revenue generation to help fund capital projects and avoid an overreliance on grant funding

- Increases in inflation making project implementation more expensive
- Potential land invasions of important land parcels

Risk mitigation strategies include:

- Keeping the details of land parcels targeted for acquisition for strategic projects out of public knowledge so that land owners don't inflate prices beforehand
- The City Planning Department has a Specialist Projects unit which facilitates and expedites the approval process, especially for catalytic and spatial targeting related projects
- The Metro has implemented the Revenue Enhancement programme, which is also one of its catalytic projects, and has also implemented the economic 10 Point Plan detailed above
- Improving project implementation to help ensure implementation occurs in accordance with project programmes – see further details regarding project implementation improvement below
- Being aware of potential land invasions through having Community Liaison Officers to help inform of any community concerns so that these may be addressed as far as possible

One of the major implementation challenges the Metro has experienced is capacity in its SCM and EPMO Departments. This has had an effect on the operational side of project implementation, apparent when comparing the actual expenditure and progress on many capital projects to planned and budgeted expenditure and progress.

To address this problem, the Metro has appointed additional SCM staff and extensive SCM training has also taken place. There are also panels of contractors and project professionals which have been established and being utilised to significantly facilitate project initiation, implementation, and delivery.

The Metro has also taken significant steps to improve actual 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.

Implementation of the above 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.

The Progression Evaluation Instrument serves as a mechanism to monitor and measure the Metro's progress regarding the implementation of BEPP requirements and related aspects. It also helps to highlight where there are risks and challenges and where corrective action is required or where there are gaps in the implementation of BEPP requirements so that the Metro may determine how these may be addressed.

## **E4 REGULATORY REFORM**

### **E4.1 REGULATORY REFORM REQUIRED TO STIMULATE INVESTMENT OR REMOVE BARRIERS TO INVESTMENT IN THE PRIORITY PRECINCTS AND SPATIALLY TARGETED AREAS**

#### **Challenges**

The Metro has experienced progressive de-industrialisation over the past few decades despite its excellent location, established infrastructures and labour pool. The Metro also has the lowest economic growth rate and highest unemployment of the Gauteng Metro Municipalities, while its economy is significantly influenced by the power of imports to affect the industrial economy and also by the strength of the service economy in the other parts of the Gauteng City Region. Ekurhuleni has also not benefited as much as the Joburg and Tshwane Metro's from the growth in the service economy due to the need for desirable urban investment locations and the limited knowledge economy and innovation infrastructure.

#### **Reform and Strategic Interventions**

As a result of the above, the City's manufacturing and logistics economy is gradually re-orientating / **reforming** around new mega projects and freight logistics investments. This is also evident from the catalytic projects and spatial targeting as detailed in the Metro's Built Environment Performance Plan (BEPP) herein, which shows that this process is being supported and accelerated.

As evidenced by the Albertina Sisulu Corridor and the emergence of Ekurhuleni as the freight logistics “apron” of the City Region with the Aerotropolis range of mega projects, strong capital intensive manufacturing investment is emerging in Ekurhuleni. The Ekurhuleni Aerotropolis is the City’s economic growth path aimed at repositioning the economy of the entire Gauteng City region, as well as to balance the distribution of economic activities around Ekurhuleni to create over half a million new formal jobs over time. The Aerotropolis Master Plan incorporates hubs of economic activities and community focal points, emphasising a combination of public and private investment. Each hub features and economically supports the most complex key catalytic projects.

One of the Metro’s strategic objectives is creation of an enabling environment for inclusive growth and job creation, which seeks to drive a functional and inclusive economy with full scale implementation of the Aerotropolis and projects meaningfully linked to skills development, job creation and an innovation infrastructure by 2021. The implementation of the 10 point economic plan, the Aerotropolis Master Plan, as well as the revitalization of agricultural and township economies will enable the City to create an enabling environment for sustainable economic growth and job creation.

Key initiatives or interventions that are being and are planned to be rolled out include:

- Implementation of the economic 10 Point Plan which include the following:
  - A clear roadmap for the effective implementation of the Aerotropolis Master Plan;
  - Revitalisation of the manufacturing sector;
  - Enabling Public Transport System;
  - Acceleration of IDZ / SEZ programme;
  - Land availability for strategic development;
  - Implementation of Township Economy Strategy;
  - Empowerment and support of SMMEs through public procurement;
  - Massive infrastructure investment;
  - Promote support of local products (Buy Local); and
  - Skills and capacity development;
- Increasing investment attraction through:
  - Review of the Ekurhuleni Business Council;
  - Implementation of the Vukuphile and Mintirho community empowerment programmes; and
  - Establishment of Ekurhuleni Development Agency.

*Most of the Metro’s catalytic projects and spatial targeting is directly aligned to the above. A brief description of some of these is given below. Detailed information such as capital budget allocations over the forthcoming MTREF, expenditure incurred to date, spatial aspects etc. are given throughout this BEPP document.*

### **Aerotropolis Flagship Project**

The Metro's Aerotropolis Project presents a unique opportunity to leverage the economic benefits of having the busiest airport on the African continent. Because the OR Tambo International Airport is within the Metro's municipal jurisdiction, the City and the GPG are focused on planning development related to this asset which unlocks its value proposition and positions the region as a globally competitive one.

Progress to date includes:

Completion of detailed research regarding the trade environment and current economic realities, including initial work on the land use strategy, land demand modelling, and impact modelling. A range of catalyst projects were identified using a multi criteria analysis and incorporating the research that has been done. A detailed trade analysis, including an overview of global trade patterns and trends were undertaken. An accurate employment projection to 2040 has also been completed. The first wave of catalytic projects have been induced, for example the R300 million PRASA Nerve Centre building next to Kaalfontein station in Kempton Park as part of the R4 billion tender station upgrade programme by PRASA. The Ekurhuleni Aerotropolis 25 Year Master Plan has also reached an important milestone where the critical development opportunities related to envisioned Aerotropolis activities have been preliminarily defined, scaled, and located. The 25 Year Master Plan has been approved by Council.

### **Revitalisation of the Manufacturing Sector**

The programme is aimed at leveraging on the existing industrial capabilities to stimulate industrial activities, efficiencies and competitiveness. Thirteen pillar programmes have been identified to implement this flagship, among them Investment and Development Facilitation (Pillar 4), Technical Skills Development and Industrial Incubation (Pillar 7), Economic Infrastructure Development & Logistics Networks (Pillar 8), Leverage Strategic Procurement for Industrial Development and Inward Investment (Pillar 9), Strategic Industrial Financing (Pillar 9).

Progress to date includes:

- Industrial development strategy and programme developed.
- Annual average of R7billion worth of domestic and foreign direct investment facilitated since 2013/14 financial year
- Programme to revitalise industrial areas underway with Wadeville extension 4 & 6 industrial improvement underway in collaboration with industry
- Revitalisation of the Labore industrial area also underway with road infrastructure improvement started in the current financial year
- Ekurhuleni Business Council launched in 2016 to improve interaction between the City and Private sector and to encourage Public-Private-Partnerships in developing the City's economy.
- Gibela stakeholder engagement forum established to facilitate access to the jobs and entrepreneurship opportunities presented by the

PRASA's new rolling stock programme worth R51 billion in investment over the next 10 years

- Collaboration with Gauteng IDZ to develop industrial and special economic zone clusters in Aerospace and Platinum Group Metals beneficiation industries
- Collaboration with Plastics SA to develop the plastics industry in the City
- Partnership with Productivity SA to develop the Industrial Upgrade, Productivity Improvement & Competitiveness programme. Productivity Benchmarking underway with 20 local companies participating. In addition, over the past 3 years more than 300 local businesses have undergone productivity improvement programmes
- Collaboration with the National Cleaner Production Centre SA to implement the resources efficiency programme and since 2013, over 50 local companies have committed to this programme
- Hosted the annual manufacturing indaba between 2014 and 2016.

Deliverables planned to be achieved going forward include:

- Revitalization of the manufacturing sector strategy developed
- 10-year Industrial Upgrade, Productivity Improvement and Competitiveness Programme developed and implemented
- R7 billion worth of domestic and foreign direct investment
- Facilitate development of industrial sector cluster programmes in Plastics, Aerospace and Fuel Cells
- Revitalization of the industrial areas – Labore industrial development

- 50 local companies participating in the Productivity Improvement Programme

### **Revitalisation of Township Economies**

The township regeneration programme entails the transformation of five Ekurhuleni township complexes into prosperous, compact, sustainable and better managed urban centres with vibrant economies, better transport linkages, well managed public spaces and infrastructure. The goal is to redevelop Ekurhuleni's townships into great places to live, work and play.

The focus of the economic sector is to develop and grow a diversified economy that goes beyond the prominent retail developments and seeks to attract investment in other sectors such as light industrial, manufacturing, agriculture and tourism. A combination of attracting external investment and supporting local entrepreneurs, particularly in the SMME and co-operatives sector, is at the centre of the economic strategy.

Specific initiatives included within the overall programme include:

- Township Enterprise Hubs
  - Duduza Resource Centre
  - Etwatwa Barcelona Traders Market
  - Etwatwa Enterprise Hub
  - Kwa-Thema Enterprise Hub
- Incubation Programmes

- Chemical Incubation in Tembisa Business Park and Thokoza
- MactSteel/SEFA/Ekurhuleni Steal Traders Incubation
- Enterprise Development
  - Mentorship Programme: UNISA SMME Short Course for 30 SMMEs; Protective Clothing programme for 25 SMMEs; Furniture Making programme for 25 SMMEs and General Entrepreneurship mentoring for 80 of the SMMEs in Ekurhuleni
  - Cooperative Development and Support: NYDA Youth Ward Project, Quality Assurance: Productivity SA Programme, and Fabrication Laboratory
- Township Automotive City
- Ekurhuleni Innovation Hub

### Urban Renewal

The first part of the Urban Renewal Programme entails transformation of two of the nine existing Ekurhuleni towns into prosperous, compact, sustainable and better managed urban centres with better transport links that are great places to live, work and play. Ekurhuleni made a choice to focus its interventions in the short-to medium-term on Kempton Park and Germiston Central Activity/Living Areas. These primary urban renewal areas give Ekurhuleni its identity and urban structure as a City with dual City centres that complement each other; where Kempton Park's role is seen as a cultural and economic hub of the metro anchored by the Aerotropolis and Germiston as the administrative headquarters of Ekurhuleni.

The long-term vision of the programme is to redevelop all Ekurhuleni towns into Central Living Districts (CLDs), where there is an intensification of residential land uses to complement the economic uses that prevail currently and to ensure that all the towns are green, clean and safe.

Progress to date includes:

- Tembisa HUB: Link road upgrade completed, conceptual design for civic square completed, alignment of the civic square upgrade with the IRPTN station is complete, Ekurhuleni is in partnership with PRASA/Intersite on Transport Orientated Development (TOD) around train stations in Tembisa;
- KwaTsaDuza; Actonville-Wattville; Daveyton/Etswatwa; and Katorus HUBs: Strategies completed, review list of projects in order to align with Urban Network Strategy (UNS) and Capital Investment Framework (CIF);
- Germiston: Delville Rental Housing Project: DBSA to be appointed as PSP to complete concept, planning, detail design and procurement stage; Old Fire Station Site Rental Housing Project: DBSA to be appointed as PSP to complete concept, planning, detail design and procurement stage; Dukathole: feasibility, socio-economic study, and urban design completed; Good Hope: feasibility completed, and socio-economic study underway; Germiston Fire Station: Detail designs and procurement stages completed and in process to commence with construction stage; Cultural Precinct: Theatre in construction stage

- Kempton Park: Linkages to Airport, Gautrain, Rhodesfield and Kempton Park; Department of Transport Planning & Provision has appointed consultants for Precinct Plan.

Deliverables planned to be achieved going forward include:

- Tembisa: Construction of two pedestrian bridges in Ibazelo (golden gate) and Tami Mnyele to improve pedestrian safety across the railway line and to improve access to the civic node; Beautification overlay (street furniture and landscaping) on streets completed in current and previous financial years; packaging and release of development packages for private investment at the civic node; detailed design work for mixed use building in Leralla node
- Wattville: Finalise designs and commence with the implementation of 264 four storey walk up units in erf 3130, close to the OR Tambo memorial; proceed with public space upgrade work to improve beautification and pedestrian safety;
- Vosloorus: Finalise detailed designs and commence with construction of 770 ten storey rental housing units and 550 four storey walk up units with landscaped gardens and parks along the N3 in the vicinity of the Vosloorus civic centre; approval of precinct plans for the new town center for Vosloorus by the Neighbourhood Development Programme at National Treasury.
- Germiston: Implement phase 2 of the Germiston public space upgrade, promoting the pedestrian safety and beautification of Germiston streets linked to key development nodes; proceed with Construction and

completion of Germiston South Phase 2 social housing; operationalisation of the Germiston Theatre; operationalisation of the Germiston Fire station; finalisation of design work and procurement for the Germiston station intermodal facility; proceed with the acquisition of existing buildings as part of brownfields acquisition programme for social housing.

#### **E4.2 INCENTIVE SCHEMES PLANNED OR IN PLACE TO PROMOTE PRIVATE SECTOR INVESTMENT IN THE PRIORITY INTEGRATION ZONES AND PRECINCTS**

The following incentives are used where applicable to promote private sector investment and to enable fast tracked urban core development:

- **Tax incentives:** National incentives provided for industries located within Industrial Development Zones (IDZs) and other special districts. The Department of Trade and Industry has designated Special Economic Zones (SEZ). The transition period from the IDZ designation to the SEZ designation provided an opportunity for the Gauteng IDZ license to have an SEZ status. The Tambo Springs Inland Port project enjoys the IDZ / SEZ status given the fact that the Gauteng IDZ licence is not limited to activities at the Airport;
- **Infrastructure concessions:** Provision of serviced industrial and commercial sites or special efforts to development infrastructure and services in selected commercial areas in response to the needs of prospective investors;

- **Land and buildings:** The sale, transfer or rental of land, buildings or other facilities owned by the municipality on concessionary terms in order to attract investment, including assistance by the municipality in order to obtain premises. It is very important that where the municipality intends making some of its own assets available that it ensures that it is in compliance with National and Provincial legislation on the disposal of public assets. Please refer to the Land Release section E1. In the BEPP document regarding the Metro's land release strategies;
- **Regulatory reform:** Special efforts by the municipality to reduce constraining legislation and zoning that may stand in the way of potential business development, including an accurate and speedy system to supply information relating to, and the approval of potential development;
- **Finance:** Some international cities provide financial assistance in the form of special grants, access to start-up capital, bridging finance and credit, loan guarantees or the underwriting of risks. However, South African local authorities are currently prohibited from undertaking in these activities;
- **Approval processes:** Facilitating prompt decisions such as the approval of building plans and rezoning applications. Prospective investors are more interested and more likely to invest if the municipality is quick to approve plans and applications. As an example, Ekurhuleni Metro is host to a number of projects as highlighted through the National Development Plan and its respective SIP projects. These include PRASAs modernisation program and the Metro's own Aerotropolis programme which forms part of SIP2. These particular projects and

other high value developments should by no means be left to generic land-use approval processes which take tedious amounts of time for approvals due to the institutional structure and nature of legal processes. It was hence decided that a special division within the City Planning department will take the lead to drive and facilitate these particular projects to completion in order to ensure that these game changing developments remain within the City of Ekurhuleni.

Attraction of investment from outside marginalised areas into these areas is extremely important as this results in funds being injected into the local economy and also facilitates efforts to increase the levels of local investment / equity. It also increases the locally generated capita. One of the guiding principles for promoting private sector investment is that public sector investment should form the anchor of urban core development. Various public facilities should be developed first until necessary consumer volumes can be attracted. Private investors would then become involved, thereby creating a coordinated public-private investment approach. Therefore, a focused, step by step approach of private/public investment should be followed which should typically include the provision of social housing, followed by a range of economic activities, commencing with retail and recreational / leisure facilities, supported by personal services and financial services.

The Metro's Township Economies Development Programme pivots on the effective implementation of the Ekurhuleni Urban Regeneration Programme

which has identified and prioritised the following township complexes and nodal development areas:

- Katorus Complex: Kwesine Node, Vosloorus Node
- Kwatsaduza Complex: Tsakane Node
- Actonville / Wattville Complex: Actonville / Wattville Node
- Tembisa: Civic, Willie Mandela, Lerratta, Oakmorr, Swazi Inn, Essellen Park and hospital (includes Nodes, Corridors and Precincts)

As a result, Ekurhuleni is committed to realising the following priorities:

- Rapid development of the Aerotropolis to enhance the value proposition for trade, tourism, investment and industrial agglomeration;
- Systematic investments in economic infrastructure to unlock intrinsic economic potential;
- Deliberate investment in human development to drive innovation and competitiveness;
- Deliberate efforts to encourage entrepreneurship, new venture creation and private sector participation to stimulate economic activity and innovation;
- Strategic Economic relationships to gain access to increased tourism volumes, international capital and trade linkages through business exchanges;
- Increase urbanisation in order to enjoy economies of scale, reduce cost;
- Infrastructure investment, generate new demand and encourage domestic consumption; and

- Economic diversification that encourages movement from primary sectors to tertiary sectors of production through efficient, market and resource driven interventions.

#### ***Ekurhuleni Business Facilitation Network***

To facilitate investment in the Metro and promote business activities and related initiatives, the Metro has established the Ekurhuleni Business Facilitation Network (EBFN), which is a modern business-like facility built to house core economic development activities, including:

- Ekurhuleni Business Centre (EBC)
- Ekurhuleni Investment Centre (EIC)
- Ekurhuleni BizSpark Incubation Centre
- Ekurhuleni Aerotropolis Project Office

This centre provides business support, incubation, mentorship, linkages and financing intervention for SMMEs and co-operatives; assistance in the development application processes and requirements to unlock public and private sector investments into strategic, affluent, underdeveloped and marginalised areas of the city; and co-ordinated planning for the Aerotropolis development.



### ***Ekurhuleni Business Centre***

The EBC serves as a platform built to drive the City's enterprise development goals. It hosts a wide range of enterprise development initiatives together with other entities as co-locators focusing on enterprise development and entrepreneurship development and support. The enterprise development framework for the centre is:

- Drive efforts to alleviate poverty, economic empowerment and township economic development strategy through the provision of enterprise development, entrepreneurship, incubation projects and innovation business support services and funding;
- Provide economic infrastructure and market access opportunities in order to enable enterprise development and incubation; and
- Leverage strategic partners in the enterprise development value-chain to employ the co-location business model in their endeavour to provide services to emerging entrepreneurs.

### ***Ekurhuleni Investment Centre***

The EIC provides investment facilitation activities, including all core functions of the Industrial Investment Facilitation Division, and has the following principles and objectives:

- All strategic land acquisition and release proposals are subjected to the EIC and Development Facilitation Committee (DFC) processes
- All strategic investment and development proposals and/or applications are subjected to the EIC and DFC turnaround timeframes

- Reduce turnaround time for decision-making from 13 weeks to five (5) weeks
- All strategic development and investment proposals and/or applications are submitted via the one-stop-EIC
- All strategic development and investment proposals and/or applications are subjected to a due diligence process and fast-track system of the EIC.

The investment facilitation framework for the centre includes increasing domestic and foreign direct investment into the City in order to contribute to the City's economic growth and development and create more sustainable job opportunities for the majority of its population; , development, promotion and facilitation of domestic and foreign direct investments; creation of a conducive business and effective collaborative environment to attract investment and develop exports; and facilitation of the development and promotion of exports and provision of aftercare services for business and investment retention and expansion.

### ***Ekurhuleni Aerotropolis Project Office***

The Aerotropolis project is one of the flagship projects of the City of Ekurhuleni. The Aerotropolis Project Office's framework incorporates:

- Development of the Ekurhuleni Aerotropolis Master Plan;
- Co-ordination and streamlining of spatial planning and land use management instruments, such as the Municipal Spatial Development Framework and Regional Spatial Development Framework;

- Alignment of all other related master plans (ie those of other state entities such as Sanral, ACSA, IRPTN, CIPR, Aerotropolis);
- Mobilisation and co-ordination of air and bulk cargo movements;
- Development of Ekurhuleni Aerotropolis Value Proposition and Brand Positioning; and
- Stakeholder mobilization and engagement.

### **Partnerships**

In addition to some of the partnerships highlighted above, identified external role players potentially influencing the Built Environment Performance Plan with respect to external government programmes related to the EMM, investment value, implementation timeframes, and project locality include National Treasury, Transnet, ACSA, Gautrans, SANRAL, PRASA, Gautrain, GDARD, ERWAT, Rand Water, Eskom, the Gauteng Departments of Minerals and Energy, Education, Economic Development, Human Settlements, Health, Gauteng Growth and Development Agency, Telkom, and the National Departments of Trade and Industry, Higher Education, Justice, Water Affairs and Forestry.

As the 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 to attract investments as well as to spatially reconfigure the City towards a sustained economic path, it is critical that strategic partnerships are formed

by the Metro and that a comprehensive stakeholder consultation programme is effected in order to sustain the progress gained so far. Engagements to date by the Aerotropolis Project Office in collaboration with other relevant EMM Departments with external role players has yielded information indicating investments into the EMM from entities including Airports Company South Africa (ACSA), the Gauteng Growth and Development Agency, Passenger Rail Agency South Africa (PRASA) etc. Ongoing interaction with external role players is planned and required to feed into modelling for the CIF on income geography as well as to ensure a complete intergovernmental project pipeline and facilitate a portfolio management approach thereof.

An Aerotropolis Planning Committee has been established which consists of all EMM 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 EMM and ACSA regarding the Aerotropolis.

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 EMM in terms of financial investment, major projects and development growth (socially, economically and physically), which projects have been listed as supporting and complementary projects.

Other strategic partnerships include:

- The Ekurhuleni Business Facilitation Network (EBFN) described above is supported by the partnership between Ekurhuleni and the EPCOCT (Ekurhuleni Peermont Chambers of Commerce Trust) Advisory Board
- Ekurhuleni Business Council launched in 2016 to improve interaction between the City and Private sector and to encourage Public-Private-Partnerships in developing the City's economy.
- Gibela stakeholder engagement forum established to facilitate access to the jobs and entrepreneurship opportunities presented by the PRASA's new rolling stock programme worth R51 billion in investment over the next 10 years
- Collaboration with Gauteng IDZ to develop industrial and special economic zone clusters in Aerospace and Platinum Group Metals beneficiation industries
- Collaboration with Plastics SA to develop the plastics industry in the City
- Partnership with Productivity SA to develop the Industrial Upgrade, Productivity Improvement & Competitiveness programme. Productivity Benchmarking underway with 20 local companies participating. In addition, over the past 3 years more than 300 local businesses have undergone productivity improvement programmes
- Collaboration with the National Cleaner Production Centre SA to implement the resources efficiency programme and since 2013, over 50 local companies have committed to this programme.

### **Major Private Sector Investment Projects**

Approval of major private sector led Strategic Urban Developments (SUDs) has been a notable achievement by the Metro in the past few years. These development projects incorporate mainly residential, commercial, business and industrial land uses, resulting in an expansion of the real estate and construction sector in Ekurhuleni. As the real estate sector expanded, so did the commercial and industrial development investment that was attracted into the City's space economy. This is particularly evident in the various industrial estates and nodal developments along the Albertina Sisulu (R21) corridor.

The SUDs are large scale urban developments that are of a metropolitan wide strategic nature and are of critical importance in building the City of Ekurhuleni as envisaged in the GDS, IDP, MSDF and CIF. An SUD is typically initiated and led by the private sector or a State Owned Enterprise and typically straddles two or more townships. There are currently eleven SUDs, namely M&T (Route 21), Riverfields, Prasa-Gibela, Tambo Springs, Carnival Junction, Glen Gory, Leeuwpoort, GreenReef, O.R. Tambo International Airport Precinct, S&J Industrial and Lordsvlew.

The following table provides a summary of some of the major private investment projects where the City has partnered with the private sector in order to facilitate economic development, job creation and empowerment.

**Table E4.1 Major Private Sector Investment Projects in Ekurhuleni**

<b>MAJOR PRIVATE INVESTMENT PROJECTS</b>		
<b>Investment Project</b>	<b>Investor / Developer</b>	<b>Estimated Value of Investment</b>
PRASA New Rolling Stock	Gibela Consortium / ALSTOM	R4.1 billion
Steel Mill Investment	Fortune Metaliks	R2.5 billion
Municipal solid waste to Energy	Enviroserv	R1.0 billion
Conveyor Belt Manufacturing	Oriental Rubber	R100 million
PET Bottle Recycling	Mpact	R330 million
Glass Expansion	Nampak	R400 million
Retail Mall	Investec	R300 million
Bus Depot and Head Office	Autopax (PRASA)	R350 million
Glass Manufacturing	JOEST	R200 million
Riverfields Mixed Use Development	Trans Act	R35.0 billion
O.R. Tambo International Airport (extension of western and midfield terminal)	ACSA	R3.5 billion
Badenhorst Estate Mixed Use Development	Badenhorst Family	R3.05 billion
Tambo Springs Inland Freight Port	Transnet	R52.4 billion
M&T Development Project	M& T Developments	R133.9 billion
Rhodesfield UDF	-	R11.3 billion
Glen Gory Development	-	R7.9 billion
Midstream Development	M& T Developments	R13.8 billion
Serengeti Development	African Kingdom Holdings	R10.7 billion
Reading Junction	-	-
Leeuwpoort Development	-	R9.0 billion
Lordsview Industrial Estate	-	R9.8 billion
Chief Albert Luthuli Mixed Use Development	-	R2.2 billion

SECTION F

URBAN MANAGEMENT

F1 URBAN MANAGEMENT

The CoE department of Urban Management has developed a *Proposed Urban Management Framework (April 2018)* which will lay the foundation for the development of an Urban Management Strategy or Policy for the City

This Urban Management Framework seeks to create clean, safe, and functional urban spaces through:

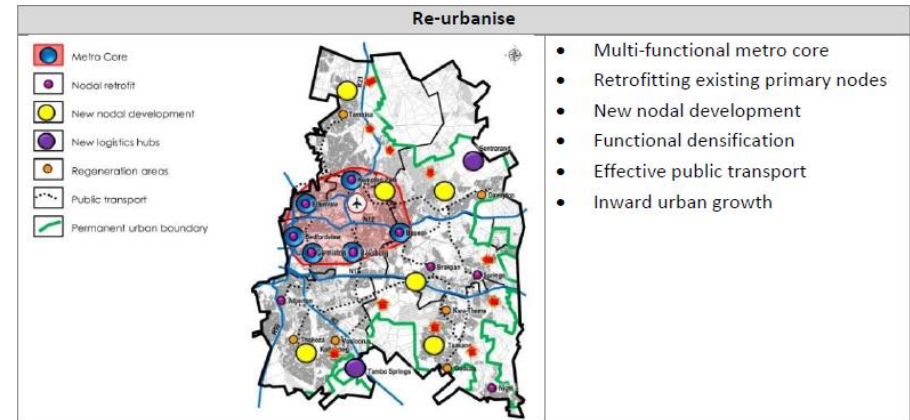
- The creation of a multi-disciplinary approach in tackling challenges associated with urban spaces
- The contribution in the development of an effective and capacitated multi-disciplinary by-law enforcement system
- The coordination of stakeholder actions and ensuring alignment to the City's policies
- The promotion of the participation of communities and strategic external stakeholders in urban management initiatives

The proposed urban management actions are underpinned by two important principles: (1) *spatial targeting* and (2) *incrementalism*.

**Spatial targeting**- in this context refers to the rationale to do work in the selected spaces, and breaking down the selected spaces into manageable 'spaces / precincts'.

**Diagram F1.1**, spatially depicts the Core Nodes identified to be the proposed urban management focus areas, which is aligned with the MSDF and Urban Network Strategy.

**Diagram F1.1: Urban Management Core Nodes**



Source: MSDF 2015

**Diagram F1.2** represent a conceptual framework depicting how a node can be broken down into manageable spaces or precincts

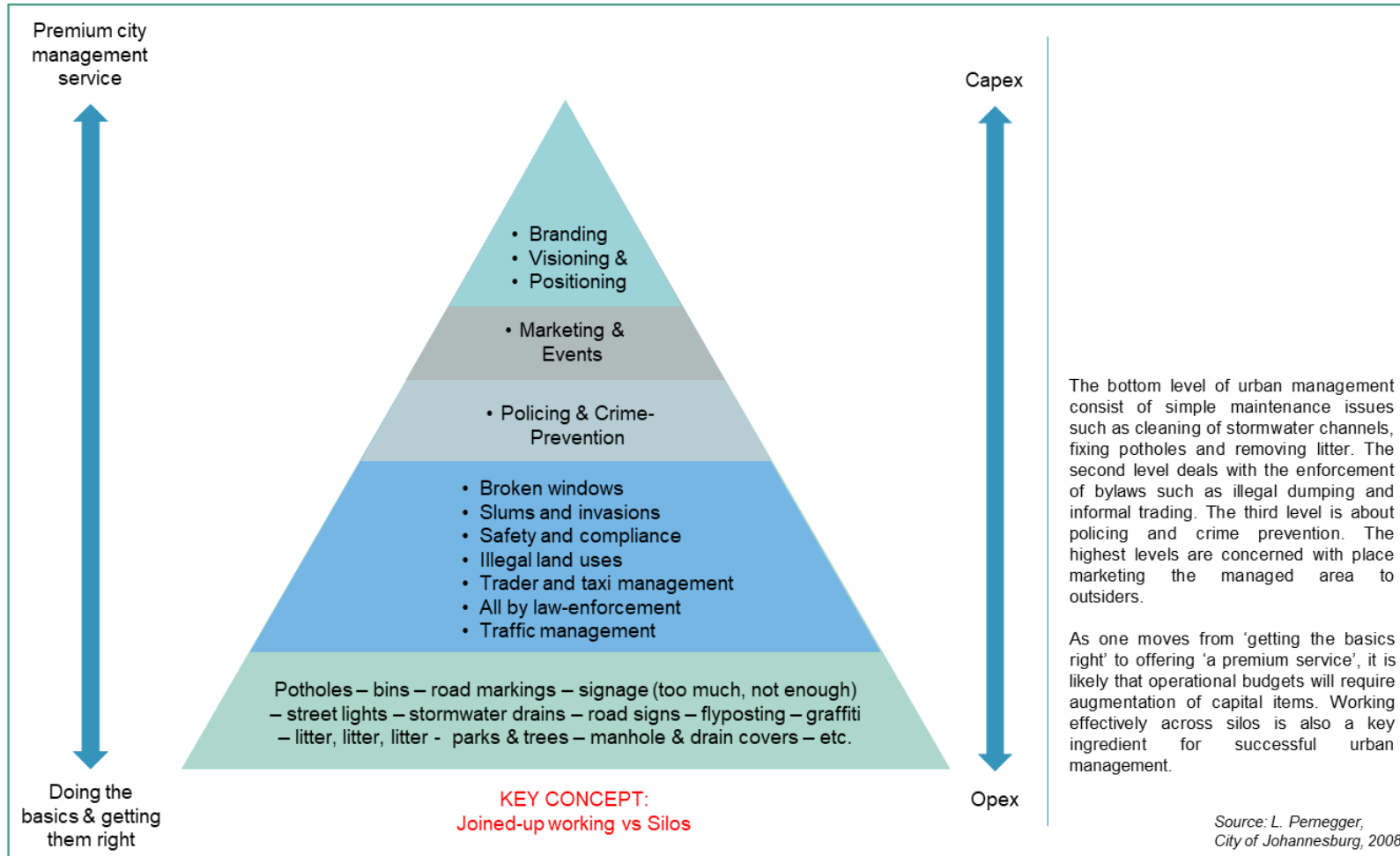
**Diagram F1.2: Manageable Precincts**



**Incrementalism** - in this context refers to the concept of starting work to fix urban spaces by getting the basics right first.

As captured in the explanatory notes on the right-hand side of **Diagram F1.3**, urban management interventions need to start with the basics, and ensuring that those are gotten right.

**Diagram F1.3: Urban Management Key Concepts**



In line with the above proposed urban management actions. Area Based Management plans has been developed for the following five (5) key CBD's (refer to the indicated Diagrams for the detailed Implementing Area Based Management Plans per CBD):

**Table F1.1: Area Based Management Plans**

Area Based Management Plan	Diagram	Web Link
Edenvale Area Based Management Plan	Diagram F1.4.1	
Germiston Area Based Management Plan	Diagram F1.4.2 (a,b,c)	
Kempton Park Area Based Management Plan	Diagram F1.4.3	
Springs Area Based Management Plan	Diagram F1.4.4(a,b)	
Benoni Sustainability Plan	Diagram F1.4.5	

**TRANSPORT OPERATIONS AND MANAGEMENT WITHIN IZ'S**

COE has embarked on the development of a more sustainable transport management approach which includes an integrated public transport network namely IRPTN. 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 an 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:

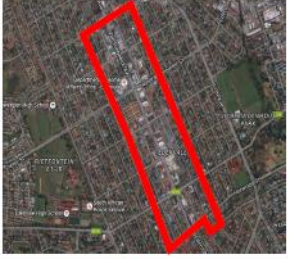

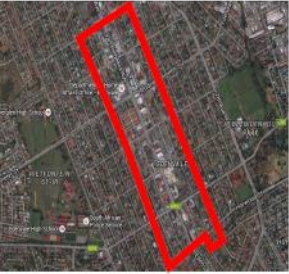

- Trunk services (BRT): – High-demand corridors will operate predominately in median busways with pre-board fare collection and platform level boarding, providing a rapid and high-quality customer experience
- Conventional services: - Principal bus routes in corridors with either insufficient demand for exclusive infrastructure or where the nature of the urban environment does not permit exclusive infrastructure. In subsequent project phases, some conventional services may be upgraded to trunk services.

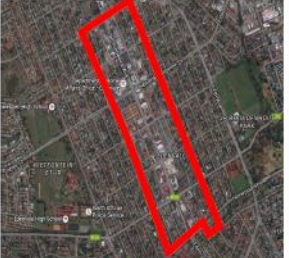

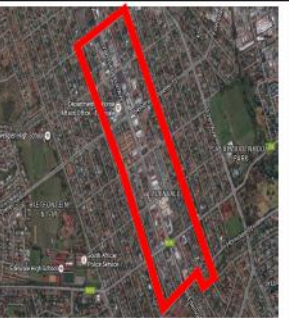



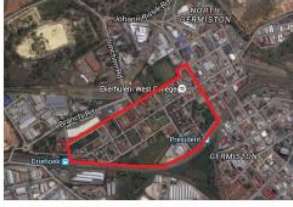
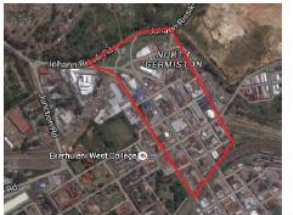
# IMPLEMENTING AREA BASED MANAGEMENT PLANS

## Edenvale CBD

Diagram F1.4.1

Precinct	Map	Challenges	Proposed Interventions	Lead Department	Timeframe
Edenvale CBD		Waste: Illegal Dumping and general cleanliness 	<ul style="list-style-type: none"> <li>• Identification of dumping hotspots and deployment of LMCDP/CCP Brigades to these.</li> <li>• Coordinate regular clean ups with the ECID monitors and Waste Department</li> </ul>	<ul style="list-style-type: none"> <li>• Task Team- Waste Department focus area</li> <li>• ECID</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> </ul>
		Energy: Vandalized street lights and other electricity infrastructure 	<ul style="list-style-type: none"> <li>• Identification and monitoring of all street lights in the CBD</li> <li>• Fixing of vandalized street lights</li> <li>• Developing and adopting a maintenance programme for all street lights within the CBD</li> </ul>	<ul style="list-style-type: none"> <li>• Task Team- Energy Department focus area</li> <li>• ECID</li> </ul>	<ul style="list-style-type: none"> <li>• Daily monitoring</li> <li>• Fixing as and when required (within service delivery timelines of department)</li> </ul>

Precinct	Map	Challenges	Proposed Interventions	Lead Department	Timeframe
Edenvale CBD		Roads: potholes and non-maintained road markings and street furniture 	<ul style="list-style-type: none"> <li>• Identification of all roads in need of repair</li> <li>• Repairing all potholes and restoring road markings</li> <li>• Developing and adopting a maintenance programme for all roads within the CBD</li> </ul>	<ul style="list-style-type: none"> <li>• Task Team- Roads Department focus area</li> <li>• ECID</li> </ul>	<ul style="list-style-type: none"> <li>• Daily monitoring</li> <li>• Fixing as and when required (within service delivery standard timelines of department)</li> </ul>
		Storm Water: Unmaintained and storm water drains 	<ul style="list-style-type: none"> <li>• Identification of all storm water drains needing attention</li> <li>• Cleaning and clearing of blocked storm water drains</li> <li>• Developing and adopting a maintenance programme for all storm water drains within the CBD</li> </ul>	<ul style="list-style-type: none"> <li>• Task Team- Storm Water Department focus area</li> <li>• ECID</li> </ul>	<ul style="list-style-type: none"> <li>• Daily monitoring</li> <li>• Cleaning and clearing as per maintenance programme</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
University (Educational and Green Industry Precinct)		<ul style="list-style-type: none"> <li>❖ Incomplete works on the side walk by the contractor;</li> <li>❖ Informal structures within the properties;</li> <li>❖ Illegal rental accommodation;</li> <li>❖ Overgrown grass in the sidewalks/ vacant stands</li> <li>❖ Illegal dumping</li> <li>❖ Illegal advertisement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop and implement way leave policy;</li> <li>❖ Enforcement of policies and by-laws;</li> <li>❖ Issue notices to contravening property owners</li> <li>❖ Intensified cleaning operations</li> <li>❖ Clearing of illegal advertisements</li> </ul>	<ul style="list-style-type: none"> <li>❖ Engineering services;</li> <li>❖ Urban Management;</li> <li>❖ City Planning;</li> <li>❖ Waste Management – Clean City;</li> <li>❖ EMPD</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>
Motor Node (manufacturing Precinct)		<ul style="list-style-type: none"> <li>❖ Bad buildings</li> <li>❖ Incomplete works on the side walk by the contractor</li> <li>❖ Informal structures within the properties i.e. block of flats</li> <li>❖ Illegal dumping</li> <li>❖ Illegal advertisement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Identification of Bad Buildings;</li> <li>❖ Develop and implement way leave policy;</li> <li>❖ Issue notices to contravening property owners;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Urban Management</li> <li>❖ Building Control</li> <li>❖ Engineering</li> <li>❖ Hlaniki</li> <li>❖ Waste Management – Clean City;</li> <li>❖ City Planning</li> <li>❖ EMPD</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</li> </ul>





# IMPLEMENTING AREA BASED MANAGEMENT PLANS

## Germiston CBD

Diagram F1.4.2a

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>University (Educational and Industry Precinct)</b> <b>Green</b> <span style="font-size: 2em; border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">1</span>		<ul style="list-style-type: none"> <li>❖ Incomplete works on the side walk by the contractor;</li> <li>❖ Informal structures within the properties;</li> <li>❖ Illegal rental accommodation;</li> <li>❖ Overgrown grass in the sidewalks/vacant stands</li> <li>❖ Illegal dumping</li> <li>❖ Illegal advertisement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop and implement way leave policy;</li> <li>❖ Enforcement of policies and by-laws;</li> <li>❖ Issue notices to contravening property owners</li> <li>❖ Intensified cleaning operations</li> <li>❖ Clearing of illegal advertisements</li> </ul>	<ul style="list-style-type: none"> <li>❖ Engineering services;</li> <li>❖ Urban Management;</li> <li>❖ City Planning;</li> <li>❖ Waste Management – Clean City;</li> <li>❖ EMPD</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 Program me</li> </ul>
<b>Motor Node (manufacturing Precinct)</b>		<ul style="list-style-type: none"> <li>❖ Bad buildings</li> <li>❖ Incomplete works on the side walk by the contractor</li> <li>❖ Informal structures within the properties i.e. block of flats</li> <li>❖ Illegal dumping</li> <li>❖ Illegal advertisement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Identification of Bad Buildings;</li> <li>❖ Develop and implement way leave policy;</li> <li>❖ Issue notices to contravening property owners;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Urban Management</li> <li>❖ Building Control</li> <li>❖ Engineering</li> <li>❖ Hlaniki</li> <li>❖ Waste Management – Clean City;</li> <li>❖ City Planning</li> <li>❖ EMPD</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 Program me</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<span style="font-size: 2em; border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">2</span>		<ul style="list-style-type: none"> <li>❖ Open manholes;</li> <li>❖ Water leaks;</li> <li>❖ Over grown grass on the sidewalks;</li> <li>❖ Hawkers on the side walk;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Intensified cleaning operations;</li> <li>❖ Clearing of illegal advertisement;</li> <li>❖ Enforcement of policies and by-laws;</li> </ul>		<ul style="list-style-type: none"> <li>Program me</li> </ul>
<b>Civic North (Civic Precinct)</b>		<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>❖ Pedestrian pathway obstructed with plantation i.e. trees</li> <li>❖ Illegal advertisement</li> <li>❖ Illegal dumping</li> <li>❖ Refuse bins not strategically placed</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>❖ Eradication of illegal informal trading on sidewalk;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</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 Program me;</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<span style="font-size: 2em; border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">3</span>			<ul style="list-style-type: none"> <li>❖ Addressing state of sidewalks</li> <li>❖ Identification of bad buildings</li> <li>❖ Increased refuse removal</li> </ul>		
<b>Library Square (High Street Precinct North)</b>		<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> </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 – Hlaniki;</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 Program me;</li> </ul>


Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<span style="font-size: 2em; border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">4</span>		<ul style="list-style-type: none"> <li>❖ Illegal advertisement</li> <li>❖ Illegal dumping</li> <li>❖ Refuse bins not strategically placed</li> </ul>	<ul style="list-style-type: none"> <li>❖ Management of public open spaces</li> <li>❖ Eradication of illegal informal trading on sidewalk;</li> </ul>		
<b>Jack Street North (High Street Precinct)</b>		<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> </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 – Hlaniki;</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 Program me;</li> </ul>




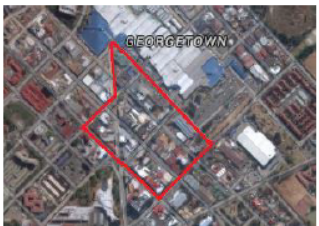
# IMPLEMENTING AREA BASED MANAGEMENT PLANS


## Germiston CBD

Diagram F1.4.2b

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>5</b>		<ul style="list-style-type: none"> <li>❖ Illegal advertisement</li> <li>❖ Illegal dumping</li> <li>❖ Refuse bins not strategically placed</li> </ul>	<ul style="list-style-type: none"> <li>❖ Management of public open spaces</li> <li>❖ Eradication of illegal informal trading on sidewalk;</li> </ul>		
<b>Civic South (Civic Precinct – South)</b>		<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> <li>❖ Illegal advertisement</li> <li>❖ Illegal dumping</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>❖ Eradication of illegal informal trading on sidewalk;</li> <li>❖ Addressing state of sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</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>❖ Daily maintenance of the infrastructure in the precinct.</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>7</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>❖ 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>❖ Increased refuse removal</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>❖ Eradication 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 – Hlaniki;</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>Golden Walk (Commercial Precinct)</b>					

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>6</b>		<ul style="list-style-type: none"> <li>❖ Refuse bins not strategically placed</li> </ul>	<ul style="list-style-type: none"> <li>❖ Identification of bad buildings</li> <li>❖ Increased refuse removal</li> </ul>		
<b>Central Park (High Street Precinct Central)</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>❖ 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>❖ Eradication 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>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</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>

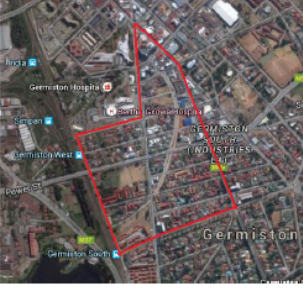
Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>8</b>		<ul style="list-style-type: none"> <li>❖ Shortage of refuse bins</li> <li>❖ Incomplete works on the pavement by the contractor</li> <li>❖ Illegal advertisement</li> <li>❖ Informal traders</li> <li>❖ Buildings not maintained</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 – Hlaniki;</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>Pirrowville (Transport and Market precinct)</b>					





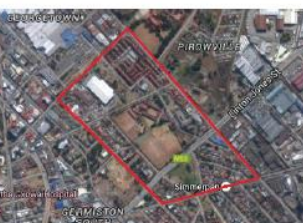
# IMPLEMENTING AREA BASED MANAGEMENT PLANS

## Germiston CBD

Diagram F1.4.2c

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>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 – Hlaniki;</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>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> </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> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</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> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
		<ul style="list-style-type: none"> <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>			




Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
		<ul style="list-style-type: none"> <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>❖ Replacement of manhole covers;</li> </ul>		<ul style="list-style-type: none"> <li>❖ As and when reported or requested</li> </ul>
<b>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> </ul>	<ul style="list-style-type: none"> <li>❖ Infrastructure maintenance</li> <li>❖ Management of public open spaces</li> <li>❖ Eradication 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</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>








# IMPLEMENTING AREA BASED MANAGEMENT PLANS


## Kempton Park CBD

Diagram F1.4.3

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
1 Kempton Park Railway Station Precinct	  	<ul style="list-style-type: none"> <li>Illegal dumping &amp; littering leading to parking areas not well demarcated</li> <li>Illegal informal trading leading to station</li> </ul>	<ul style="list-style-type: none"> <li>Hlaniki Learners &amp; Clean City Brigades. (10 Learners &amp; Brigades) on Pretoria Road</li> <li>Roads Department for road markings and clear parking demarcation</li> <li>Permit issuing for legal and approved trading sites</li> </ul>	<ul style="list-style-type: none"> <li>Urban Management &amp; Solid Waste</li> <li>Roads Department</li> <li>Local Economic Development Department</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>As and when required</li> <li>1 month for circulation</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
3 Medical Precinct	 	<ul style="list-style-type: none"> <li>Area well maintained but leading areas to precinct are affected by the scourge of illegal dumping and informal traders.</li> </ul>	<ul style="list-style-type: none"> <li>Safety &amp; security</li> <li>Hlaniki Learners &amp; Clean City Brigades (15 Learners &amp; Brigades) on Pretoria Road, Pine Avenue &amp; Central Avenue</li> </ul>	<ul style="list-style-type: none"> <li>EMPD &amp; SAPS</li> <li>Urban Management</li> <li>Local Economic Development Department</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>Daily</li> <li>As and when required</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
2 Civic Precinct	  	<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> </ul>	<ul style="list-style-type: none"> <li>Issuing notices for unsightly building façades</li> <li>Site inspection prior to payment of contractor by roads</li> <li>Hlaniki Learners &amp; Clean City Brigades (12 Learners &amp; Brigades) on Pretoria Road, End Street and Long Street</li> <li>Issuing notices to contraveners</li> <li>Permit issuing for</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> </ul>	<ul style="list-style-type: none"> <li>30 days</li> <li>Within a week after completion of project</li> <li>Daily</li> <li>30 days</li> <li>As &amp; when required</li> </ul>



Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
4			<ul style="list-style-type: none"> <li>Permit issuing for legal and approved trading sites</li> </ul>		





# IMPLEMENTING AREA BASED MANAGEMENT PLANS


## Springs CBD

Diagram F1.4.4a

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>Pam Brink Sports Complex</b> 		<ul style="list-style-type: none"> <li>❖ Illegal dumping;</li> <li>❖ Illegal advertisement;</li> <li>❖ Potholes;</li> <li>❖ Road marking and Road Signs;</li> <li>❖ Grass Cutting;</li> <li>❖ Non-existent of Street Lights</li> <li>❖ Sewer blockage;</li> <li>❖ Replacement of Manhole covers;</li> <li>❖ Bad buildings (EMM owned);</li> </ul>	<ul style="list-style-type: none"> <li>❖ Provision of refuse bins and regular clearing of dumping site;</li> <li>❖ Clearing of illegal advertisements</li> <li>❖ Road Resurfacing and marking;</li> <li>❖ Infrastructure upgrading;</li> <li>❖ Demolition of Bad Buildings</li> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ City Planning;</li> <li>❖ EMPD;</li> <li>❖ Engineering services;</li> <li>❖ Real Estate</li> <li>❖ Building Control</li> <li>❖ Urban Management;</li> <li>❖ Parks</li> </ul>	<ul style="list-style-type: none"> <li>❖ Clean according to the Programme</li> <li>❖ As and When required;</li> <li>❖ Immediately</li> </ul>
<b>New Era Industrial Node</b> 		<ul style="list-style-type: none"> <li>❖ Open manholes;</li> <li>❖ Grass cutting;</li> <li>❖ Potholes;</li> <li>❖ Stormwater Kerb and Stormwater drains</li> <li>❖ Road markings;</li> <li>❖ Non-existent Street lights;</li> <li>❖ No street names and street signs;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Infrastructure structure upgrading;</li> <li>❖ Regular cleaning and maintenance of sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>❖ Engineering services;</li> <li>❖ Parks,</li> <li>❖ Urban Management</li> </ul>	<ul style="list-style-type: none"> <li>❖ Clean according to the Programme</li> <li>❖ As and When required;</li> <li>❖ Immediately</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>3</b> 		<ul style="list-style-type: none"> <li>❖ Illegal street parking;</li> <li>❖ Drug peddling and illegal gambling.</li> <li>❖ Rodent infestation</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>❖ Regular cleaning operations</li> <li>❖ Safety &amp; Security - Visible policing;</li> <li>❖ Enforcement of Bylaws.</li> <li>❖ Eradication of illegal informal trading on sidewalk;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</li> <li>❖ Engineering services;</li> <li>❖ EMPD</li> <li>❖ City Planning</li> <li>❖ Parks</li> </ul>	<ul style="list-style-type: none"> <li>❖ Clean according to the Programme</li> <li>❖ As and When required;</li> <li>❖ Immediately</li> </ul>


Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>Oranjehof Transport Node</b> 		<ul style="list-style-type: none"> <li>❖ Potholes</li> <li>❖ Hawker on the side walk;</li> <li>❖ Pedestrian pathway obstructed informal street traders</li> <li>❖ Illegal advertisement</li> <li>❖ Illegal dumping</li> <li>❖ Refuse bins not strategically placed;</li> <li>❖ Street lights not working;</li> <li>❖ Blocked drains;</li> <li>❖ Leaking water pipes and taps;</li> <li>❖ Illegal dumping;</li> <li>❖ Bad buildings;</li> <li>❖ Illegal temporary structures;</li> <li>❖ Road markings within taxi ranks; illegal car washes;</li> <li>❖ Proper signage within taxi rank;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Infrastructure upgrade;</li> <li>❖ Intensified cleaning operations</li> <li>❖ Safety &amp; Security - Visible policing;</li> <li>❖ Enforcement of Bylaws.</li> <li>❖ Eradication of illegal informal trading on sidewalk;</li> <li>❖ Addressing dilapidated state of sidewalks</li> <li>❖ Refurbishment of bad buildings;</li> <li>❖ Increased refuse removal;</li> <li>❖ Rodent control;</li> <li>❖</li> </ul>	<ul style="list-style-type: none"> <li>❖ Real Estate;</li> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</li> <li>❖ Engineering services;</li> <li>❖ EMPD</li> <li>❖ City Planning</li> <li>❖ Parks</li> <li>❖ Environmental Health;</li> <li>❖ Economic Development.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Clean according to the Programme</li> <li>❖ As and When required;</li> <li>❖ Immediately</li> </ul>

Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>4</b> <b>Palm Springs Business Node;</b> 		<ul style="list-style-type: none"> <li>❖ Water leaks;</li> <li>❖ Stormwater Blockage;</li> <li>❖ Open manhole covers;</li> <li>❖ Street marking;</li> <li>❖ Potholes in the street</li> <li>❖ Illegal Hawker on the side walk</li> <li>❖ Bad building</li> <li>❖ Illegal advertisement</li> <li>❖ Illegal dumping</li> <li>❖ Refuse bins not strategically placed;</li> <li>❖ Shop owners placing good on sidewalks;</li> <li>❖ Illegal parking;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Infrastructure Upgrading;</li> <li>❖ By-law enforcement;</li> <li>❖ Replacement of manhole covers</li> <li>❖ Road marking;</li> <li>❖ Regular cleaning operations</li> <li>❖ Develop and implement way leave policy</li> <li>❖ Safety &amp; Security - Visible policing;</li> <li>❖ Eradication of illegal informal trading on sidewalk;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</li> <li>❖ Engineering services;</li> <li>❖ EMPD</li> <li>❖ City Planning</li> <li>❖ Parks;</li> <li>❖ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>❖ Clean according to the Programme on daily basis;</li> <li>❖ As and When required;</li> <li>❖ Immediately</li> </ul>



# IMPLEMENTING AREA BASED MANAGEMENT PLANS

## Springs CBD



Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
<b>New Springs Business Node</b>  <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 10px auto;">5</div>		<ul style="list-style-type: none"> <li>❖ Area fairly maintained</li> <li>❖ Potholes in the street</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> <li>❖ Illegal land uses and illegal use of buildings;</li> <li>❖ Illegal mining;</li> <li>❖ Open manhole covers</li> <li>❖ Sewer blockages;</li> <li>❖ Prostitution and drugs abuse;</li> <li>❖ Abandoned council buildings;</li> <li>❖ Vagrants;</li> <li>❖ Hijacked buildings</li> </ul>	<ul style="list-style-type: none"> <li>❖ Daily cleaning operations</li> <li>❖ Safety &amp; Security - Visible policing;</li> <li>❖ Enforcement of Bylaws.</li> <li>❖ Management of public open spaces</li> <li>❖ Eradication of illegal informal trading on sidewalk;</li> <li>❖ Addressing dilapidated state of sidewalks</li> <li>❖ Refurbishment of council owned buildings</li> <li>❖ Increased refuse removal;</li> <li>❖ Provision of accommodation for vagrants;</li> </ul>	<ul style="list-style-type: none"> <li>❖ Waste Management – Clean City;</li> <li>❖ Urban Management – Hlaniki;</li> <li>❖ Engineering services;</li> <li>❖ EMPD</li> <li>❖ City Planning</li> <li>❖ Parks;</li> <li>❖ Real Estate;</li> <li>❖ Human Settlement</li> <li>❖ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>❖ Clean according to the Programme on daily basis;</li> <li>❖ As and When required;</li> <li>❖ Immediately</li> </ul>



Precinct	Maps	Challenges	Proposed Interventions	Lead Department	Timeframe
			<ul style="list-style-type: none"> <li>❖ Rehabilitation of illegal old mine;</li> </ul>		



# IMPLEMENTING AREA BASED MANAGEMENT PLANS

## Benoni CBD

Precinct	Maps	Challenges Overview	Proposed Interventions	Lead Department	Timeframe
1. Civic Node <b>1</b>		<ul style="list-style-type: none"> <li>• Potholes</li> <li>• Overgrown weeds on sidewalks</li> <li>• Illegal Dumping</li> <li>• Illegal Advertising</li> <li>• Water Leaks</li> <li>• Illegal Land Uses</li> <li>• Traffic Management (Illegal Parking)</li> <li>• Open electricity meter boxes/ exposed power cables</li> <li>• Overgrown trees</li> </ul>	<ul style="list-style-type: none"> <li>• Patch potholes</li> <li>• Deseed sidewalks</li> <li>• Clean all dumping hotspots &amp; issue fines</li> <li>• Remove all illegal adverts &amp; issue fines</li> <li>• Enforce town planning scheme</li> <li>• Fixing all water leaks</li> <li>• Issue fines to and monitor street parking to curb down illegal parking</li> <li>• Fix and cover all exposed power cables</li> <li>• Prun all overgrown trees</li> </ul>	<ul style="list-style-type: none"> <li>• Roads &amp; Storm Water</li> <li>• Waste Management</li> <li>• City Planning: Outdoor Adverts</li> <li>• City Planning: Land Use</li> <li>• Energy</li> <li>• Metro Parks</li> </ul>	Weekly or bi-weekly
2. Commercial Node					

Precinct	Maps	Challenges Overview	Proposed Interventions	Lead Department	Timeframe
3. Industrial Node A <b>2</b>		<ul style="list-style-type: none"> <li>• Potholes</li> <li>• Overgrown weeds on sidewalks</li> <li>• Illegal Dumping</li> <li>• Illegal Advertising</li> <li>• Water Leaks</li> <li>• Illegal Land Uses</li> <li>• Traffic Management (Illegal Parking)</li> <li>• Open electricity meter boxes/ exposed power cables</li> <li>• Overgrown trees</li> </ul>	<ul style="list-style-type: none"> <li>• Patch potholes</li> <li>• Deseed sidewalks</li> <li>• Clean all dumping hotspots &amp; issue fines</li> <li>• Remove all illegal adverts &amp; issue fines</li> <li>• Enforce town planning scheme</li> <li>• Fixing all water leaks</li> <li>• Issue fines to and monitor street parking to curb down illegal parking</li> <li>• Fix and cover all exposed power cables</li> <li>• Prun all overgrown trees</li> </ul>	<ul style="list-style-type: none"> <li>• Roads &amp; Storm Water</li> <li>• Waste Management</li> <li>• City Planning: Outdoor Adverts</li> <li>• City Planning: Land Use</li> <li>• Energy</li> <li>• Metro Parks</li> </ul>	Weekly or bi-weekly
4. Industrial Node B					

- Feeder services: – Community or local area services that connect passengers to trunk road and conventional services.
- Additional modes – A range of other modal types may also assist in feeding customers to the public transport system, including private cars (e.g. park-and-ride facilities), bicycles (cycleways), and quality walkways.
- 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 buses 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 serving 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.

The full IRPTN is illustrated in Figure B2.4 under section B2 above.

Effective operational integration will act as catalyst for the transformation of public transport in Ekurhuleni 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

## F2 INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

Urban Management is a complex and multi-dimensional field requiring long term efforts from a wide range of actors in the public, private, and community sectors. It is for this reason that as part of the Area Based Urban Management Planning process, that an Integrated Service Delivery Task Team be established, comprising of the different service delivery departments within the City of Ekurhuleni. **Table F2.1** provide an indication of the proposed stakeholders to form part of an Integrated Service Delivery Task Team.

The established Integrated Service Delivery Task Team should have two officials from each of the departments mentioned above, with one member being the official nominee and the second one, a secondi. These members will be Urban Management champions of their respective departments.

To formalize the establishment of the Task Team, an MoU should be signed by all HoD's of the departments concerned. In addition to this ToRs should also be developed to guide how the Task Team should operate.

**Table F2.1: Proposed Integrated Service Delivery Task Team**

Leading Team: Compliance & Enforcement	Supporting Team: Poor Environment & Urban Problems
UM	Environmental Health
City Planning	Environmental Resource Management
<ul style="list-style-type: none"> <li>• Building Control Management</li> <li>• Land Use Management</li> <li>• Outdoor Advertising</li> </ul>	
Waste Management	Revenue
MS	Legal
EMPD	
Parks	
Roads and Storm-water	
Water and Sanitation	
DED	
Energy	



G

## SECTION G

## REPORTING & EVALUATION

### G1 REPORTING & EVALUATION

Monitoring the performance of the City's efforts to address the spatial transformation envisaged in the IDP and MSDF is an integral component of the BEPP: reflecting the "Performance" element of its title.

The City has made progress with the establishment of baselines for a number of the indicators within the BEPP context. BEPP indicators are reported on annually via sector representatives who are tasked with generating information from existing sources within a non-auditable environment. **Table G1** indicated the Indicators as reported on.

**CITY OF EKURHULENI BUILT ENVIRONMENT PERFORMANCE PLAN 2018-2019**

**Table G1: BEPP Indicators**

Outcome	Ref. No	Integrated Outcome Indicator	Baseline (estimated annual Performance 2017/18)	5 Year target	Target for 2016/17 (MTREF)	Target for 2017/18 (MTREF)	Target for 2018/19 (MTREF)	Target for 2019/20 (MTREF)	Target for 2020/21 (MTREF)	Note
T1. Targeted investments in integration zones	WG13	Percentage change in the value of properties in Integration Zones	22.9%	5%	0%	22.9%	0	0	5%	
	CC2	Number of land use applications processed in integration zones as a percentage of the total number of land use applications submitted city-wide	New Indicator	To be determined	N/A	N/A	Test report reflecting 2019/20 data as per NT ratios. Set accurate 2018/29 baseline. Determine targets for 2019/20 & 2020/21.	To be determined pending the report in 2018/19	To be determined pending the report in 2018/19	KPI targets to be determined after test report of KPIs with data gaps and system limitations being resolved to respond to reporting
	CC3	Number of building plan applications processed in integration zones as a percentage of the total number of building plan applications city-wide	New Indicator	To be determined	N/A	N/A	Test report reflecting 2019/20 data as per NT ratios. Set accurate 2018/29 baseline. Determine targets for 2019/20 & 2020/21.	To be determined pending the report in 2018/19	To be determined pending the report in 2018/19	KPI targets to be determined after test report of KPIs with data gaps and system limitations being resolved to respond to reporting requirements
	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	34.0%	8%	0%	34.0%	0	0	8%	

**CITY OF EKURHULENI BUILT ENVIRONMENT PERFORMANCE PLAN 2018-2019**

Outcome	Ref. No	Integrated Outcome Indicator	Baseline (estimated annual Performance 2017/18)	5 Year target	Target for 2016/17 (MTREF)	Target for 2017/18 (MTREF)	Target for 2018/19 (MTREF)	Target for 2019/20 (MTREF)	Target for 2020/21 (MTREF)	Note
T2. Reduction in urban sprawl	CC1	Hectares approved for future development outside the 2015 urban edge as a percentage of Hectares allocated for future development as defined by the 2015 MSDF	New indicator	N/A	N/A	N/A	N/A	N/A	N/A	The City's Spatial Development Framework (SDF) does not allow for the approval of applications beyond the urban edge.
T3. New housing options with social diversity	IC1	New subsidised units developed in Brownfields developments as a percentage of all new subsidised units city-wide	38%	(1708 ) 10%	15%	12%	20%	23%	30%	From all the subsidised units that will be built throughout the city for the term (16527); a total of 1708 units to are targeted to be in Brownfields developments, 20% that is targeted for 2018/19 will translates into 350 units, 23% in 2019/20 will yield 388 units and 30% in 2020/21 will yield 514 units.
	IC2	Gross residential unit density per hectare within integration zones	New indicator	n/a	n/a	Report with baselines to determine targets for 2019/20	To be determined pending the report in 2018/19	To be determined pending the report in 2018/19	New indicator	
	IC3	Ratio of housing types in integration zones	200:0:0	1708:0:0	n/a	n/a	350:0:0	388:0:0	514:0:0	
	IC4	Ratio of housing tenure status in integration zones	CP:200:0	CP:1708:0	n/a	n/a	CP:350:0	CP:388:0	CP:514:0	
	IC5	Ratio of land use types (residential, commercial, retail, industrial) in integration zones	New indicator	n/a	n/a	Report with baselines to determine	To be determined pending the report in 2018/19	To be determined pending the report in 2018/19	New indicator	

**CITY OF EKURHULENI BUILT ENVIRONMENT PERFORMANCE PLAN 2018-2019**

Outcome	Ref. No	Integrated Outcome Indicator	Baseline (estimated annual Performance 2017/18)	5 Year target	Target for 2016/17 (MTREF)	Target for 2017/18 (MTREF)	Target for 2018/19 (MTREF)	Target for 2019/20 (MTREF)	Target for 2020/21 (MTREF)	Note
							targets for 2019/20			
	IC6	% households accessing subsidy units in integration zones that come from informal settlements	12% 200	1708	n/a	n/a	20%	23%	30%	
T4. Affordable and efficient public transport services	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	47,6%	56%	0	0	47,6%	52%	56%	
	IC8	Percentage share of household income spent on transport costs for different household income quintiles city-wide								
	IC9	Capital expenditure on integrated public transport networks as a percentage of the municipal capital expenditure								
	IC11a	% learners travelling for longer than 30 minutes to an education institution								
	IC11b	% of workers travelling for longer than 30 minutes to their place of work								



# ANNEXURE 1

Catalytic Projects

## ANNEXURE 1

## CITY OF EKURHULENI: CATALYTIC PROJECTS - MTREF PERIOD 2019/20 - 2021/22

Project List		Funding Source (Total Project Value)								Estimated Project Status (% of Project Complete)				
No. of projects reflected on pipeline	Catalytic Projects / Programmes	Total Value (R'm)	Municipal (Metro's own Revenue)	Loan (borrowings by the Metro)	Grant (received by the Metro)	Province (funded by GDHS, DOE etc.)	SOE	PPP	% Total Value	Private Sector Leverage (R'm)	Selection	Preparation	Construction	Completed
<b>1. Aerotropolis</b>														
Various sub-projects	1.1. Projects within EMM Capital Budget	R 144 853 544		R 144 853 544					80%		100%	65%	35%	30%
1	1.2. O.R. Tambo International Airport (extension of Western and midfield terminal)	R 194 000 000					R 194 000 000		80%		100%			35%
<b>2. Urban Renewal</b>														
1	2.1. Township Regeneration: Tembisa	R 126 500 000		R 126 500 000					80%		100%			50%
1	2.2. Township Regeneration: Katorus	R 75 540 000			R 75 540 000				80%		100%			40%
1	2.3. Township Regeneration: Wattville	R 168 850 000			R 168 850 000				80%		100%			40%
<b>3. Revitalization of Manufacturing Sector</b>														
Various sub-projects	3.1. EMM budgeted / implemented	R 421 160 450		R 421 160 450					80%		100%	65%	35%	30%
1	3.2. Tambo Springs Inland Freight Port	R 52 400 000 000					R 52 400 000 000		100%	tbd	100%			35%
1	3.3. Prasa New Rolling Stock	R 4 100 000 000					R 4 100 000 000		100%	tbd	100%			30%
1	3.4. Lords View Industrial Estate	R -							100%	tbd	100%			25%
1	<b>4. Revitalization of Township Economies</b>	R 151 000 000	R 63 420 000	R 87 580 000										
1	<b>5. IRPTN</b>	R 1 867 727 000			R 1 867 727 000				80%		100%			
1	<b>6. Urban Regeneration</b>													
1	6.1. Kempton Park CBD	R 215 341 707		R 215 341 707					90%					
1	6.2 Germiston CBD	R 788 609 158		R 788 609 158					90%					
<b>7. Strategic Urban Developments</b>														
1	10.1. Riverfields Mixed Use	R 35 000 000 000		R 257 919 250				R 34 742 080 750	100%	tbd	100%			20%
1	10.2. M&T Mixed Use	R 133 900 000 000		R 197 946 443				R 133 702 053 557	100%	tbd	100%			20%
1	10.3 Tambo Springs Inland Port	R 7 900 000 000		R 291 986 890				R 7 608 013 110	100%	tbd	100%			20%
<b>8. Catalytic Housing Projects Cluster: Northern</b>														
1	10.1. Clayville Ext 45, 71, Heartland	R 260 096 000		R 156 000 000	R 84 000 000	R 20 096 000			80%		100%			40%
1	10.2. Esselen Park (Wifontein) / Esselen Park Ext 3	R 307 000 000		R 111 458 599	R 195 541 401				80%		100%			40%
1	10.3. Tembisa Ext 25	R 379 692 000		R 4 500 000	R 25 500 000	R 349 692 000			80%		100%			35%
<b>9. Catalytic Housing Projects Cluster: Eastern</b>														
1	11.1. John Dube 2	R 335 823 000		R 52 500 000	R 87 500 000	R 195 823 000			80%		100%			60%
1	11.2. Tsakane Ext 22	R 227 430 000			R 6 000 000	R 221 430 000			80%		100%			50%
1	11.3. Brakpan Old Location	R 175 000 000			R 175 000 000				80%					60%
1	11.4. Chief Albert Luthuli Ext 6	R 2 200 000 000			R 319 500 000	R 307 555 000		R 1 572 945 000	100%	tbd	100%			55%
<b>10. Catalytic Housing Projects Cluster: Southern</b>														
1	12.1. Leeuwpoot	R 9 000 000 000			R 380 247 303	R 122 131 000		R 8 497 621 697	100%	tbd	100%			30%
1	12.2. Palmietfontein	R 170 000 000		R 110 500 000	R 59 500 000				80%		100%			
1	12.3. Van Dyk Park	R 174 000 012		R 159 378 151	R 14 621 849		1190%		80%		100%			30%
1	12.4. Rietspruit/ Rietfontein	R -							80%		100%			30%
1	12.5. Palmridge 10 & 11	R 60 648 692			R 40 676 692	R 19 972 000			80%		100%			30%
Various	<b>11. Strategic Land Parcels &amp; Bulk Services for Human Settlements</b>	R 1 936 000 000		R 349 406 998	R 1 586 593 002				80%		100%			50%



# ANNEXURE 2

Intergovernmental Project Pipeline



## ANNEXURE 2

<b>EKURHULENI METRO: Intergovernmental Project Pipeline (2019/20 - 2021/22)</b>
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Category		MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
<b>Integration Zone 1 : Tembisa-Kempton Park</b>							
Catalytic	Aerotropolis	R 133 853 544					R 133 853 544
Catalytic	IRPTN	R 1 587 237 000					R 1 587 237 000
Catalytic	Northern Catalytic Human Settlement Projects: Clayville, Esselen Park, Olifantsfontein	R 577 000 000	R 369 788 000				R 946 788 000
Catalytic	Strategic Urban Developments: Riverfields & M&T M	R 455 865 693					R 455 865 693
Catalytic	Urban Renewal: Kempton Park CBD	R 156 341 707					R 156 341 707
Catalytic	Urban Renewal: Tembisa	R 68 500 000					R 68 500 000
Catalytic	Revitalisation of Township Economies	R 121 000 000					R 121 000 000
Housing	Various: non-catalytic		R 112 883 000				R 112 883 000
Education Facilities	Various		R 90 132 000				R 90 132 000
Health Facilities	Various		R 39 912 000				R 39 912 000
Other	Various non-catalytic	R 2 534 647 371					R 2 534 647 371
Sub-total		<b>R 5 634 445 315</b>	<b>R 612 715 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 6 247 160 315</b>
<b>Integration Zone 2 : Vosloorus-Boksburg-Bartlett</b>							
Catalytic	IRPTN	R 80 000 000					R 80 000 000
Catalytic	Urban Renewal: Germiston CBD	R 185 000 000					R 185 000 000
Catalytic	Urban Renewal: Katorus	R 75 540 000					R 75 540 000
Catalytic	Urban Renewal: Wattville-Actonville	R 168 850 000					R 168 850 000
Catalytic	Southern Catalytic Human Settlement Projects Cluster: Leeuwoort; Germiston Urban Renewal Housing; Rierspruit / Rietfontein; Palmietfontein; Palm Ridge Ext. 10 & 11	R 764 923 995	R 142 103 000				R 907 026 995
Catalytic	Revitalisation of the Manufacturing Sector	R 100 160 450					R 100 160 450
Housing	Various: non-catalytic		R 150 958 000				R 150 958 000
Education Facilities	Various		R 25 305 000				R 25 305 000
Other	Various non-catalytic	R 1 814 978 466					R 1 814 978 466
Sub-total		<b>R 3 189 452 911</b>	<b>R 318 366 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 3 507 818 911</b>

Category		MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
<b>Integration Zone 3 : Katlehong-Tokoza-Alberton-Germiston</b>							
Catalytic	Urban Renewal: Germiston CBD	R 261 367 158					R 261 367 158
Catalytic	Revitalisation of Township Economies	R 30 000 000					R 30 000 000
Housing	Various: non-catalytic		R 87 935 000				R 87 935 000
Health Facilities	Various		R 28 241 000				R 28 241 000
Other	Various non-catalytic	R 1 084 282 882					R 1 084 282 882
Sub-total		<b>R 1 375 650 040</b>	<b>R 116 176 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 1 491 826 040</b>
<b>Integration Zone 4 : Etwatwa-Daveyton-Benoni</b>							
Catalytic	Eastern Catalytic Housing Projects Cluster: Chief Albert Luthuli Ext.6, Tsakane Ext.22, John Dube Ext.2	R 330 500 000	R 724 521 000				R 1 055 021 000
Catalytic	IRPTN	R 39 500 000					R 39 500 000
Housing	Various: non-catalytic	R 290 222 306	R 252 714 000				R 542 936 306
Education Facilities	Various		R 15 744 000				R 15 744 000
Sub-total		<b>R 660 222 306</b>	<b>R 992 979 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 1 653 201 306</b>
<b>Integration Zone : 5 Duduza-Tsakane-KwaThema-Boksburg</b>							
Housing	Various: non-catalytic						R 0
Other	Various non-catalytic	R 1 046 357 822					R 1 046 357 822
Sub-total		<b>R 1 046 357 822</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 1 046 357 822</b>
<b>Marginalised Area - Informal Settlements</b>							
Housing	Various: non-catalytic	R 334 163 582					R 334 163 582
Sub-total		<b>R 334 163 582</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 334 163 582</b>
<b>Marginalised Area - Other</b>							
Catalytic	IRPTN	R 108 990 000					R 108 990 000
Catalytic	Strategic Urban Developments: Tambo Springs Inland	R 291 986 890					R 291 986 890
Catalytic	Urban Renewal: Tembisa	R 58 000 000					R 58 000 000
Catalytic	Eastern Catalytic Housing Projects Cluster: Chief Albert Luthuli Ext.6	R 310 000 000					R 310 000 000
Other	Various non-catalytic	R 1 997 133 736					R 1 997 133 736
Catalytic	Strategic Land Parcels & Bulk Services (for Human Settlements)	R 1 740 000 000					R 1 740 000 000
Sub-total		<b>R 4 506 110 626</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 4 506 110 626</b>

Category		MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
<b>Economic/Employment Node</b>							
Catalytic	Aerotropolis						R 0
Catalytic	Strategic Urban Developments: Riverfields & M&T Mixed Use						R 0
Catalytic	Revenue Management & Enhancement						R 0
Other	Various: non-catalytic	R 1 780 249 365					R 1 780 249 365
Catalytic	Tambo Springs Inland Freight Port					R 52 400 000 000	R 52 400 000 000
Catalytic	Aerotropolis: O.R. Tambo - Extension of Western Precinct and Midfield Cargo Terminal; Remote Apron			R 194 000 000			R 194 000 000
Sub-total		R 1 780 249 365	R 0	R 194 000 000	R 0	R 52 400 000 000	R 54 374 249 365
<b>City-Wide Projects</b>							
Catalytic	Strategic Land Parcels & Bulk Services (for Human Se	R 196 000 000					R 196 000 000
Specialised Equipment	PRASA New Rolling Stock				R 4 100 000 000		R 4 100 000 000
Specialised Equipment	Electrical Programme: Substation, New Overhead Lines & OHTE				R 36 915 000		R 36 915 000
Specialised Equipment	120 Km Perway				R 157 430 204		R 157 430 204
Engineering / Infrastructure	Station Modernisation				R 178 201 583		R 178 201 583
Sub-total		R 196 000 000	R 0	R 0	R 4 472 546 787	R 0	R 4 668 546 787

Category		MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
<b>Remainder of Metro Area / Other</b>							
Catalytic	Aerotropolis	R 11 000 000					<b>R 11 000 000</b>
Catalytic	IRPTN	R 52 000 000					<b>R 52 000 000</b>
Catalytic	Revitalisation of the Manufacturing Sector	R 321 000 000					<b>R 321 000 000</b>
Catalytic	Urban Renewal: Kempton Park CBD	R 59 000 000					<b>R 59 000 000</b>
Catalytic	Urban Renewal: Germiston CBD	R 342 242 000					<b>R 342 242 000</b>
Other	Urban Hubs	R 223 128 669					<b>R 223 128 669</b>
Housing	Housing Projects: current	R 189 594 402					<b>R 189 594 402</b>
Housing	Housing Projects: proposed	R 254 334 844					<b>R 254 334 844</b>
Housing	Housing Precincts	R 953 600 000					<b>R 953 600 000</b>
Housing	COE Precincts	R 506 045 206					<b>R 506 045 206</b>
Housing	Various: Non-catalytic		R 494 012 000				<b>R 494 012 000</b>
Education Facilities	Various: Schools		R 697 476 000				<b>R 697 476 000</b>
Health Facilities	Various: Hospitals and Clinics		R 365 009 000				<b>R 365 009 000</b>
Roads, Transport & Other	Various: Roads, Transport, Social Development, Infrastructure Development, Sports & Recreation		R 66 884 000				<b>R 66 884 000</b>
Other	Other	R 508 601 450					<b>R 508 601 450</b>
Other	Not Mapped	R 2 814 104 573					<b>R 2 814 104 573</b>
Sub-total		<b>R 6 234 651 144</b>	<b>R 1 623 381 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 7 858 032 144</b>
<b>TOTAL</b>		<b>R 24 957 303 111</b>	<b>R 3 663 617 000</b>	<b>R 194 000 000</b>	<b>R 4 472 546 787</b>	<b>R 52 400 000 000</b>	<b>R 85 687 466 898</b>

Category		MUNICIPAL	PROVINCIAL	ACSA	PRASA	TRANSNET	TOTAL
<b>Remainder of Metro Area / Other</b>							
Catalytic	Aerotropolis	R 11 000 000					<b>R 11 000 000</b>
Catalytic	IRPTN	R 52 000 000					<b>R 52 000 000</b>
Catalytic	Revitalisation of the Manufacturing Sector	R 321 000 000					<b>R 321 000 000</b>
Catalytic	Urban Renewal: Kempton Park CBD	R 59 000 000					<b>R 59 000 000</b>
Catalytic	Urban Renewal: Germiston CBD	R 342 242 000					<b>R 342 242 000</b>
Other	Urban Hubs	R 223 128 669					<b>R 223 128 669</b>
Housing	Housing Projects: current	R 189 594 402					<b>R 189 594 402</b>
Housing	Housing Projects: proposed	R 254 334 844					<b>R 254 334 844</b>
Housing	Housing Precincts	R 953 600 000					<b>R 953 600 000</b>
Housing	COE Precincts	R 506 045 206					<b>R 506 045 206</b>
Housing	Various: Non-catalytic		R 494 012 000				<b>R 494 012 000</b>
Education Facilities	Various: Schools		R 697 476 000				<b>R 697 476 000</b>
Health Facilities	Various: Hospitals and Clinics		R 365 009 000				<b>R 365 009 000</b>
Roads, Transport & Other	Various: Roads, Transport, Social Development, Infrastructure Development, Sports & Recreation		R 66 884 000				<b>R 66 884 000</b>
Other	Other	R 508 601 450					<b>R 508 601 450</b>
Other	Not Mapped	R 2 814 104 573					<b>R 2 814 104 573</b>
Sub-total		<b>R 6 234 651 144</b>	<b>R 1 623 381 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 7 858 032 144</b>
<b>TOTAL</b>		<b>R 24 957 303 111</b>	<b>R 3 663 617 000</b>	<b>R 194 000 000</b>	<b>R 4 472 546 787</b>	<b>R 52 400 000 000</b>	<b>R 85 687 466 898</b>



# ANNEXURE 3

Spatial Budget Mix

**ANNEXURE 3 - SPATIAL BUDGET MIX**

Spatial Category	Capital Budget 2019/2020	%	Capital Budget 2020/2021	%	Capital Budget 2021/2022	%	Total MTREF Budget 2019/20 - 2021/22	%
<b>INTEGRATION ZONE 1</b>	<b>R 1 963 023 268</b>	<b>23.6%</b>	<b>R 1 899 237 980</b>	<b>22.3%</b>	<b>R 1 772 184 067</b>	<b>21.8%</b>	<b>R 5 634 445 315</b>	<b>22.6%</b>
Economic Node: Aerotropolis Core	R 1 614 855 768	19.4%	R 1 497 194 167	17.6%	R 1 308 316 852	16.1%	R 4 420 366 787	17.7%
Economic Node: Industrial Area	R 85 600 000	1.0%	R 112 959 625	1.3%	R 81 459 625	1.0%	R 280 019 250	1.1%
Economic Node: Urban Hub	R 74 767 500	0.9%	R 57 784 188	0.7%	R 116 294 755	1.4%	R 248 846 443	1.0%
Housing Projects current	R 8 000 000	0.1%	R 11 500 000	0.1%	R 34 000 000	0.4%	R 53 500 000	0.2%
Housing Precincts	R 11 300 000	0.1%	R 11 000 000	0.1%	R 9 000 000	0.1%	R 31 300 000	0.1%
CBD Boundaries	R 40 000 000	0.5%	R 63 000 000	0.7%	R 120 000 000	1.5%	R 223 000 000	0.9%
Informal Settlements	R 3 000 000	0.0%	R 1 500 000	0.0%	R 2 500 000	0.0%	R 7 000 000	0.0%
Marginalised Areas 1: Tembisa	R 115 500 000	1.4%	R 124 300 000	1.5%	R 62 700 000	0.8%	R 302 500 000	1.2%
MSDF Precincts	R 10 000 000	0.1%	R 20 000 000	0.2%	R 30 000 000	0.4%	R 60 000 000	0.2%
Remainder of Integration Zone 1	R -	0.0%	R -	0.0%	R 7 912 835	0.1%	R 7 912 835	0.0%
<b>INTEGRATION ZONE 2</b>	<b>R 926 131 715</b>	<b>11.1%</b>	<b>R 1 041 179 439</b>	<b>12.2%</b>	<b>R 1 222 141 757</b>	<b>15.0%</b>	<b>R 3 189 452 911</b>	<b>12.8%</b>
Economic Node: CBD	R 310 535 100	3.7%	R 411 725 315	4.8%	R 342 789 315	4.2%	R 1 065 049 730	4.3%
Economic Node: Industrial Area	R 26 000 000	0.3%	R 104 500 000	1.2%	R 142 000 000	1.7%	R 272 500 000	1.1%
Economic Node: Urban Hub	R 137 440 000	1.7%	R 74 500 000	0.9%	R 103 009 676	1.3%	R 314 949 676	1.3%
Housing projects current	R -	0.0%	R -	0.0%	R 5 000 000	0.1%	R 5 000 000	0.0%
Housing projects proposed	R 30 000 000	0.4%	R 41 032 375	0.5%	R 155 160 450	1.9%	R 226 192 825	0.9%
Informal Settlements	R 9 550 000	0.1%	R 40 000 163	0.5%	R 43 182 316	0.5%	R 92 732 479	0.4%
Marginalised Area 2: Katorus	R 23 000 000	0.3%	R 18 500 000	0.2%	R 9 500 000	0.1%	R 51 000 000	0.2%
MSDF Precincts	R 40 836 000	0.5%	R 16 836 000	0.2%	R 13 000 000	0.2%	R 70 672 000	0.3%
Remainder of Integration Zone 2	R 348 770 615	4.2%	R 334 085 586	3.9%	R 408 500 000	5.0%	R 1 091 356 201	4.4%
<b>INTEGRATION ZONE 3</b>	<b>R 573 917 718</b>	<b>6.9%</b>	<b>R 445 198 906</b>	<b>5.2%</b>	<b>R 356 533 416</b>	<b>4.4%</b>	<b>R 1 375 650 040</b>	<b>5.5%</b>
Economic Node: Aerotropolis Core	R 1 500 000	0.0%	R 500 000	0.0%	R 8 000 465	0.1%	R 10 000 465	0.0%
Economic Node: CBD	R 30 070 000	0.4%	R 49 140 000	0.6%	R 46 800 000	0.6%	R 126 010 000	0.5%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R 13 500 000	0.2%	R 13 500 000	0.1%
Economic Node: Urban Hub	R 220 793 328	2.7%	R 99 348 462	1.2%	R 84 317 462	1.0%	R 404 459 252	1.6%
Housing projects: current	R 4 000 000	0.0%	R -	0.0%	R 10 000 000	0.1%	R 14 000 000	0.1%
Housing projects proposed	R 5 000 000	0.1%	R 12 368 500	0.1%	R 2 854 500	0.0%	R 20 223 000	0.1%
Housing Precincts	R 1 000 000	0.0%	R -	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%
Marginalised Area 3: KwaTsaDuza	R 83 700 000	1.0%	R 111 200 000	1.3%	R 39 700 000	0.5%	R 234 600 000	0.9%
MSDF Precincts	R 123 630 000	1.5%	R 93 961 944	1.1%	R 104 361 454	1.3%	R 321 953 398	1.3%
Remainder of Integration Zone 3	R 104 224 390	1.3%	R 78 680 000	0.9%	R 46 999 535	0.6%	R 229 903 925	0.9%
<b>INTEGRATION ZONE 4</b>	<b>R 236 722 306</b>	<b>2.8%</b>	<b>R 234 500 000</b>	<b>2.8%</b>	<b>R 189 000 000</b>	<b>2.3%</b>	<b>R 660 222 306</b>	<b>2.6%</b>
Economic Node: Aerotropolis Core	R 12 500 000	0.2%	R 7 500 000	0.1%	R 17 000 000	0.2%	R 37 000 000	0.1%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Economic Node: CBD	R 12 300 000	0.1%	R 25 000 000	0.3%	R 10 000 000	0.1%	R 47 300 000	0.2%
Economic Node: Urban Hub	R 100 000 000	1.2%	R 45 500 000	0.5%	R 73 000 000	0.9%	R 218 500 000	0.9%
Housing projects current	R 4 500 000	0.1%	R 13 000 000	0.2%	R -	0.0%	R 17 500 000	0.1%
Housing projects proposed	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Informal Settlements	R -	0.0%	R 3 000 000	0.0%	R -	0.0%	R 3 000 000	0.0%
Marginalised Area 4: Daveyton / Etwatwa	R 34 943 306	0.4%	R 61 500 000	0.7%	R 45 000 000	0.6%	R 141 443 306	0.6%
MSDF Precincts	R 11 479 000	0.1%	R 20 000 000	0.2%	R -	0.0%	R 31 479 000	0.1%
Remainder of Integration Zone 4	R 61 000 000	0.7%	R 59 000 000	0.7%	R 44 000 000	0.5%	R 164 000 000	0.7%
<b>INTEGRATION ZONE 5</b>	<b>R 183 056 000</b>	<b>2.2%</b>	<b>R 232 515 648</b>	<b>2.7%</b>	<b>R 630 786 174</b>	<b>7.8%</b>	<b>R 1 046 357 822</b>	<b>4.2%</b>
Economic Node: CBD	R 7 836 000	0.1%	R 2 836 000	0.0%	R 23 000 000	0.3%	R 33 672 000	0.1%
Economic Node: Industrial Area	R -	0.0%	R -	0.0%	R 110 000 000	1.4%	R 110 000 000	0.4%
Economic Node: Urban Hub	R 66 100 000	0.8%	R 121 750 000	1.4%	R 273 629 500	3.4%	R 461 479 500	1.8%
Housing Precincts	R -	0.0%	R -	0.0%	R 48 545 000	0.6%	R 48 545 000	0.2%
Housing projects current	R -	0.0%	R -	0.0%	R -	0.0%	R -	0.0%
Housing projects proposed	R -	0.0%	R 6 010 099	0.1%	R 14 163 004	0.2%	R 20 173 103	0.1%
Informal Settlements	R -	0.0%	R 10 669 549	0.1%	R 36 948 670	0.5%	R 47 618 219	0.2%
Marginalised Area 5: Wattville	R 88 420 000	1.1%	R 69 500 000	0.8%	R 80 500 000	1.0%	R 238 420 000	1.0%
MSDF Precincts	R 2 300 000	0.0%	R -	0.0%	R -	0.0%	R 2 300 000	0.0%
Remainder of Integration Zone 5	R 18 400 000	0.2%	R 21 750 000	0.3%	R 44 000 000	0.5%	R 84 150 000	0.3%
<b>ECONOMIC NODES (Outside IZs)</b>	<b>R 564 438 450</b>	<b>6.8%</b>	<b>R 605 896 791</b>	<b>7.1%</b>	<b>R 609 914 124</b>	<b>7.5%</b>	<b>R 1 780 249 365</b>	<b>7.1%</b>
Aerotropolis Core	R 182 086 450	2.2%	R 187 386 000	2.2%	R 149 144 349	1.8%	R 518 616 799	2.1%
CBD	R 53 302 000	0.6%	R 28 302 000	0.3%	R 27 000 000	0.3%	R 108 604 000	0.4%
Industrial Area	R 329 050 000	4.0%	R 390 208 791	4.6%	R 433 769 775	5.3%	R 1 153 028 566	4.6%
<b>URBAN HUBS</b>	<b>R 154 258 669</b>	<b>1.9%</b>	<b>R 28 870 000</b>	<b>0.3%</b>	<b>R 40 000 000</b>	<b>0.5%</b>	<b>R 223 128 669</b>	<b>0.9%</b>
<b>MARGINALISED AREAS (Outside IZs)</b>	<b>R 208 843 145</b>	<b>2.5%</b>	<b>R 941 974 644</b>	<b>11.1%</b>	<b>R 846 315 947</b>	<b>10.4%</b>	<b>R 1 997 133 736</b>	<b>8.0%</b>
<b>INFORMAL SETTLEMENTS (Outside IZs)</b>	<b>R 150 676 692</b>	<b>1.8%</b>	<b>R 146 365 890</b>	<b>1.7%</b>	<b>R 37 121 000</b>	<b>0.5%</b>	<b>R 334 163 582</b>	<b>1.3%</b>
<b>HOUSING PROJECTS: CURRENT (Outside IZs)</b>	<b>R 68 519 749</b>	<b>0.8%</b>	<b>R 64 074 653</b>	<b>0.8%</b>	<b>R 57 000 000</b>	<b>0.7%</b>	<b>R 189 594 402</b>	<b>0.8%</b>
<b>HOUSING PROJECTS: PROPOSED (Outside IZs)</b>	<b>R 86 906 211</b>	<b>1.0%</b>	<b>R 7 321 280</b>	<b>0.1%</b>	<b>R 160 107 353</b>	<b>2.0%</b>	<b>R 254 334 844</b>	<b>1.0%</b>
<b>HOUSING PRECINCTS (Outside IZs)</b>	<b>R 408 200 000</b>	<b>4.9%</b>	<b>R 535 200 000</b>	<b>6.3%</b>	<b>R 10 200 000</b>	<b>0.1%</b>	<b>R 953 600 000</b>	<b>3.8%</b>
<b>CoE PRECINCTS (Outside IZs)</b>	<b>R 138 420 000</b>	<b>1.7%</b>	<b>R 125 606 068</b>	<b>1.5%</b>	<b>R 242 019 138</b>	<b>3.0%</b>	<b>R 506 045 206</b>	<b>2.0%</b>
<b>OTHER (Outside IZs)</b>	<b>R 1 764 177 040</b>	<b>21.2%</b>	<b>R 1 256 337 910</b>	<b>14.8%</b>	<b>R 978 305 390</b>	<b>12.0%</b>	<b>R 3 998 820 340</b>	<b>16.0%</b>
<b>UNMAPPED</b>	<b>R 883 207 471</b>	<b>10.6%</b>	<b>R 949 430 050</b>	<b>11.2%</b>	<b>R 981 467 052</b>	<b>12.1%</b>	<b>R 2 814 104 573</b>	<b>11.3%</b>
<b>TOTAL</b>	<b>R 8 310 498 434</b>	<b>100%</b>	<b>R 8 513 709 259</b>	<b>100%</b>	<b>R 8 133 095 418</b>	<b>100%</b>	<b>R 24 957 303 111</b>	<b>100%</b>



# APPENDIX A

Council Resolution





# APPENDIX B

Ranking of Integration Zones

## 1.0 Background

The purpose of the exercise was to determine the Integration Zone priority ranking. Currently, the Ekurhuleni BEPP consists of 5 Integration Zones, which are further subdivided into 34 shorter sections. Each section of the IZ's was compared and evaluated by way of a set of criteria.

Next is an explanation of the criteria used, followed by the methodology (scoring and weighting factors) and lastly the results.

## 2.0 Criteria

### 2.1 BEPP Guidelines: Urban Network Plan (Land Use/Transport)

The BEPP identifies the Urban Network Plan as the basis for transit-orientated development, with important spatial elements such as marginalised areas and economic nodes as focus areas for investment. The presence of spatial elements (such as Marginalised Areas, CBD's, Urban Hubs and Industrial areas) were used as grounds for scoring points. Equally important is the accessibility of public transport to its users. The public transport network forms the backbone of the Integration zones connecting all the nodes with each other, in other words people living/working in an IZ have already access to at least one mode of public transport. Mode choice in today's circumstances are very important and contributes to better living conditions. The scoring was thus based on the availability of more than one mode of public transport, the greater the choice the better.

## 2.2. CoE Criteria: MSDF, CIF, Major Projects

From the CoE's perspective the following factors deemed to be important in the evaluation of the IZ's:

- **Metropolitan Spatial Development Framework (MSDF)**

Guided by the EMM vision and following from the status quo assessment of the spatial structure, a number of spatial objectives were formulated. These objectives are summarised and used in the evaluation process.

- Develop a well – defined system of activity nodes
- Promote a sustainable compact urban structure (through, inter alia, the development of TOD's)
- Optimise job creation in industrial areas, CBD's, disadvantaged communities and corridors
- Integration of disadvantaged communities into the urban fabric
- Promote access to social/community services through CCA's

- **Capital Investment Framework (CIF)**

The Capital Investment Framework of the city prioritises budget spending for the next financial cycle, and as such the spatial allocation of the budget, plays an important role in the evaluation of the importance of an Integration Zone. The CIF is categorised into 3 Priority areas.

- **Projects**

Projects that could have a major impact on the spatial environment and for that matter on the functioning of the Integration Zone, were taken into consideration for scoring. These projects are classified into:

- Mega Housing Projects (inter-provincial pipeline)
- Strategic Urban Development Projects (based on economic efficiency)
- Strategic Land Parcels
- CoE Housing Precincts
- Urban Development Precincts

### **2.3. Integration Zone Model: Development Potential (Dwelling Units/Job opportunities)**

The Integration Zone Model was developed as part of the 2017/18 BEPP cycle to quantify the development potential for transit orientated development within the Integration Zones. Vacant and underutilised land were identified, and by applying the relevant development controls, the potential floor area, potential dwelling units and workers were calculated. It was this potential for infill development which played a role in the scoring of points within the sections of the Integration Zones

A summary of the criteria discussed above is depicted in **Table 1** and **Figure 1A -F**

**Table 1: Evaluation Criteria**

BEPP GUIDELINES		CoE GUIDELINES			INTEGRATION ZONE MODEL	
Urban Network: Land Use	Urban Network: Multimodal Public Transport	MSDF: Principles	CIF: Priority Areas	Major Land Use Projects	Development Potential of Vacant Land	
Marginalised Peripheral Townships	Bus/Taxi	Developing/Linking Activity Nodes	Priority Area 1	Mega Housing Projects	Number of additional dwelling units	Number of additional workers
Suburban Areas	Train	Promote Compact Cities through TOD's	Priority Area 2	Strategic Urban Development (SUD)		
Aerotropolis	Gautrain	Promote Job Creation in CBD's, Industrial areas, Retail in Disadvantaged Communities, Transport Corridors	Priority Area 3	Strategic Land Parcels (SLP)		
CBD's		Disadvantaged Communities through Restructuring Zones		Housing Projects		
Local Nodes		Availability of social municipal services through CCA centres		Precincts		
Industrial Areas						

**Figure1A-F: Spatial Depiction of Evaluation Criteria**

Figure1A: Urban Network: Land Use

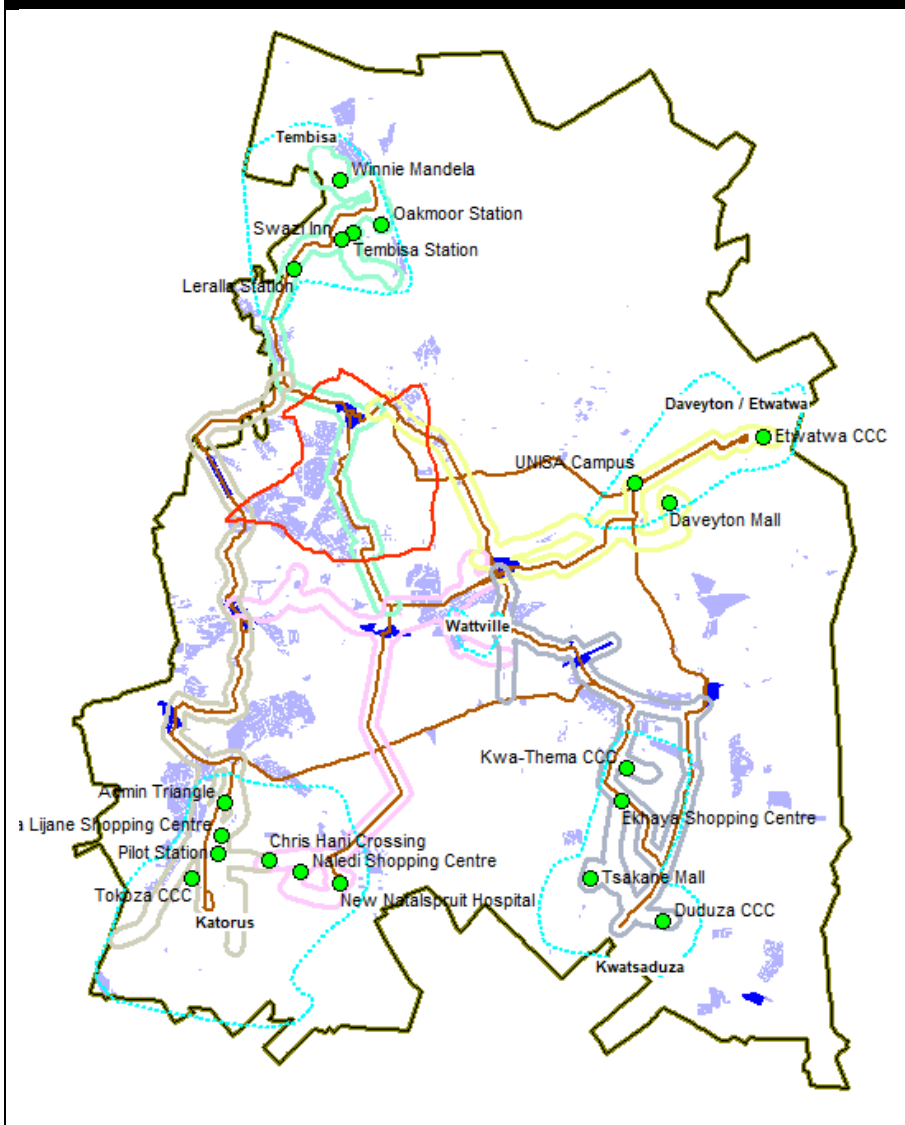


Figure1B: Urban Network: Multimodal Public Transport

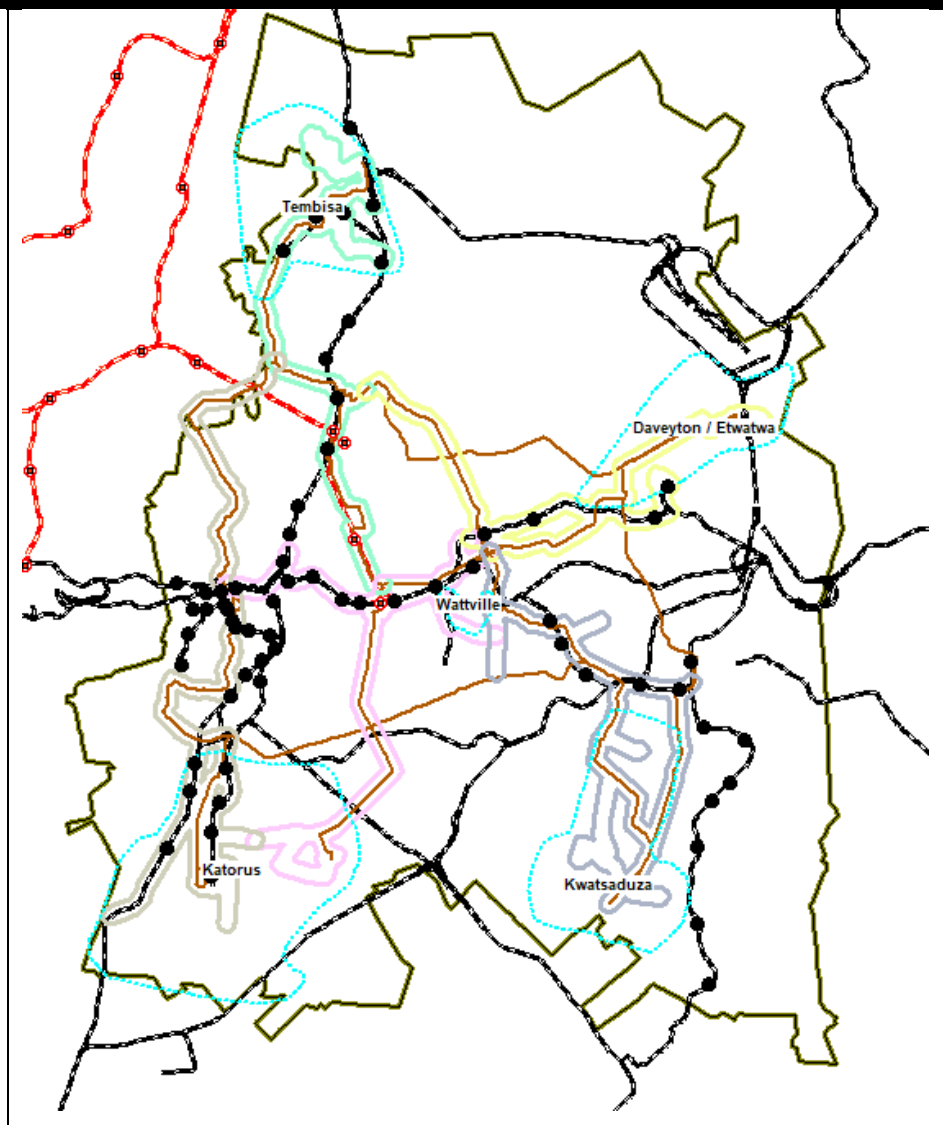


Figure1C: MSDF: Principles

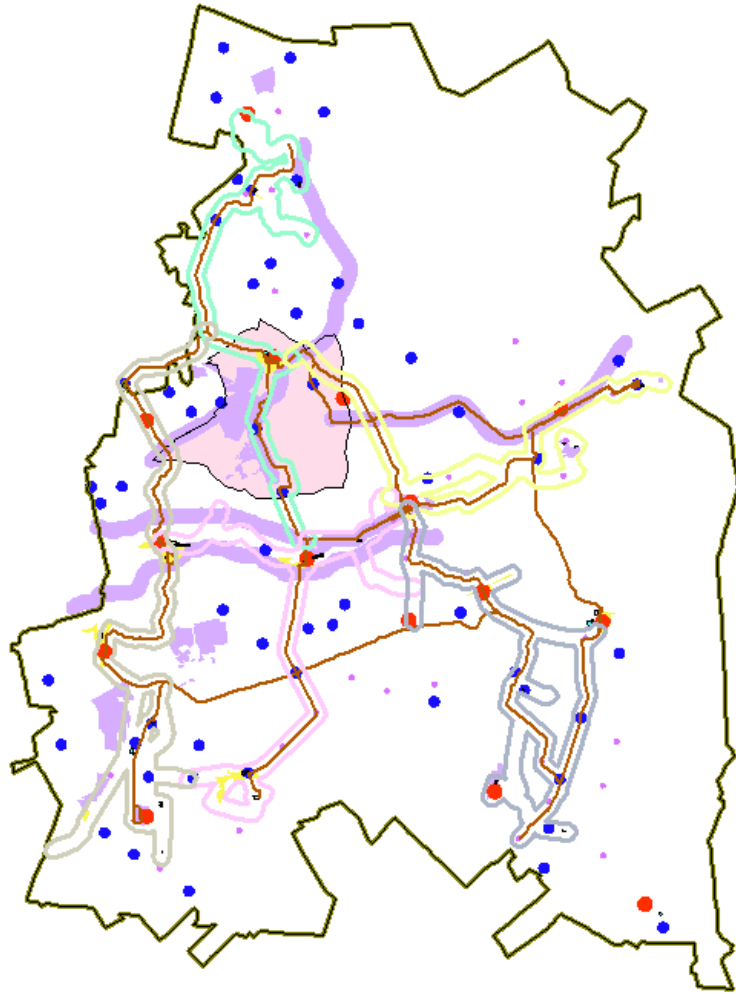


Figure1D: CIF: Priority Areas

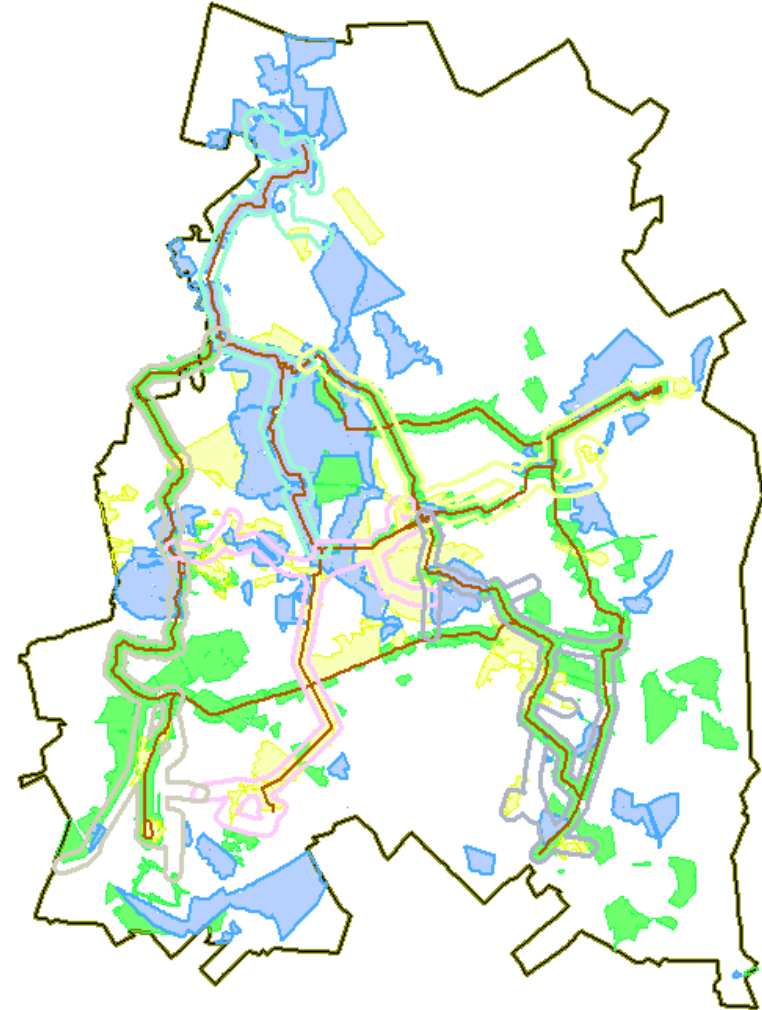


Figure1E: Major Land Use Projects

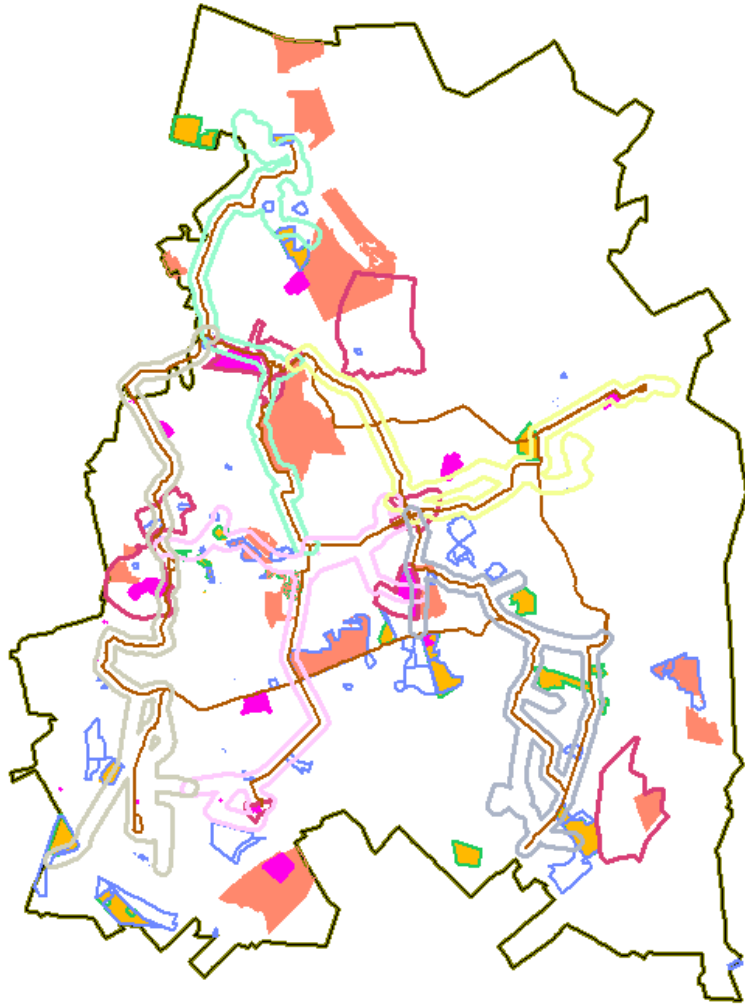


Figure1F: Development Potential of Vacant Land



### **3.0 Methodology**

In this section the scoring methodology of each criteria will be discussed

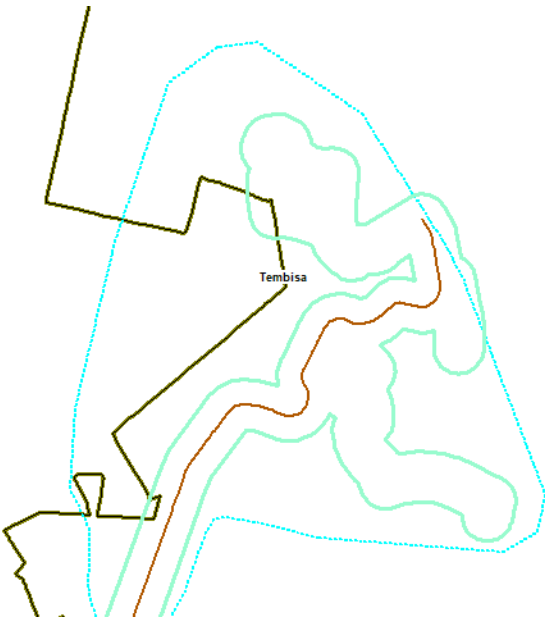
#### **3.1 BEPP Guidelines: Urban Network Plan (Land Use/Transport)**

- Land Use

Table 2A indicates the points allocated per criteria, starting from the most important criteria at the top of the list. Points were then allocated depending on the spatial interaction between the relevant criteria and the Integration Zone.



**Table 2A: BEPP Guideline: Urban Network Land Use Scoring**

BEPP GUIDELINES			
Urban Network: Land Use	Points	Note	Example
Marginalised Peripheral Townships	4	If the relevant section of the IZ contained any of the elements, the highest score was allocated	<div data-bbox="952 638 1160 938" style="border: 1px solid black; padding: 5px; display: inline-block;">                     Scoring a point of 4, because IZ falls within a Marginalised area                 </div> 
Aerotropolis	4		
CBD's	3		
Local Nodes	2		
Industrial Areas	2		
Suburban Areas	1		

- Transport

Table 2B indicates the points allocated per item scored. The minimum points scored will be 2 points, as all sections in the IZ contain (per definition of an IZ) at least one mode of public transport. Additional points were allocated for each additional mode of public transport available (mode choice).

**Table 2B: BEPP Guideline: Urban Network Multimodal Public Transport Scoring**

BEPP GUIDELINES			
Urban Network: Multimodal Public Transport	Points	Note	Example
Bus/Taxi	2	If the relevant section of the IZ contained Bus or Taxi: 2 points allocated. A point was further allocated for each additional mode of PT.	
Train	+1		
Gautrain	+1		

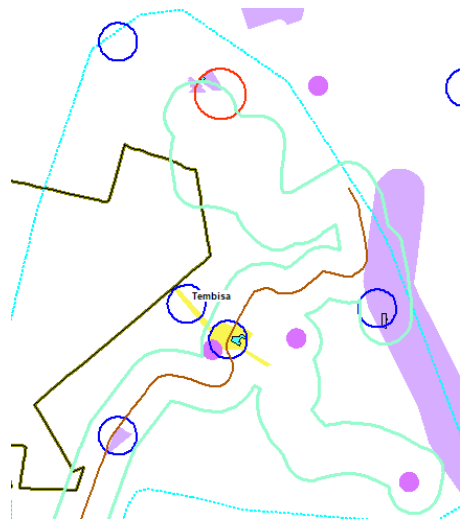
Scoring a point of 4, because IZ contains all 3 modes of PT

### 3.2. CoE Criteria: MSDF, CIF, Major Projects

- MSDF

Table 2C indicates the points allocated per item scored. Points were allocated depending on the spatial interaction between the relevant criteria and the Integration Zone. If the relevant section of the IZ contained any of the principles, a point was awarded per principle.

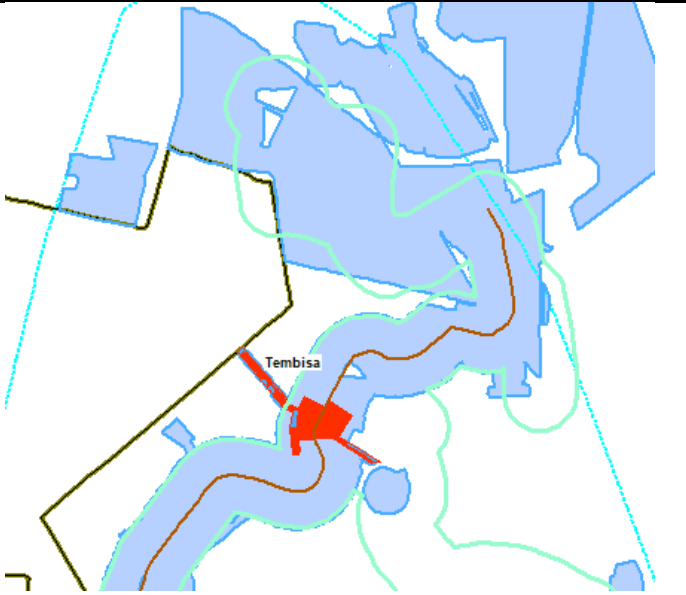
**Table 2C: CoE Guideline: MSDF Land Use Principles**

CoE GUIDELINES				
MSDF: Principles	Points	Note	Example	
Develop/Link Activity Nodes	+1	If the relevant section of the IZ contained any of the principles, a point was awarded per principle		
Promote Compact Cities through TOD's	+1			Scoring a point of 5, because IZ contains all 5 principles
Promote Job Creation in CBD's, Industrial areas, Retail in Disadvantaged Communities, Transport Corridors	+1			
Integration of Disadvantaged Communities through Restructuring Zones	+1			
Availability of Social Municipal Services through CCA centres	+1			

- CIF

Table 2D indicates the points allocated per item scored. The highest point was allocated in order of importance. Points were then allocated depending on the spatial interaction between the relevant element and the Integration Zone

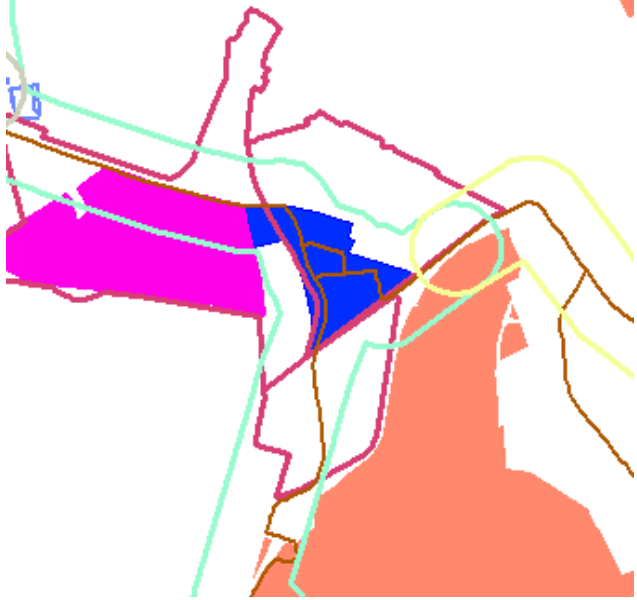
**Table 2D: CoE Guideline: CIF: Priority Areas**

BEPP GUIDELINES			
CIF: Priority Areas	Points	Note	Example
Priority Area 1	4	If the relevant section of the IZ contained any of the elements, the highest score was allocated	
Priority Area 2	3		
Priority Area 3	2		

- Major Land Use Projects

Table 2E indicates the points allocated per item scored. Points were allocated depending on the spatial interaction between the relevant criteria and the Integration Zone. If the relevant section of the IZ contained any of the projects, a point was allocated according to the % area of the projects contained by the IZ.

**Table 2E: CoE Guideline: Major Land Use Projects**


CoE GUIDELINES			
Major Land Use Projects	Points	Note	Example
Mega Housing Projects, Strategic Urban Development (SUD), Strategic Land Parcels (SLP), Housing Projects, Precincts	≥75%:4	If the relevant section of the IZ contained any of the projects, a point was allocated according to the % area of the IZ occupied by Projects	<div data-bbox="745 746 1319 852" style="border: 1px solid black; padding: 5px; display: inline-block;">Scoring a point of 4, because more than 75% of IZ occupied by Projects</div> 
	≥50%:3		
	5%<50%:2		
	≤5%:1		

### 3.3. Integration Zone Model

- Additional Dwelling Units

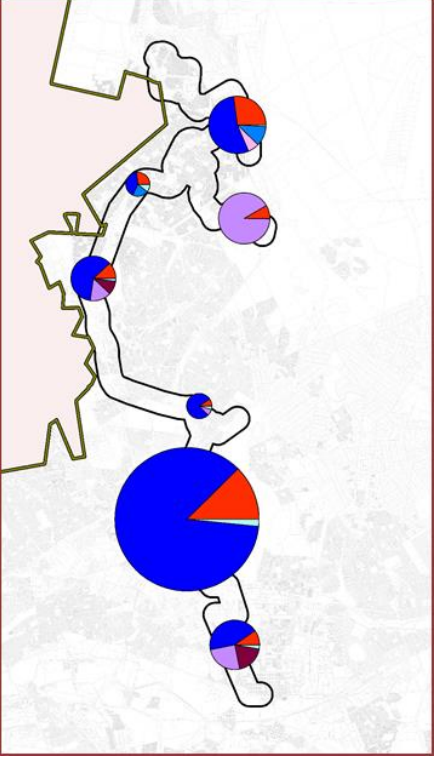
Table 2F indicates the points allocated per item scored. The potential number of dwelling units which could be accommodated was classified into ranges. The highest point was allocated in order of largest potential.

**Table 2F: Additional Dwelling Units**

INTEGRATION ZONE MODEL			
Number of additional dwelling units	Points	Note	Example
Number of additional dwelling units divided into ranges	≥5 000:4	If the relevant section of the IZ have the potential to accommodate additional DU, a point was allocated according to the maximum potential	
	≥2 500:3		
	≥1:2		
	0:1		

- Additional Workers
- Table 2G indicates the points allocated per item scored. The potential number of workers which could be generated was classified into ranges. The highest point was allocated in order of largest potential.

**Table 2G: Additional Workers**

INTEGRATION ZONE MODEL			
Number of additional workers	Points	Note	Example
Number of additional Workers divided into ranges	≥12 000:4	If the relevant section of the IZ have the potential to accommodate additional Workers, a point was allocated according to the maximum potential	
	≥6 400:3		
	≥1:2		
	0:1		

### 3.3. Weighting

A weight was allocated per scoring category, pro rata to the perceived importance.

The largest weight was allocated to Principles (BEPP/ CoE) (weight 3), followed by the CIF Priority Areas (weight 2), and the Projects/ IZ model (weight 1).

**Table 3: Weight allocation**

BEPP GUIDELINES		CoE GUIDELINES			IZ LAND USE MODEL	
Urban Network: Land Use	Urban Network: Multimodal Public Transport	MSDF: Principles	CIF: Priority Areas	Major Land Use Projects	Potential number of Dwelling Units	Potential number of Workers
3	3	3	2	1	1	1

### 3.4. Prioritising

The priority sections of the IZ's were determined by multiplying the score with the weight. The sections scoring the highest is perceived as the priority sections of the IZ's based on the scoring criteria. Other factors not measured in this way could obviously also play a role in selecting the priority sections.

### 4.0 Results

The results of the scoring technique applied per section of IZ resulted in some sections scoring higher than others. **(Table 4)**. From this evaluation Priority IZ-sections were determined. The cut-off points were determined by calculating the maximum points that could be scored per category, also taking into account the midpoint value between the categories. This resulted in the first priority being equal/ larger than 50, the second priority being equal/ larger than 40 and the third priority equal/ larger than 25 points.

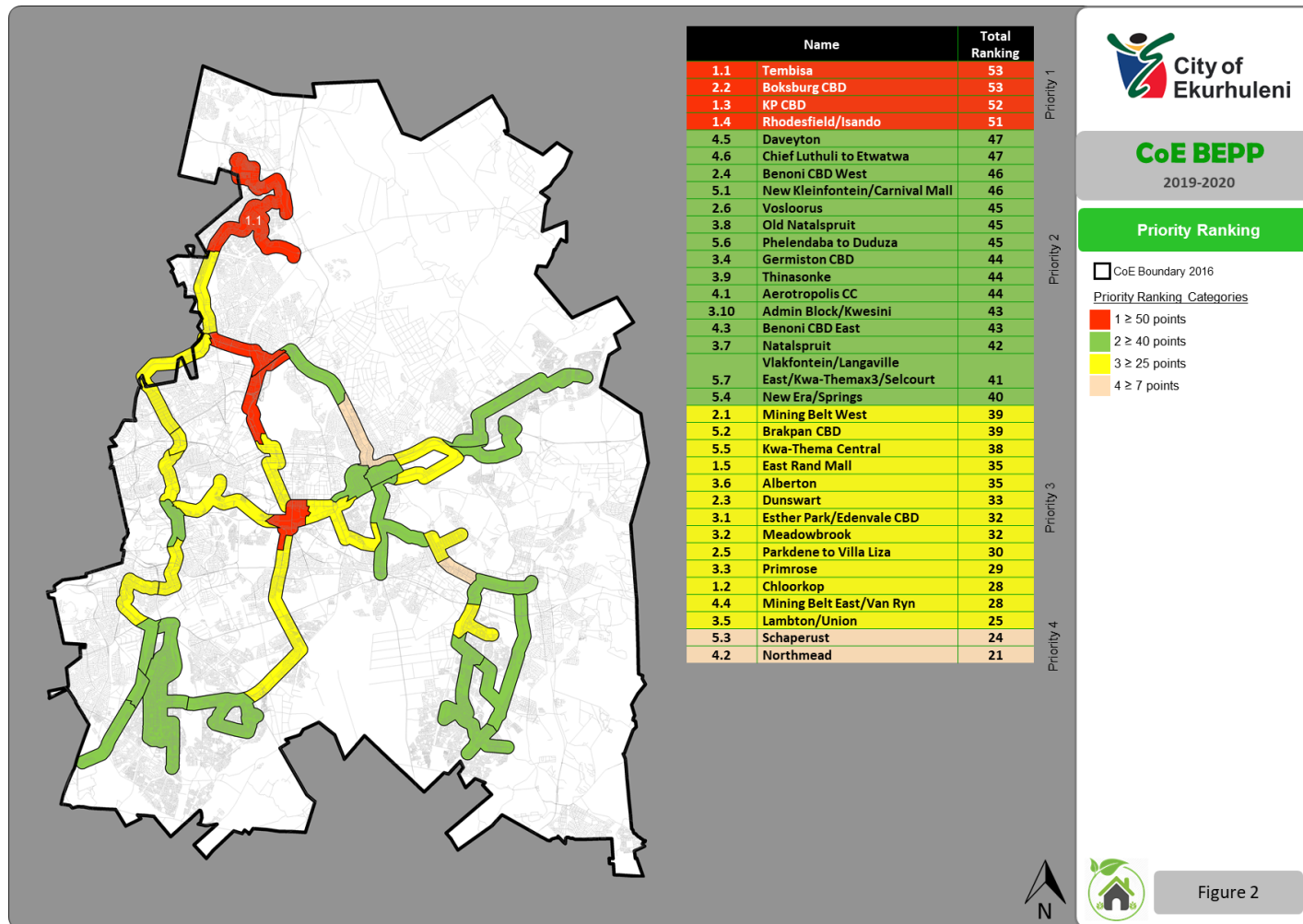
**Table 4: Priority Scoring - Overall Results**



IZ	IZ Section Name	BEPP GUIDELINES				CoE GUIDELINES						IZ LAND USE MODEL						Total score	Ranking
		Urban Network: Land Use		Urban Network: Multimodal Public Transport		MSDF: Principles		CIF: Priority Areas		Major Land Use Projects		Potential number of Dwelling Units			Potential number of Workers				
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Dwelling Units	Score	Weighted Score	Workers	Score	Weighted Score		
1.1	Tembisa	4	12	3	9	5	15	4	8	2	2	4 733	3	3	18 224	4	4	53	1
2.2	Boksburg CBD	3	9	4	12	5	15	4	8	2	2	5 103	4	4	10 175	3	3	53	1
1.3	KP CBD	4	12	3	9	5	15	4	8	4	4	662	2	2	1 778	2	2	52	1
1.4	Rhodesfield/Isando	4	12	4	12	3	9	4	8	3	3	3 683	3	3	28 696	4	4	51	1
4.5	Daveyton	4	12	3	9	4	12	4	8	1	1	4 511	3	3	453	2	2	47	2
4.6	Chief Luthuli to Etwatwa	4	12	3	9	4	12	2	4	2	2	7 872	4	4	14 491	4	4	47	2
2.4	Benoni CBD West	3	9	3	9	4	12	4	8	4	4	1 077	2	2	1 792	2	2	46	2
5.1	New Kleinfontein/Carnival Mall	3	9	3	9	3	9	4	8	4	4	14 529	4	4	6 517	3	3	46	2
2.6	Vosloorus	4	12	2	6	4	12	3	6	2	2	4 528	3	3	17 709	4	4	45	2
3.8	Old Natalspruit	4	12	3	9	4	12	2	4	2	2	3 667	3	3	6 817	3	3	45	2
5.6	Phelendaba to Duduza	4	12	2	6	4	12	4	8	1	1	9 725	4	4	4 341	2	2	45	2
3.4	Germiston CBD	3	9	3	9	4	12	4	8	2	2	600	2	2	1 700	2	2	44	2
3.9	Thinasonke	4	12	3	9	3	9	4	8	2	2	1 791	2	2	5 121	2	2	44	2
4.1	Aerotropolis CC	4	12	3	9	2	6	4	8	1	1	6 596	4	4	84 218	4	4	44	2
3.10	Admin Block/Kwesini	4	12	3	9	3	9	3	6	1	1	4 748	3	3	6 574	3	3	43	2
4.3	Benoni CBD East	3	9	3	9	3	9	4	8	4	4	64	2	2	759	2	2	43	2
3.7	Natalspruit	4	12	3	9	4	12	2	4	1	1	2 254	2	2	6 257	2	2	42	2
5.7	Vlaktefontein/Langaville East/Kwa-Thema x3/Selcourt	4	12	2	6	3	9	2	4	2	2	16 061	4	4	22 428	4	4	41	2
5.4	New Era/Springs	3	9	3	9	4	12	2	4	1	1	3 051	3	3	5 558	2	2	40	2
2.1	Mining Belt West	2	6	3	9	2	6	4	8	4	4	8 363	4	4	1 562	2	2	39	3
5.2	Brakpan CBD	3	9	3	9	4	12	2	4	1	1	71	2	2	831	2	2	39	3
5.5	Kwa-Thema Central	4	12	2	6	3	9	3	6	1	1	1 989	2	2	2 486	2	2	38	3
1.5	East Rand Mall	2	6	4	12	1	3	4	8	1	1	1 496	2	2	7 295	3	3	35	3
3.6	Alberton	3	9	3	9	2	6	2	4	1	1	1 030	2	2	17 623	4	4	35	3
2.3	Dunswart	2	6	3	9	2	6	3	6	2	2	257	2	2	193	2	2	33	3
3.1	Esther Park/Edenvale CBD	3	9	2	6	2	6	2	4	1	1	107	2	2	21 756	4	4	32	3
3.2	Meadowbrook	4	12	2	6	1	3	3	6	1	1	456	2	2	14	2	2	32	3
2.5	Parkdene to Villa Liza	1	3	2	6	2	6	3	6	1	1	14 510	4	4	24 637	4	4	30	3
3.3	Primrose	2	6	2	6	1	3	4	8	3	3	-	1	1	374	2	2	29	3
1.2	Chloorkop	2	6	2	6	1	3	4	8	1	1	1 863	2	2	6 209	2	2	28	3
4.4	Mining Belt East/Van Ryn	1	3	3	9	2	6	2	4	1	1	2 862	3	3	2 802	2	2	28	3
3.5	Lambton/Union	1	3	3	9	1	3	2	4	2	2	2 334	2	2	2 238	2	2	25	3
5.3	Schaperust	1	3	3	9	1	3	2	4	1	1	622	2	2	654	2	2	24	4
4.2	Northmead	1	3	2	6	1	3	2	4	1	1	1 068	2	2	4 740	2	2	21	4

From Table 4 it is evident that the highest scoring sections were Tembisa, Boksburg CBD, Kempton Park CBD, and the Rhodesfield/Isando part of the IZ's. Also depicted on Figure 2. are the sections scoring second and third highest.

Figure 2: Priority Scoring - Overall Results



By sorting the scores per 5 Main Integration zones from the highest to lowest scoring, the priority sections per Main Integration zone could be determined. (Table 5).

**Table 5: Priority section per Main Integration Zone**

IZ	IZ Section Name	BEPP GUIDELINES				CoE GUIDELINES						IZ LAND USE MODEL						Total score	Ranking	Ranking Per IZ		
		Urban Network: Land Use		Urban Network: Multimodal Public Transport		MSDF: Principles		CIF: Priority Areas		Major Land Use Projects		Potential number of Dwelling Units			Potential number of Workers							
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Dwelling Units	Score	Weighted Score	Workers	Score	Weighted Score					
1.1	Tembisa	4	12	3	9	5	15	4	8	2	2	4	733	3	3	18	224	4	4	53	1	1
1.3	KP CBD	4	12	3	9	5	15	4	8	4	4	662	2	2	1	778	2	2	52	1	2	
1.4	Rhodesfield/Isando	4	12	4	12	3	9	4	8	3	3	3	683	3	3	28	696	4	4	51	1	3
1.5	East Rand Mall	2	6	4	12	1	3	4	8	1	1	1	496	2	2	7	295	3	3	35	3	4
1.2	Chloorkop	2	6	2	6	1	3	4	8	1	1	1	863	2	2	6	209	2	2	28	3	5
2.2	Boksburg CBD	3	9	4	12	5	15	4	8	2	2	5	103	4	4	10	175	3	3	53	1	1
2.4	Benoni CBD West	3	9	3	9	4	12	4	8	4	4	1	077	2	2	1	792	2	2	46	2	2
2.6	Vosloorus	4	12	2	6	4	12	3	6	2	2	4	528	3	3	17	709	4	4	45	2	3
2.1	Mining Belt West	2	6	3	9	2	6	4	8	4	4	8	363	4	4	1	562	2	2	39	3	4
2.3	Dunswart	2	6	3	9	2	6	3	6	2	2	2	257	2	2	1	93	2	2	33	3	5
2.5	Parkdene to Villa Liza	1	3	2	6	2	6	3	6	1	1	14	510	4	4	24	637	4	4	30	3	6
3.8	Old Natalspruit	4	12	3	9	4	12	2	4	2	2	3	667	3	3	6	817	3	3	45	2	1
3.4	Germiston CBD	3	9	3	9	4	12	4	8	2	2	600	2	2	1	700	2	2	44	2	2	
3.9	Thinasonke	4	12	3	9	3	9	4	8	2	2	1	791	2	2	5	121	2	2	44	2	2
3.10	Admin Block/Kwesini	4	12	3	9	3	9	3	6	1	1	4	748	3	3	6	574	3	3	43	2	3
3.7	Natalspruit	4	12	3	9	4	12	2	4	1	1	2	254	2	2	6	257	2	2	42	2	4
3.6	Alberton	3	9	3	9	2	6	2	4	1	1	1	030	2	2	17	623	4	4	35	3	5
3.1	Esther Park/Edenvale CBD	3	9	2	6	2	6	2	4	1	1	1	107	2	2	21	756	4	4	32	3	6
3.2	Meadowbrook	4	12	2	6	1	3	3	6	1	1	4	56	2	2	1	14	2	2	32	3	6
3.3	Primrose	2	6	2	6	1	3	4	8	3	3	-	1	1	3	74	2	2	29	3	7	
3.5	Lambton/Union	1	3	3	9	1	3	2	4	2	2	2	334	2	2	2	238	2	2	25	3	7
4.5	Daveyton	4	12	3	9	4	12	4	8	1	1	4	511	3	3	4	53	2	2	47	2	1
4.6	Chief Luthuli to Etwatwa	4	12	3	9	4	12	2	4	2	2	7	872	4	4	14	491	4	4	47	2	1
4.1	Aerotropolis CC	4	12	3	9	2	6	4	8	1	1	6	596	4	4	84	218	4	4	44	2	2
4.3	Benoni CBD East	3	9	3	9	3	9	4	8	4	4	64	2	2	7	59	2	2	43	2	3	
4.4	Mining Belt East/Van Ryn	1	3	3	9	2	6	2	4	1	1	2	862	3	3	2	802	2	2	28	3	4
4.2	Northmead	1	3	2	6	1	3	2	4	1	1	1	068	2	2	4	740	2	2	21	4	5
5.1	New Kleinfontein/Carnival Mall	3	9	3	9	3	9	4	8	4	4	14	529	4	4	6	517	3	3	46	2	1
5.6	Phelendaba to Duduza	4	12	2	6	4	12	4	8	1	1	9	725	4	4	4	341	2	2	45	2	2
5.7	Vlakfontein/Langaville East/Kwa-Thema x3/Selcourt	4	12	2	6	3	9	2	4	2	2	16	061	4	4	22	428	4	4	41	2	3
5.4	New Era/Springs	3	9	3	9	4	12	2	4	1	1	3	051	3	3	5	558	2	2	40	2	4
5.2	Brakpan CBD	3	9	3	9	4	12	2	4	1	1	71	2	2	8	31	2	2	39	3	5	
5.5	Kwa-Thema Central	4	12	2	6	3	9	3	6	1	1	1	989	2	2	2	486	2	2	38	3	6
5.3	Schaperust	1	3	3	9	1	3	2	4	1	1	6	22	2	2	6	54	2	2	24	4	7

Graphically the results are depicted in **Figure 3**

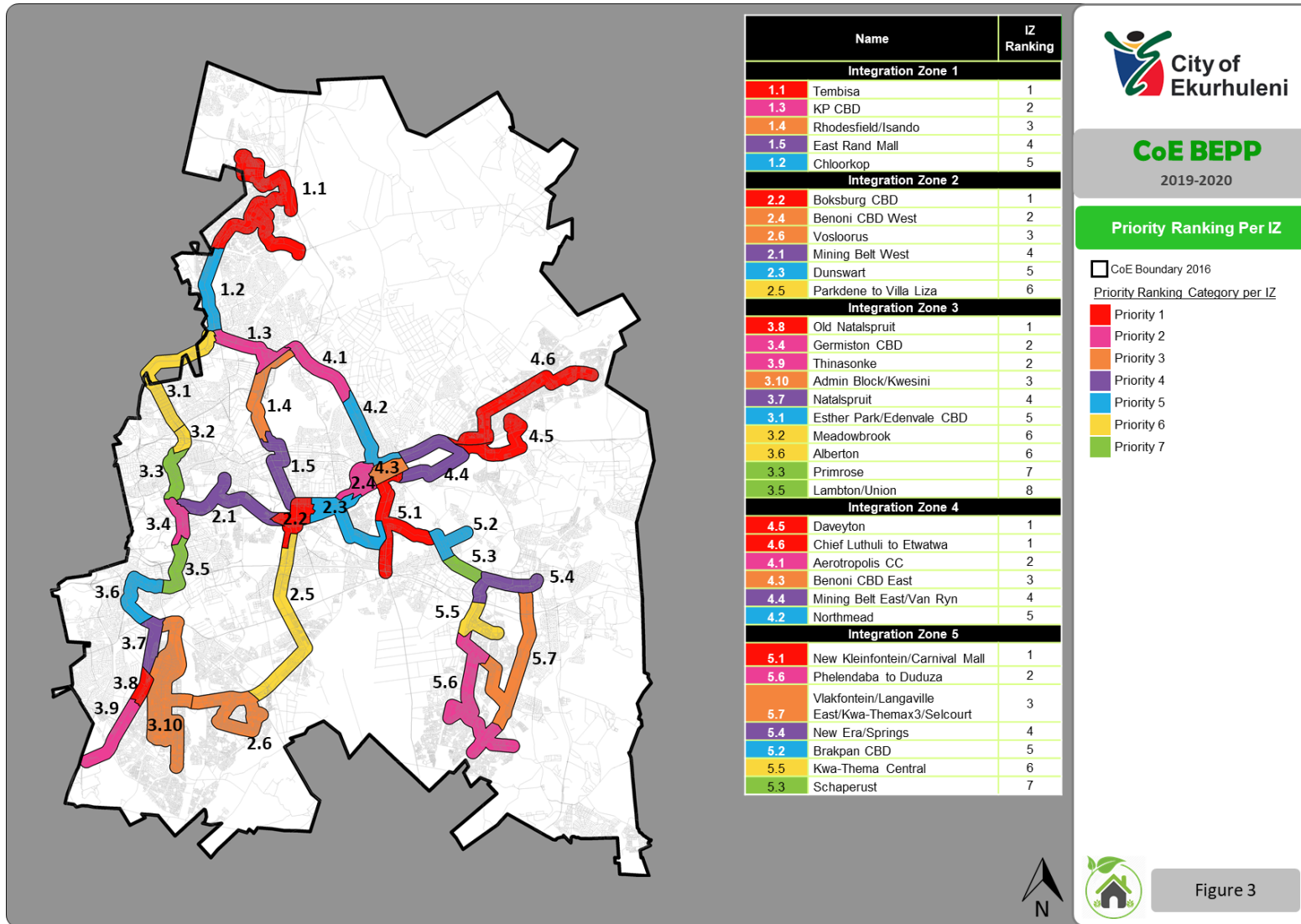


Figure 3