



UMZIMVUBU
— LOCAL MUNICIPALITY —

PRECINCT PLANS FINAL REPORT

August 2017

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— LOCAL MUNICIPALITY —

PHASE 1
Project Inception

I  ULM

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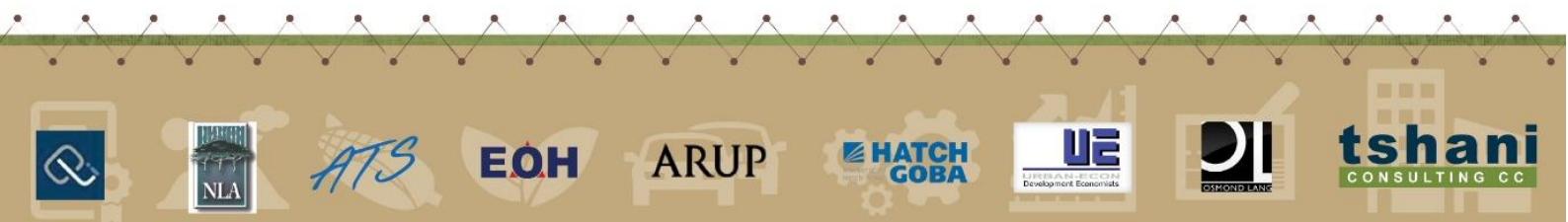
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SECTION A: INTRODUCTION

The **Umzimvubu Local Municipality**, hereinafter referred to as '**ULM**' required the services a consortium of suitably qualified professionals to develop a **Rural Precinct Plan** for the business districts of the towns of **Mount Frere and Mount Ayliff** and also to include three of ULM's **Secondary and Tertiary nodal points** i.e.: **Shita, Phuti and Phakade**.

As a result of the tender process Tshani Consulting CC was successfully awarded this tender.

This document serves as an *inception report* developed by **Tshani Consulting C.C.** to meet the objectives identified by the Terms of Reference (TOR). Tshani Consulting C.C. will combine a consortium of professionals from their respective fields to provide their professional input, to assist to develop a *credible, comprehensive, and purposeful Rural Precinct Plan* for the Umzimvubu Local Municipality.



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1. BACKGROUND

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1.1. THE STUDY AREA

Umzimvubu Local Municipality (ULM) is one of the four (4) local municipalities that form the Alfred Nzo District Municipality (ANDM) in the Eastern Cape Province. ULM has a total population of 220636 residents, of which only 4% live in urban areas while the rest of the population reside in rural spaces. The ULM borders the municipalities of Matatiele, Mhlontlo, Ntabankulu, Mbizana and Elundini local municipalities as well as the Greater Kokstad. Umzimvubu LM consists of the towns Mount Frere and Mount Ayliff.

The Municipal jurisdiction comprises an area of 2506 square kilometres. The Municipality has undergone a number of amendments in terms of municipal and ward demarcations which has had a significant impact on planning in the area.

The majority of land is covered by dispersed low-density traditional settlements, with the exception of some areas around the two urban centres - namely Mount Ayliff (Maxesibe) and Mount Frere (Kwa Bhaca). There has been trends of migration towards the towns over the past few years, which can be attributed to the desirability of residents to live close to major transport routes and urban centres.

The area is home to a rich history and diverse cultural heritage. The AmaBhaca, AmaMpondo, AmaHlubi and in some cases Sotho's are some of the diverse traditional clans situated within the Umzimvubu municipal area.

Umzimvubu Municipality has a buzzing nucleus which cuts directly into the heart of legacy, wealth of historical land marks, entertainment, cultures and plentiful mountains. Umzimvubu is a prime destination for those who seek sight with a treasury heritage and historical battle sites.

1.2. PROJECT DEFINITION

Precincts are not necessarily formal administrative areas in terms of current planning legislation or policies. Precinct commonly refers in planning to a geographically smaller area with specific characteristics that requires detailed planning within the broader administrative boundaries of a municipality and the exact size of a precinct will thus vary. A precinct must be identified and delineated using cadastral maps and boundaries showing those land parcels that fall within and outside the precinct.



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A precinct plan can be developed to provide new desired development patterns to provide functional obsolete area, alter existing land use disparities, protect and promote existing predominant or preferred future dominant land uses and associated ancillary or compatible land uses. Examples of core attributes a precinct plan should protect and promote include:



AGRICULTURE

INTENSIVE ANIMAL
PRODUCTIONNATURE
CONSERVATIONSPORT &
RECREATION

FORESTRY

WATER SUPPLY CATCHMENTS &
OTHER WATER SUPPLY SOURCESRURAL OR
ECO-TOURISM

EXTRACTIVE RESOURCES

FUNCTIONAL BUILT
ENVIRONMENT TO PROMOTE

- ▶ **Accessibility** - paths and linkages
- ▶ **Equity** - even distribution of resources
- ▶ **Integration** - place making
- ▶ **Functionality** - compatibility of land use activities
- ▶ **Sustainability**- social, economic, institutional enhancement & environmental protection.

1.3. OBJECTIVES OF THE PROJECT

To identify the economic role of Mount Frere and Mount Ayliff in a local and regional context as well as the challenges and opportunities investment and employment.

To identify catalytic projects and interventions (both public and private, including urban design and public realm upgrades) that respond to the growing economic needs in the region and that will lead to the economic regeneration of the node

To identify and respond to the social /subsidized /gap housing demand within the region taking into consideration the need to:



Densify & discourage urban sprawl



Consider redevelopment interventions



Improve the equality of quality of housing & public infrastructure



Develop & strengthen public transport oriented activity corridors

To facilitate an improved and responsive urban design, public realm, and built form that is in keeping with the special character of the precinct;

To identify key interventions in order to enhance the manner in which the study areas operate.

The role and potential linkages with the N2 and other key routes within the study area must be interrogated with reference to other planning initiatives in the area in order to facilitate regional integration;

To identify key interventions at a local level that will facilitate access, movement, circulation and parking (pedestrian and vehicular, private and public - taxi); it is important to ensure that informal trade considerations are integrated into transport plans.

1.4. WHAT IS A PRECINCT PLAN?

A Precinct Plan is a planning tool that sets out a *vision for the future development* trajectory of an area. It establishes a planning and management framework to *guide development and land-use change* and aims to achieve environmental, social and economic objectives.

A Precinct Plan such as is required by this project should take into account all of the issues affecting an area, including its *buildings and spaces, land uses, activities and transport*. An essential aspect of a Precinct Planning process is feedback from the community on how the area should evolve. An important phase of a Precinct Planning process requires *consultation with the community*, residents, businesses and the development industry to determine the best outcome for the precinct area.

The Precinct Plan requires detailed and on-going consultation with its local community. From the background research, analysis and consultation, a Precinct Plan should determine *what is working well* in an area and *how this can be enhanced*, and how the area can *grow and change in the future*. It provides clear strategies and detailed actions for how this can be *achieved through the implementation* of a Precinct Plan over time.

The Precinct plan will inform interventions by both the *public and private sectors* in order to facilitate *economic growth* and development through *social, spatial and economic development or regeneration*. The aim is to *initiate, stabilize, consolidate and promote economic development* in the precinct and to enhance *business efficiencies and opportunities* as a response to various *government initiatives* by proposing *appropriate land-use interventions* or densities within this nodal area.

The *proposals* in a Precinct Plan will inform the overall *development* of the precinct in terms of *medium to long-term strategic interventions* required to promote the development of *spatially and economically integrated precincts* that are *attractive, efficient, convenient, safe and effectively managed*. The interventions will also promote *restructuring, sustainable communities, economic development, poverty alleviation and environmental sustainability*.

The primary aim of a Precinct Plan is the arrangement of *land use and infrastructure associated* with the *needs of specific communities* within administrative regions. It integrates *transportation, environment, education, economic development, social, residential development* and other developmental requirements. Development needs, opportunities and priorities are identified. It is a process that is *community-based and driven*.

PRECINCT PLAN

VISION 4 FUTURE



It establishes a **planning & management framework** to **guide** development & **land-use** change.



PRIMARY AIM

Arrangement of **land use & infrastructure** linked with community needs as it's community-based, integrating **transportation, environment, education, economic development, social, residential** development.

ANALYSIS OF AREA

DEFINE ISSUES

Account for issues affecting an area: **buildings & spaces, land uses, activities & transport.**

WHAT IS WORKING?

Precinct Plan determines **WHAT** is working well in the area.

HOW?

HOW can this be enhanced, and how the area can grow and change in the future.

STRATEGIES & DETAILED ACTIONS

STRATEGIES & detailed **ACTIONS** for **HOW** this can be achieved through the implementation.

PUBLIC & PRIVATE SECTOR INTERVENTIONS

In order to **initiate, stabilize, consolidate & promote economic development** in the precinct & to enhance **business efficiencies & opportunities** as a response to various **government initiatives** by proposing appropriate **land-use interventions.**



COMMUNITY FEEDBACK



An **ESSENTIAL ASPECT** is feedback from the **community** on **HOW** the area should evolve which requires consultation with the **community.**

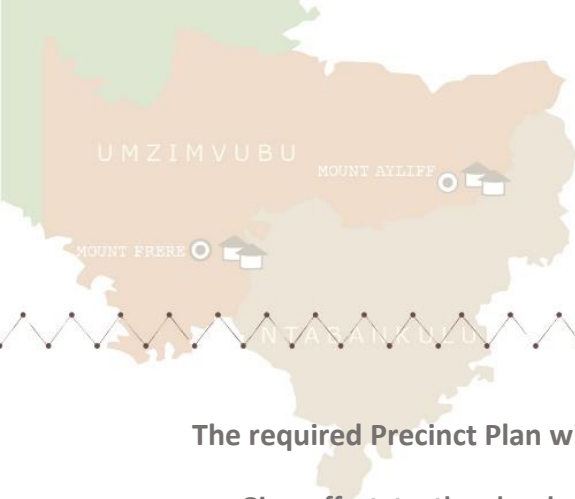
THE AIM

To facilitate **economic growth** and **development** through **social, spatial & economic development** or regeneration.

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CONSULTING CC

THE PROPOSAL BREAKDOWN

MEDIUM to **LONG-TERM** strategic interventions to promote development of spatially & economically integrated precincts that are attractive, efficient, convenient, safe & effectively managed. Interventions also promote **restructuring, sustainable communities, economic development, poverty alleviation & environmental sustainability.**

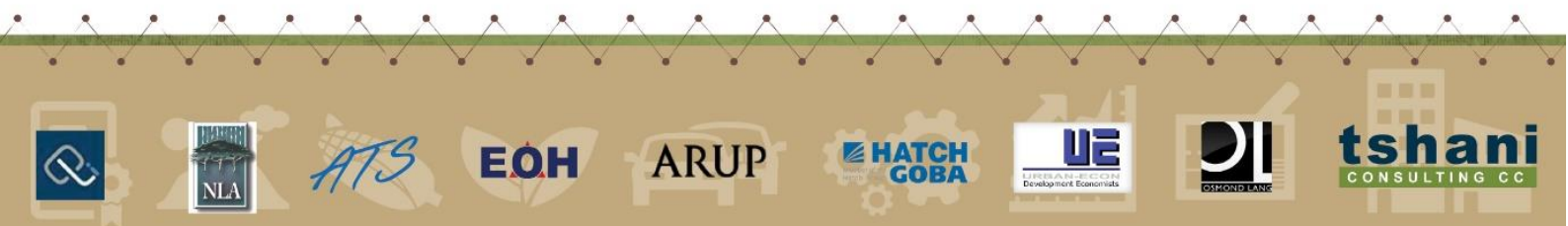


The required Precinct Plan will:

- Give effect to the development principles contained in the Spatial Planning & Land Use Management Act (SPLUMA), 2013 including:
 - (i) Spatial Justice;
 - (ii) Spatial Sustainability;
 - (iii) Efficiency;
 - (iv) Spatial Resilience; and
 - (v) Good Administration
- Contain strategies, policies and plans which will:
 - (i) Indicate desired patterns of land use within the precinct;
 - (ii) Address the spatial reconstruction of the location and nature of development within the identified precinct; and
 - (iii) Provide strategic guidance in respect of the nature of development within the precinct.
- Set out basic guidelines for land use management system in the precinct;
- Identify programmes, projects and restructuring elements for the development of land within the precinct;
- Provide a visual representation of the desired spatial form of the precinct which representation:
 - (i) Must indicate where public and private land development and infrastructure investment should take place;
 - (ii) Must indicate desired or undesired utilisation of space in the particular area;
 - (iii) May delineate the land use parcels and precincts;
 - (iv) Must identify areas where strategic intervention is required; and
 - (v) Must provide urban design interventions and guidelines to enhance the aesthetic appeal

The **Precinct Plan** will demonstrate the *relationship* between a **Precinct Planning** intent and other planning initiatives such as **local economic development strategies, infrastructure planning, natural resource management plans and environmental management strategies** and should encourage and support economic development opportunities.

The towns of Mount Frere and Mount Ayliff have been selected for the revitalisation of its business districts.



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1.5. PURPOSE OF PROJECT

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A Precinct Plan is required to inform and coordinate the upgrading, revitalization and redevelopment of both Umzimvubu Local Municipality Towns i.e. Mount Ayliff and Mount Frere Central Business District. The proposed project is expected to lay a 15 year development vision of both the towns of Umzimvubu Local Municipality. The spatial rationale is to concentrate social services and economic development in already partially developed nodes where access to the wider community can be assured. Over the long term, the purpose is to ensure sustainable livelihoods. There is a desperate need for social facilities and amenities. The related economic strategy is the development of opportunities for businesses. Nodal development is thus an economic as well as a social initiative.

15 YR VISION

to **UPGRADE, REVITALIZE & REDEVELOP** both towns

The purpose of the project is broadly to:

- To prepare a Conceptual Precinct Framework Plan for the subject areas as specified in these terms of reference.
- To prepare Budget and Implementation Plans.
- To undertake a stakeholder engagement and public process throughout the project Develop intervention strategies that will lead to the development, upgrading and integration of the study Area
- Identify interventions, management solutions to address infrastructure and transportation constraints in the study area



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1.6. SCOPE OF WORK

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A Rural Precinct Plan should include proposals to form the basis of a land use scheme or suggest proposed amendments to an existing land use scheme that are required to establish and manage the rural precinct(s), such as:

Land use controls to protect and promote economic development within the precinct

Levels of development assessment for land use changes within a rural precinct

Modified controls to promote opportunities to diversify, innovate and value add to activities within a rural precinct

Options to prevent incompatible land uses within a rural precinct

Identifying key areas where a rural precinct can sustain rural economic activities

Preventing inappropriate fragmentation of land; and development proposals to protect or promote compatible development within a rural precinct

The Rural Precinct Plan should detail the type, location, size and configuration of the proposed precinct. Depending on these factors, some of the matters discussed in section 2.2 of this TOR may have more or less relevance to the proposed precinct. The Rural Precinct Plan should indicate the relevance of each matter and detail how relevant matters have been addressed.

Enhancing infrastructure and investment opportunities for activities. The Rural Precinct Plan should identify opportunities to coordinate and integrate conservation and urban planning, especially planning for local and regional infrastructure. This information can be used to assist in prioritizing infrastructure options such as transport, service networks and water supply systems.

Enabling business and industries to diversify, adjust, innovate and value-add. The Rural Precinct Plan should include strategies and actions that support the diversification of compatible activities, encourage innovative land-use planning and management, assist in implementing adjustment strategies, or add value to activities within the precinct.

Identifying alternative economic uses of land. The Rural Precinct Plan should aid in identifying alternative economic uses of land by establishing a vision and identifying economic, social and environmental opportunities and constraints to improve the profitability and sustainability of natural resource use in the rural precinct.

IDENTIFY OPPORTUNITIES

ENVIRONMENT



SOCIAL



ECONOMIC





Protecting and promoting productive activities with the precinct and associated regional landscape values within the precinct. A Precinct Plan should aid in identifying strategies and actions that protect and promote productive activities, including the range of landscape values supported by the particular precinct. In addition, A Precinct Plan should help identify opportunities and constraints to promote the ecological sustainable development of the natural resources within the precinct.

Sustaining benefits to the community derived from the natural environment. A Precinct Plan should protect the environmental and natural resource values of the area by protecting or promoting activities that employ best practice management, maintain or enhance ecosystem services, and/or implement regional natural resource management plans.

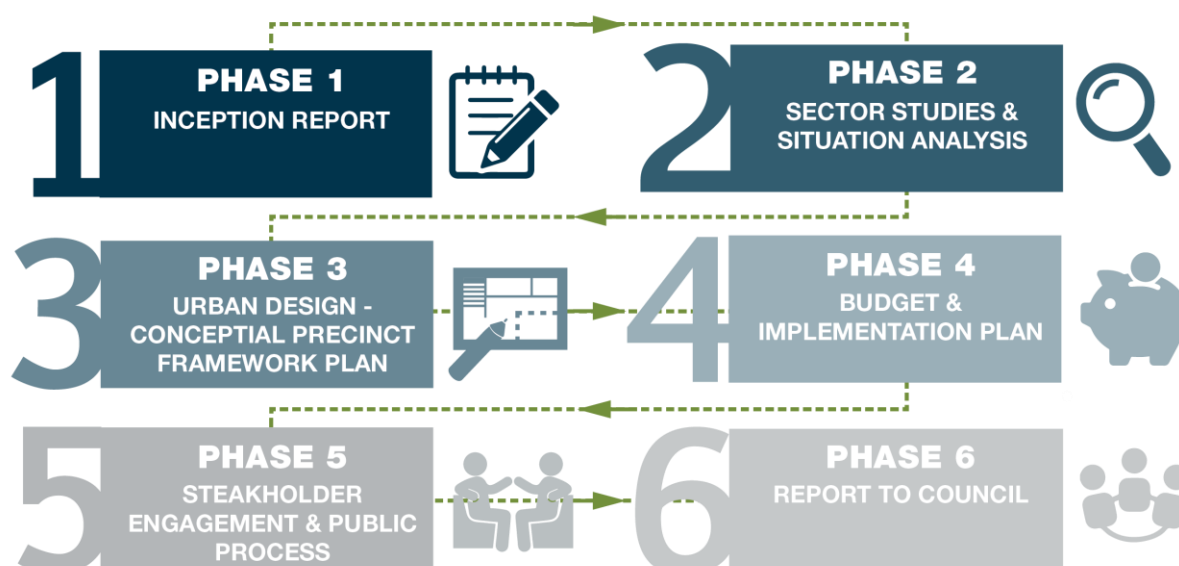
Land Use Scheme amendments. This section should identify how the proposed planning scheme amendments achieve the planning intent for the precinct by describing how the proposed assessment tables, planning and subdivision controls, and any land-use restrictions satisfy the matters listed above.

Management and Implementation strategies. This section should identify how other planning and management initiatives contribute to achieving the planning intent of the rural precinct(s) and the matters listed above.

1.7. DESCRIPTION OF SERVICES TO BE PROVIDED

PROJECT DELIVERABLES

The project will be divided into SIX phases namely:



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1.8. METHODOLOGY

The information and methodology requested as per the different phases shall include but it is not limited to the following:

PHASE 1: INCEPTION REPORT

Consolidation of an inception report which details the objectives and methodology. The report will cover the scope of work, processes, timelines, deliverables and cash flow.



Liaise with the relevant municipality and adjoining municipalities, government departments and other stakeholders of the intent to develop a rural precinct plan and amend a town planning scheme/ Land Use Scheme.

PHASE 2: SECTOR STUDIES AND SITUATION ANALYSIS

In order to develop a compatible 15 year development vision with the Umzimvubu Municipal region an extensive study of the area will be undertaken in the



SITUATION ANALYSIS
of **MT. AYLIFF & MT. FRERE**

following specialist fields; Transportation analysis and Planning, Bulk Infrastructure Assessments, Social Facilities Assessments, Economic Analysis and Activity Description, Current and Projected housing/residential trend Analysis, Environmental Analysis, Policy alignment and Property trends, Urban Design and Landscape Architecture.

Undertake data collection and analysis of precinct environment, existing land use activities and land



DATA COLLECTION & ANALYSIS of **ISSUES**

consultation with the municipality, sector departments and other stakeholders on the proposed initiatives for identified area. The analysis should result in alternatives for the best possible way to develop the area in terms of detail planning and proposed projects.

PHASE 3: URBAN DESIGN – CONCEPTUAL PRECINCT FRAMEWORK PLAN

The particular aim of this phase is to translate by means of public process the information gathered in the sector studies and situation analysis into a nodal



TRANSLATE INFO
gathered into **NODAL VISION**

vision. The framework plan guides the implementation strategy of the area by means of economic, social, environmental, spatial, physical and institutional integration. The goal of the Framework Plan is to identify priority projects which act as catalysts for economic development.



Draft detail design of proposed projects with costing for implementation - This will include but not be limited to a detailed indication of land



DRAFT DESIGN of **PROPOSED PROJECT** with **COSTING** for **IMPLEMENTATION**

uses and densities, existing and proposed built form (including historical and heritage sites), urban design proposals, movement, public space, services, public amenities and infrastructure. A list of key interventions and projects including design interventions and structural elements should also be a part of this stage. Due to the conceptual nature of this phase it will require priority public engagement and council approval prior to proceeding to the detailed Precinct Planning stage.

PHASE 4: BUDGET AND IMPLEMENTATION PLAN

This phase focuses on the identification and implementation of priority projects within Mount Frere and Mount Ayliff CBD along with preliminary costing estimates to clearly articulate and package the preferred projects, operational, maintenance and management strategies. Development phasing is a key component of this phase.



SUBMIT DRAFT **RURAL PRECINCT PLAN &** **DESIGN GUIDELINES**

PHASE 5: STAKEHOLDER ENGAGEMENT AND PUBLIC PROCESS

One-on-one stakeholder engagement will need to take place with both the relevant sector departments within the municipality and with key stakeholders including developers/ property owners, estate agents, taxi associations, the community and the Urban Management forum which will be set up to address all the maintenance and operational issues. The consultant is to liaise with this forum with particular respect to ensuring that the proposed projects are sustainable with respect to maintenance issues, given the resource constraints many of the departments are faced with. Public consultation will need to take place at key milestones within the project.

A minimum of 3 public meetings will be required, the first at the Status Quo/Situational Analysis phase, the second to present the draft Precinct Plan and the third at the urban design and implementation phase.

It is important that sufficient provision (time) needs to be made within the project for public/ officials to comment on the draft reports (at least 2 weeks to comment) and for the consultants to make the necessary amendments and for officials to meet with the relevant Ward Councilors 1 report to the relevant Committees of Council both prior to and post the public meetings



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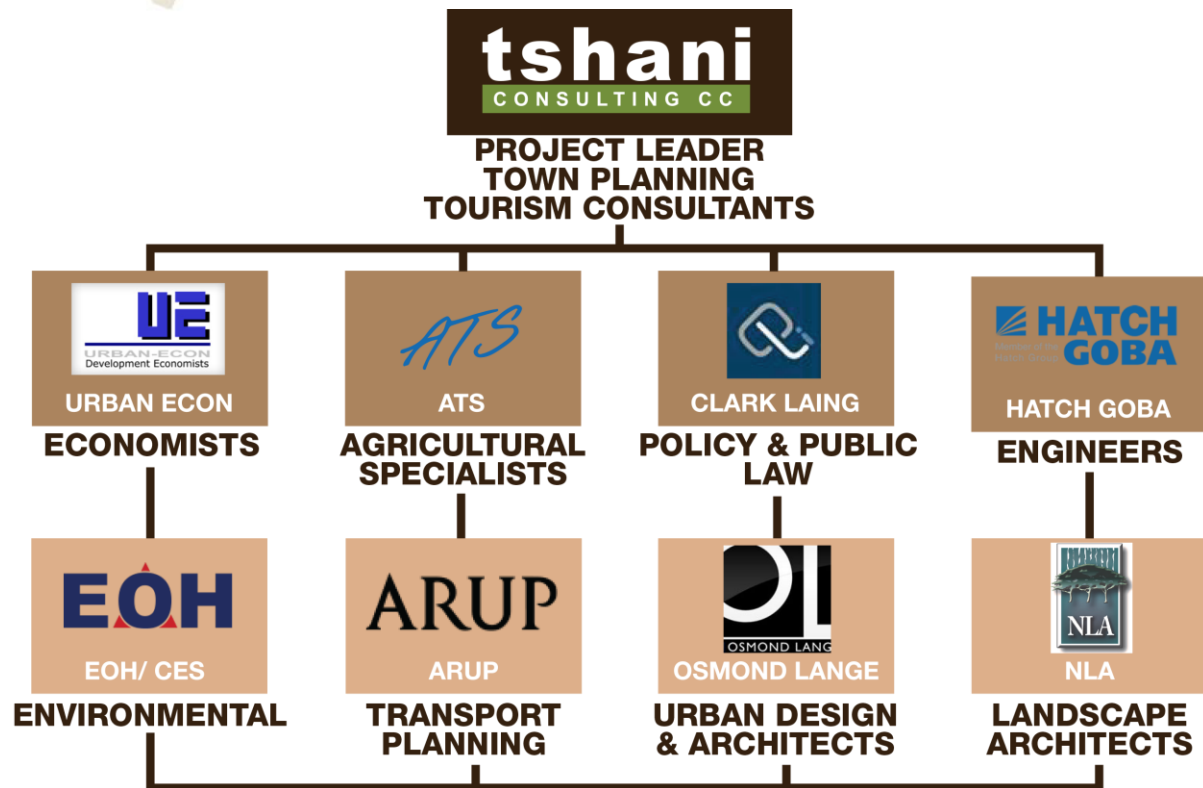
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PHASE 6: REPORT TO COUNCIL

In order to meet the requirements of the Terms of Reference the following team from Tshani Consulting is proposed to carry out the required tasks and input from an Engineer, Environmentalist, Transport Planner, Architects, Landscape Architect, Economist and Agriculturalist will be utilized as and when necessary.

SECTION B: PROPOSED PROFESSIONAL TEAM

PROPOSED TEAM STRUCTURE:



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1. ROLES AND RESPONSIBILITIES

COMPANY	ROLE	PERSONNEL	CONTACT
Tshani Consulting C.C.	<ul style="list-style-type: none"> Public Communication & Participation Facilitator Housing and Social Studies Property trends and Analysis Tourism 	KREASON NAIDOO	kreason@tshani.co.za
Hatch Goba	<ul style="list-style-type: none"> Engineering Assessments 	JOHN PETZER	JPetzer@hatch.co.za
EOH / CES	<ul style="list-style-type: none"> Environmentalist Social Impact Environmental Study 	ALAN CARTER	a.carter@cesnet.co.za
ARUP	<ul style="list-style-type: none"> Traffic Engineer Transport Engineer 	MOHAMED KAJEE	mohamed.kajee@arup.com
Osmond Lange Architects	<ul style="list-style-type: none"> Architects Urban Designer 	DAVID CURRIE JONATHAN MANNING	davidc@o-l.co.za jonathanm@o-l.co.za
NLA	<ul style="list-style-type: none"> Landscape Architect 	JOHAN BARNARD	johan@newla.co.za
Urban Econ Economists	<ul style="list-style-type: none"> Informal Trade Development Economist 	MATTHEW KEELEY	matthew@urban-econ.com
ATS	<ul style="list-style-type: none"> Agricultural Specialists 	ALAN GRENFELL FRIKKIE COETZEE MARTIN FLANEGAN	alan@atsconsulting.co.za frikkie@atsconsulting.co.za martin@atsconsulting.co.za
Clark Laing	<ul style="list-style-type: none"> Policy & Public Law 	JUSTIN LAING	



SECTION C: TSHANI CONSULTING C.C. PROPOSAL

The following methodology will be utilized in achieving the successful completion of the **Mount Frere and Mount Ayliff Precinct Plans** and also take into cognisance ULM's **nodal points** i.e.: **Shita, Phuti and Phakade** situated within ULM in the Eastern Cape Province.

1. PHASE 1 – INCEPTION

This phase will be initiated with a meeting between the Project Manager of the Consortium Mr. Kreason Naidoo of Tshani Consulting C.C. and the designated Umzimvubu Municipality Official, and any other institution identified by the local municipality. The meeting will include discussing, refining and finalizing the scope of work and the work programme. Thereafter, a **Service Level Agreement** will need to be signed between Tshani Consulting C.C. and the Umzimvubu Municipality.

The **Inception Report** is made up of the finalized **Scope of Work, key deliverables, Methodology, a Communication/Public Participation Plan**, as well as the agreed to **Timeframes, Budget** and **Payment Milestones**.



Tshani Consulting C.C. together with the Umzimvubu Municipality (Hereinafter referred to as 'ULM') will identify stakeholders/potential members who will form part of the **Project Steering Committee (PSC)**. An invite, providing a brief summary of the purpose of the project, will be completed and once approved by the designated official of ULM, it will be sent out to the invitees of the PSC.

A **PSC** meeting will thereafter be held to present the methodology to the members to get their comments and input.

An advert will also be prepared calling all Interested and Affected parties to register. This advert will be placed in **The Daily Dispatch** and the Local **Pondo News** or the **Fever**. A database will be created with all the individuals and institutions so all info can be distributed through this medium and also larger stakeholder participation will include these individuals and institutions. This will be unpacked into more detail in the **Communication/Public Participation Plan (Refer to Annexure 1)**.

DELIVERABLES

- Inception Report;
- Communication/Participation Plan
- Presentation to the Project Steering Committee;
- Minutes of PSC meeting
- Hard copies as well as a CD containing all deliverables per a phase will be delivered to the ULM.

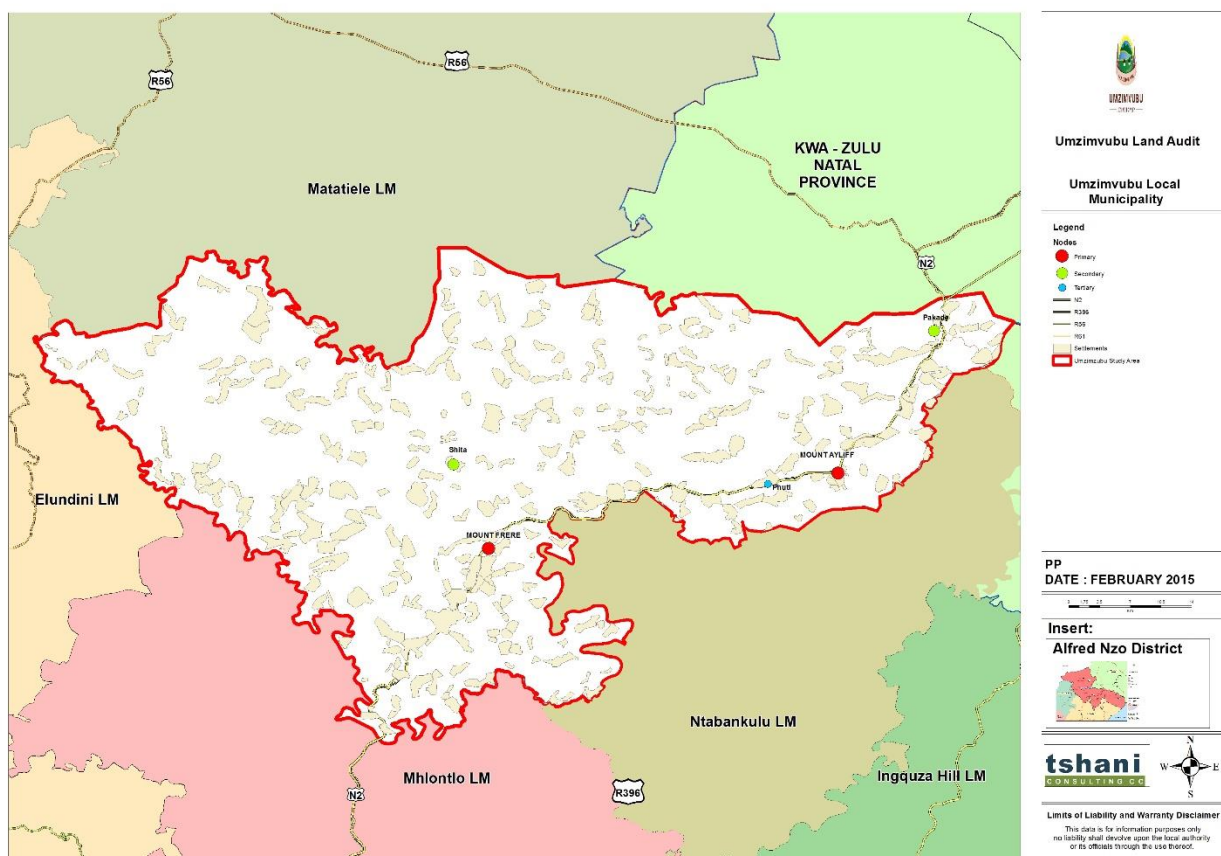


TIMEFRAME

- Two weeks

PRECINCT PLANNING has been described as “a streamlined and strategic, improving efficiency, reducing complexity and saving time and money. Rezoning will take place within two or three years instead of seven to 10 years. Protocols will streamline assessments for some issues. Infrastructure and services will be programmed when required for urban development. Many legal planning requirements, including local planning documents, are taken care of during Precinct Planning rather than several years down the track.”

LOCALITY PLAN

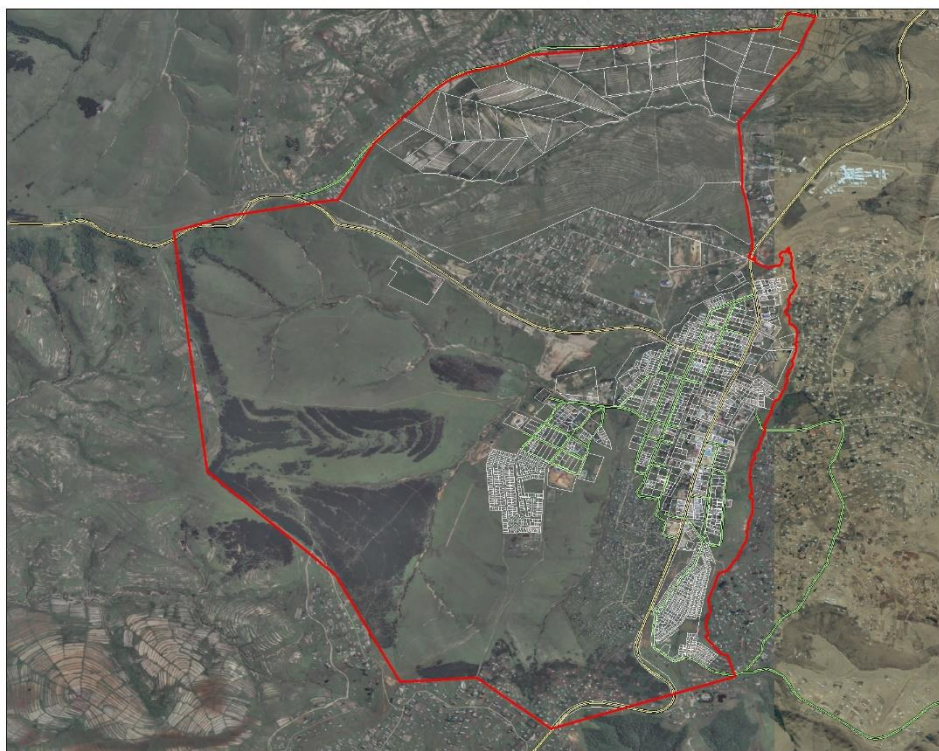


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SITE BOUNDARY OF MT FRERE AND MT AYLIFF



2.1. ALIGNMENT TO GUIDELINES

Over the years, *Guidelines on how to develop Spatial Development Frameworks* have been prepared by various National Departments, Provincial Departments and Local Municipalities. All these guidelines worked for the areas they covered, however they never looked at linkages and interaction of adjoining, Municipalities, Districts, Provinces, etc.

The latest guidelines developed in the Eastern Cape in 2010, was the Eastern Cape Provincial Spatial Development Plan (ECPSP) see **figure 2**, however it was never formally adopted by the Office of the Premier, but it was used as a guide by the authors of SDF's. The ECPSP developed seven (7) pillars aligned to the Provincial Growth and Development Strategy.

In 2014, the Spatial Planning Land Use Management Act (SPLUMA) developed draft regulations and specifically guidelines for SDF's. The guidelines identified three (3) pillars as depicted in figure 1 below. In terms of section 61 of the Spatial Planning and Land Use management Act, 2013 (Act No. 16 of 2013) ("the Act") it was determined that as of **1 July 2015** the Act shall come into operation.

The ECPSP process had wide public participation, we propose integrating the **seven (7) pillars of the ECPSP into the three (3) pillars of the DRDLR spatial development framework guidelines.**

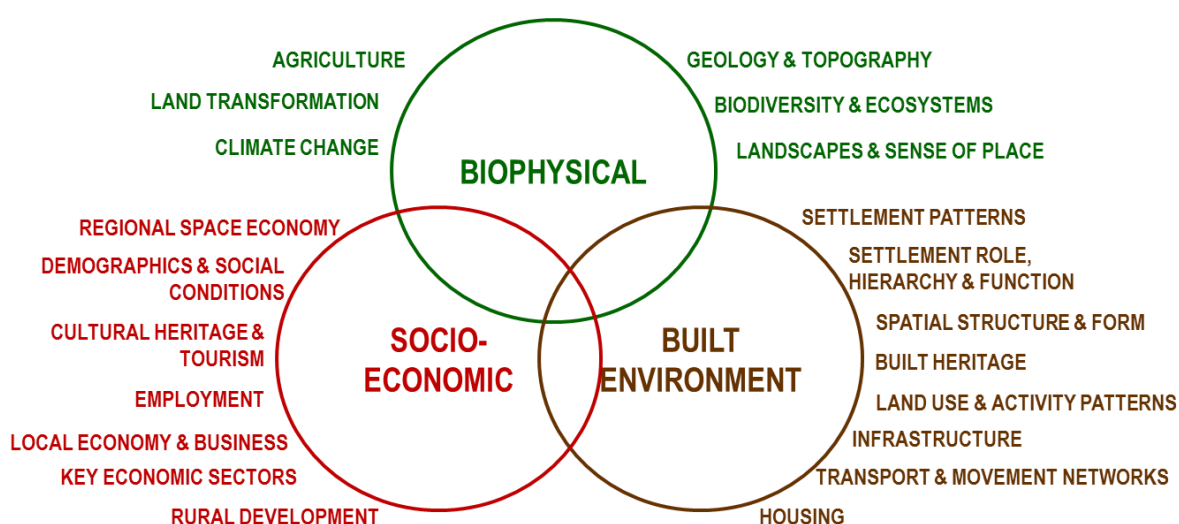


FIGURE NO. 1: RDLRSDF GUIDELINES PILLARS



FIGURE NO. 2: ECPSDP 7 PILLARS

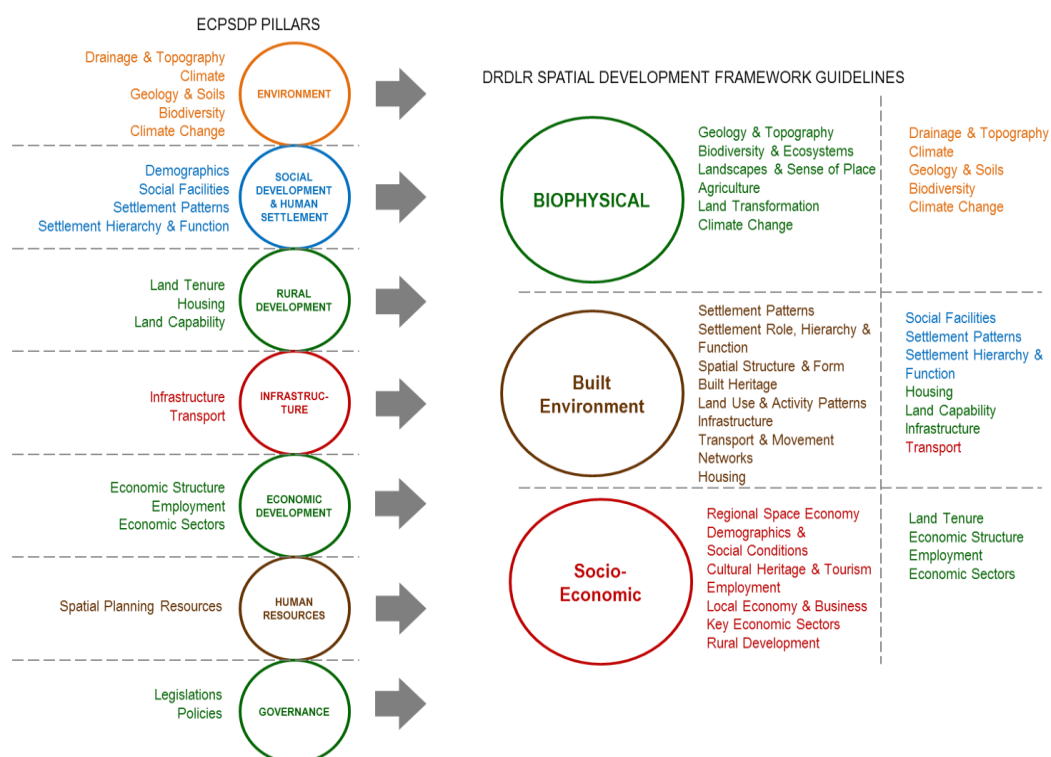


FIGURE NO. 3: INTEGRATION OF PILLARS

For the purpose of this document, the DRDLR Pillars are being utilized.

With reference to the three pillars of the DRD&LR Guidelines, the Situation Analysis Report is going to be prepared in alignment with these pillars. (Diagram 1) The three pillars are as follows:-

- Built Environment
- Socio Economic
- Biophysical

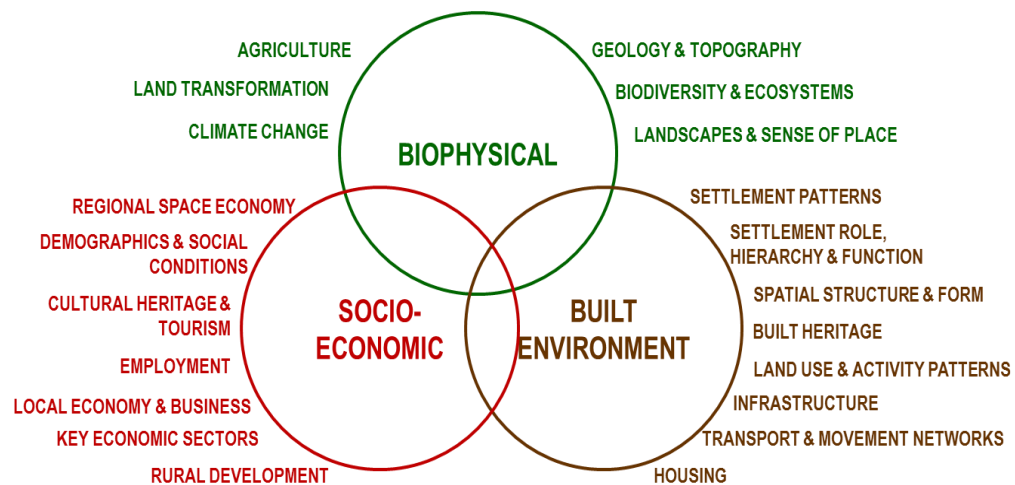


DIAGRAM 1: Three Pillars of DRD&LR Guidelines

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The following is a detailed write up on the Methodology aligned to the DRDLR three pillars that will be followed by each Professional

POLICY ASSESSMENT

The Mont Frere and Mount Ayliff Precinct Plans are linked to the LSDF, SDF, District SDF and ECPSDF. As indicated on the diagram below:

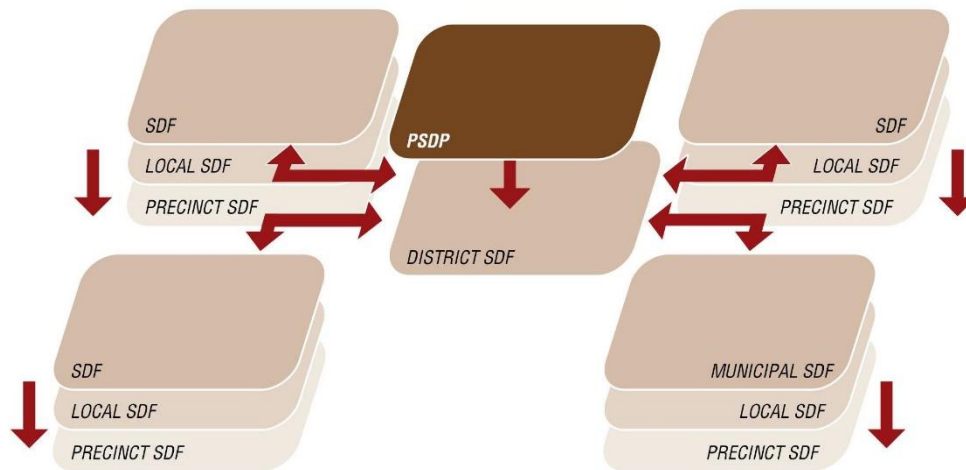


DIAGRAM: Alignment of SDF's

Planning and Development in Umzimvubu Local Municipality are guided by a number of planning frameworks and policies which includes the Umzimvubu Spatial Development Framework, Umzimvubu Integrated Development Plan, etc. These frameworks will be analysed to reflect existing opportunities and resources, issues and challenges, settlement dynamics, both urban and rural trends as well as changes in land use, especially in the study area. An analysis of the existing Land Use Management System will be conducted, and gaps and areas of intervention will also be identified. Tourism development guidelines will also be assessed to ensure that appropriate type and form of tourism development is encouraged at appropriate locations.

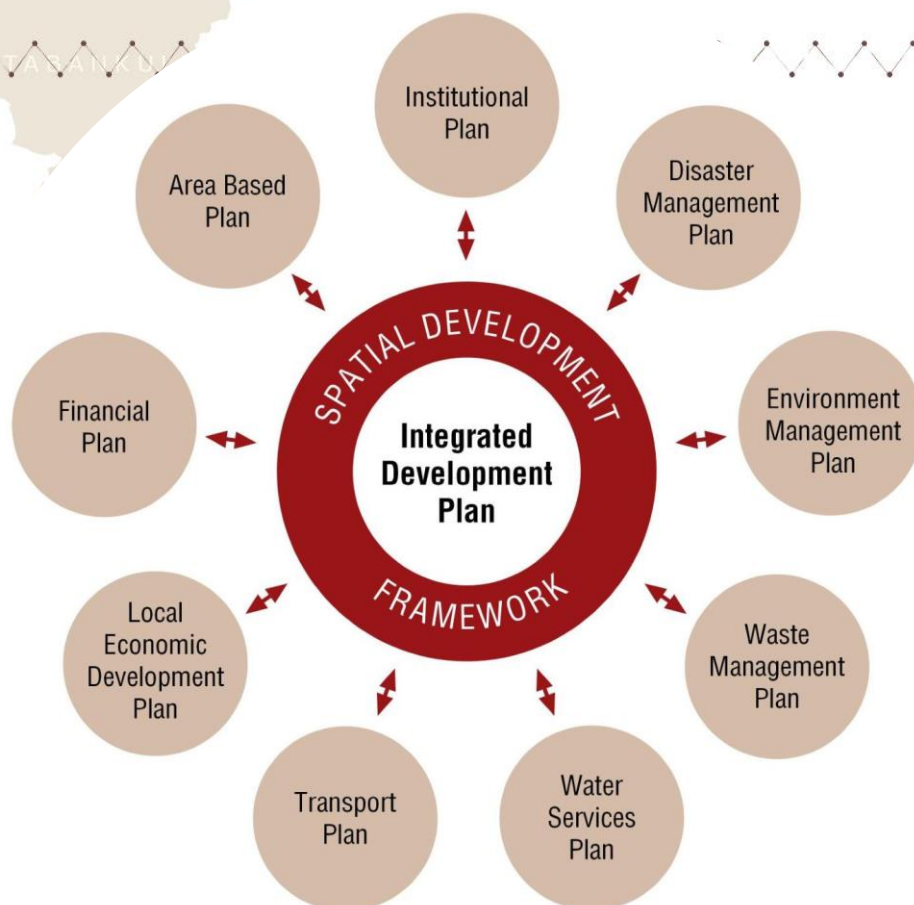


DIAGRAM: Integrating SDF

The initial actions to be taken will involve a desk top study and analysis of policies, programmes, trends and dynamics at national, provincial, district and local levels. **All Policies including the following will be analysed:-**

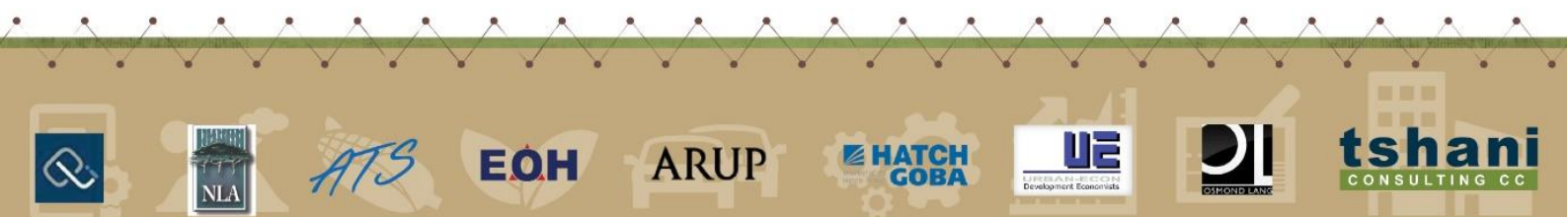
- National and Provincial Planning Policies;
- Umzimvubu LM Spatial Development Framework and Integrated Development Plan;
- Area/Ward Based Planning Reports for Umzimvubu LM;
- Housing Sector Plan (HSP) Umzimvubu LM;
- LED Strategy for Umzimvubu LM;
- Tourism Sector Plan (TSP);
- State of Environment Reports (SOER);



- Environmental Management & Implementation Plan (EMP/EIP);
- Report on Heritage Sites;
- Water Service Delivery Plan (WSDP) and Water Master Plan;
- Waste Management Plan (WMP);
- Cemetery Plans, Commonage Management Plans etc.;
- Electrification Plans;
- Integrated Transport Plan (ITP), Public Transport Plan;
- Eastern Cape Biodiversity Conservation Plan;

The fundamental basis of the Precinct is to provide a foundation for sustainable development. This requires effective, efficient and professional land use and development management, according to agreed principles and policies.

Tshani Consulting CC will complete a broader analysis of the area around the study area, as this will provide insight into the dynamics of the area. Mount Frere and Mount Ayliff also serve as “refresh” points when travelling on the N2 to Kwa Zulu Natal and East London in opposite directions, and we will also **review the statistics of the in and out movements** of people along the National (N2) road. This information will be critical in what planning recommendations are made for the study area. Tshani Consulting CC and the municipality will identify a Primary Study area, which will also be the nodal area and perhaps where there will be a development focus.



2.2. REVIEW OF THE UMZIMVUBU SDF

Umzimvubu Municipality has set a vision and mission to provide strategic direction for all development planning and service delivery in the municipality. In order to achieve the above vision and mission, the IDP identified the following **development priorities / KPA's** for the municipality:



INFRASTRUCTURE
PRIORITIES



ECONOMIC
PRIORITIES



SPATIAL
PRIORITIES




SOCIAL
PRIORITIES




INSTITUTIONAL
PRIORITIES

According to the Municipality's SDF, which is currently under review, the Special Development Areas (SDA's) where the municipality would need to prioritise its development efforts and capital expenditure are listed in the table below in terms of its node, location and characteristics:

NODE	LOCATION	CHARACTERISTIC
Primary	Mount Frere Mount Ayliff	<p>The main centre of the local municipality. This area should be specifically targeted for the following:</p> <ul style="list-style-type: none"> ▶ Sustainable development ▶ Development of social housing. ▶ Investment in infrastructure. ▶ Speedy land development ▶ Development of amenities, social facilities and recreational facilities. ▶ Discourage ▶ Proper land use management system that facilitates the orderly development of the urban area.
Secondary	Cancele, Pakade & Dangwana	<p>This area should be targeting the following:</p> <ul style="list-style-type: none"> ▶ Serving several local communities, with local level amenities and facilities. ▶ Investment in infrastructure. ▶ Land use management that promotes the use of the areas. ▶ Feasibility study on establishing intensive economic development in these areas. ▶ Upgrade security of land tenure ▶ Promotion of open markets and competition



Tertiary	Sphambukeni Phuti Junction	<ul style="list-style-type: none"> ▶ This is a smaller node with little residential component and small service supply. ▶ It is mainly for providing local communities in terms of health, civic and economic activities ▶ Upgrade security of land tenure ▶  Promotion of open markets and competition
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Source: Umzimvubu Municipality Spatial Development Framework 2011

During the review process previous sector studies that have been approved and pending approval will be taken into consideration. Such will include sector studies as well as projects such as the proposed Mount Frere and Mount Ayliff taxi rank. Through the consideration of the Umzimvubu SDF, the precinct plan will aim to highlight the development target areas.

2.3. BUILT ENVIRONMENT

The term **built environment** refers to:

“The human-made surroundings that provide the setting for human activity, ranging in scale from buildings and parks or green space to neighborhoods and towns that can often include their supporting infrastructure, such as water supply, or energy networks.”

This section will assess the nature of Settlements, Land Use Patterns, Transport and Movement, Housing Assessment, Infrastructure, etc.

2.3.1. LAND DEVELOPMENT

REVIEW OF STUDY BOUNDARY

When carrying out site inspections within the Umzimvubu area attention will also be directed to its surrounds. In doing so the strategic role of the towns will be assessed on regional and district level in order to ascertain the development potential within the Umzimvubu jurisdiction and abroad. Tshani Consulting cc will develop a strategic plan that guides the integration of economic, spatial, social and environmental analysis.

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In this process the challenges and opportunities of Mount Frere and Mount Ayliff will be identified. It will be useful to carry out SWOT analysis of the area and develop spatial representation of the opportunities and constraints.

In order for a **precinct** to work efficiently and effectively, an understanding of the **larger picture** in the context of the municipality needs to be highlighted. The members of the team will, in their respective professions, will contribute towards a write up of the **“larger picture.”** From the afore-mentioned **text graphics** will be developed for representation purposes.

The precinct planning process examines the **future use of the land** through **specialist studies** such as environmental assessments, transportation and access, flooding and drainage, heritage, economic analysis, land capability, architecture and visual landscape, employment/retail opportunities. The technical studies will assist in determining location of various land uses such as residential, employment, educational, recreational parks and others, as well as transport routes, conservation areas, utility reservations, conservation and drainage areas, etc.

2.3.2. CONTEXTUAL AND DETAILED PLANNING ANALYSIS

PROPERTY TRENDS

In order to identify various opportunities for land development, it is important to **capture the ownership** of the properties within the Primary study areas. A Land Audit has recently been completed by the Municipality and all cadastral data updated.

The Info identifies private, municipal and government properties. This information will assist in formulating the Precinct Plans and advise the municipality whether the government or the private owners need to be engaged in future developments in the study area. **A plan identifying the ownership** of each property within the study area will be utilized from the previous study info.

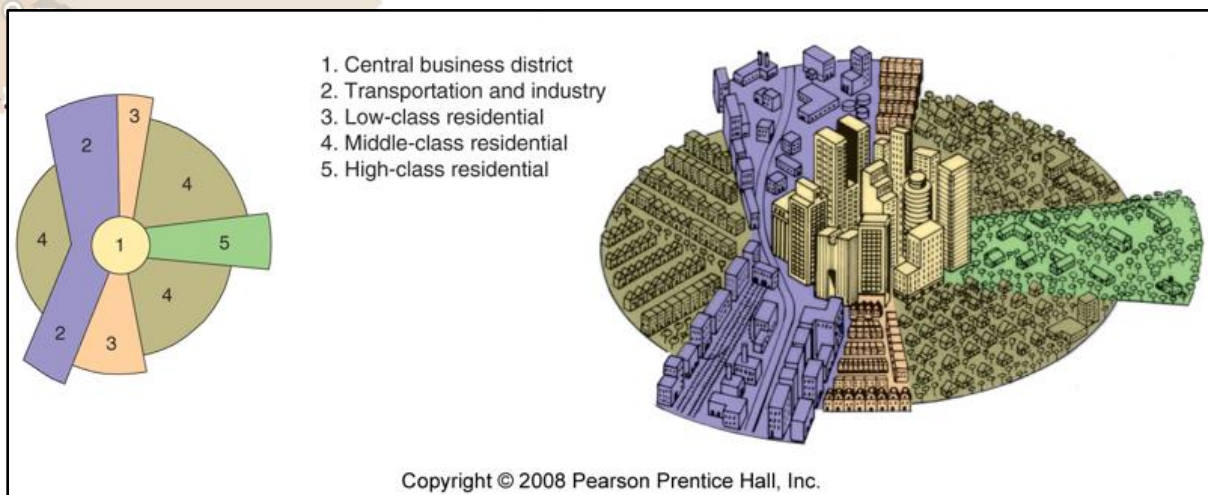
ANALYSIS OF TOWN PLANNING SCHEME

The **Transkei Town Planning Scheme 1984** is applicable to the towns of **Mount Ayliff** and **Mount Frere**. The purpose of the scheme is to give limitation and rights for each piece of land that is situated in the urban areas. Tshani Consulting CC will compare the scheme regulations to current nature of development within the towns and determine whether the current scheme controls are suitable or not.

LAND USE ANALYSIS & PROJECTIONS

In an urban area, land use models are used to explain the way land is used. Land use models are theories which explain the layout of urban areas and contain functional land use zones. Below is a typical land use model that shows the main functional zones.



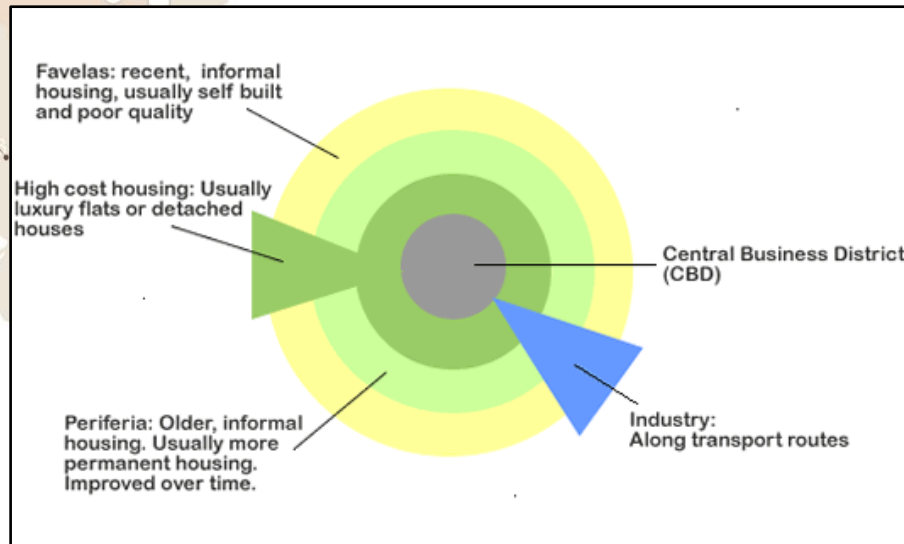


Source: www.geography.learnontheinternet.co.uk

A **site visit** will be conducted to allow all members of the consortium to familiarize themselves with the Study Area and to complete an assessment at the same time. The “**Land Use Study**” recently completed by the Municipality will be utilised during the site visit. Particular focus will be placed the commercial activities, mixed use developments and re-developable land. All Land Use Regulation Policies applicable to the study area will be analysed in order to prepare a Site Analysis Plan. The **Land Use Information** will be utilized to analyze whether the land use pattern and intensity, conform to the ideal notion of how a node should be composed and should function. It will also assist in identifying whether development is taking place with any significant vision.

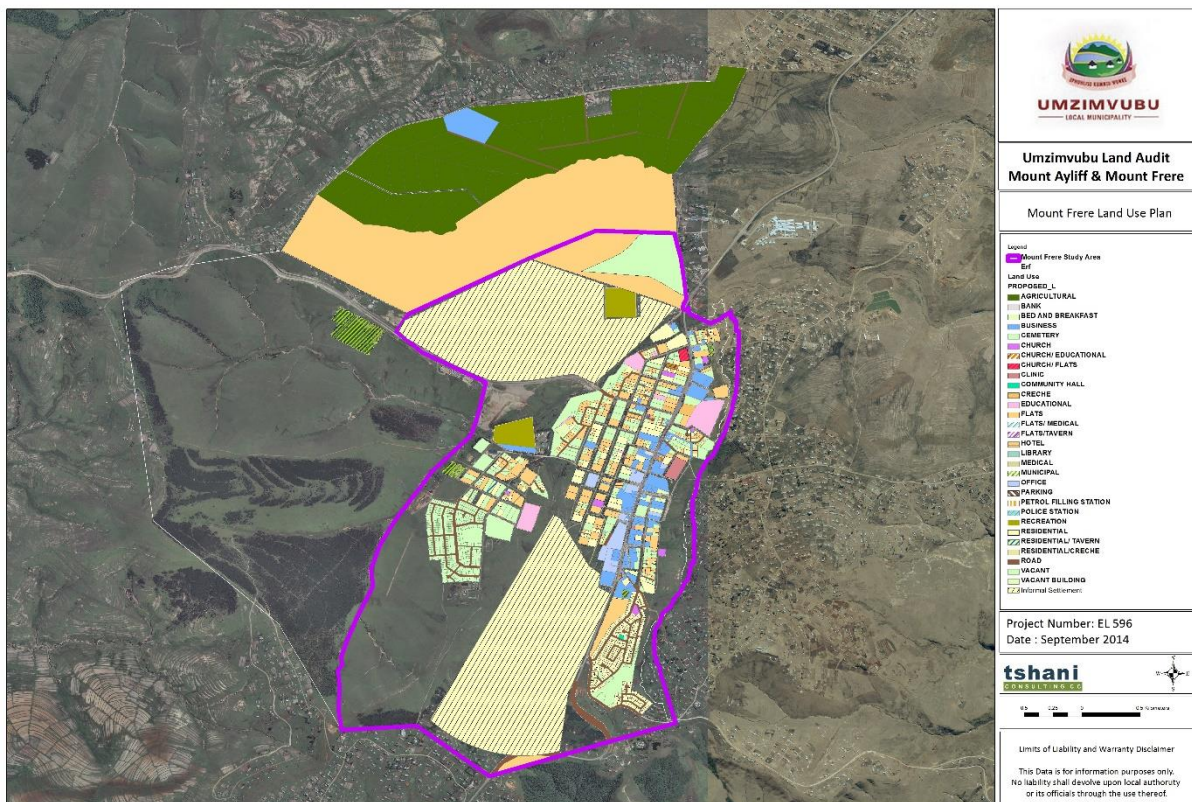
The essence of the land use analysis is to capture the character of the study area. The development trends of the area will also be depicted spatially. Such land uses identified in the study will thereafter be captured on ArcView GIS. Once all the land use information was captured, shape files will be created and thereafter **Exiting Land Use Plans** will be prepared for both the towns.

In every Developing Country, they have their own unique land use character and **the model below attempts to show the characteristics of a 'typical city'**.



Source: www.geography.learnontheinternet.co.uk

Based on previous studies done for Mt Frere and Mt Ayliff, Tshani Consulting CC will develop a precinct plan that compliments existing land uses and contributes to the rehabilitation and formalization of the urban fabric within the towns. The following plans depict the land uses of the towns that were ascertained in studies previously done for Umzimvubu Municipality.





Limits of Liability and Warranty Disclaimer

This Data is for information purposes only.
No liability shall devolve upon local authority
or its officials through the use thereof.

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All **vacant land** within the study area will be identified. **Photographs** will also be taken. The vacant portions of land will be analyzed in terms of their development potential.

The **Land Use Plan** (as depicted on the plan attached) will **depict the proposals** from a spatial perspective **as indicated on the example plan** below. Cognisance will then be of environmental regulations and constraints, as well as how environmental opportunities can be incorporated. The Land Use Plan will incorporate how traffic can be managed. It will also look at the integration on movement routes of vehicles and propose the free flow of traffic into and around the study area, as well as linkages with surrounding areas. The demarcation of potential public transport facilities will also be part and parcel of this plan.

The **newly updated zoning** maps will be utilised, for the primary and secondary study areas will be utilised. The information on the zonings of each property, which has been compared with, the land uses captured, to verify whether there are any discrepancies or seemingly illegal land uses. If such discrepancies are found, they will be highlighted on a plan. This plan will be used when development proposals are being prepared and when the scheme regulation are being amended.

Tshani Consulting C.C. will calculate the development potential (i.e. Use, developmental area, estimate Gross Lettable Area, etc.) of the land use parcels identified, which will provide the municipality and potential developers with key information for decision making.

Properties, which have been identified with development potential, will be clearly marked, and recommendations made accordingly. Recommendations will also be made, dependent on the ownership of the properties.

The table below is an example that indicates that at an employment rate of approximately 1.2 persons per 100m² of gross lettable area, the employment generated could total to 2 814 employees over a twenty(20) period.

DEVELOPMENT POTENTIAL – SUB PRECINCT A: CBD					
TOTAL DEVELOPABLE AREA	POTENTIAL FLOOR SPACE(CALCULATED AT 25% COVERAGE)	HEIGHT STOREY	:2	EMPLOYMENT RATE	EMPLOYMENT GENERATED OVER THE NEXT 20 YEARS
26.8 ha	6.7 ha	13.4 ha		1.2 persons per 100m ² gross lettable area	2 814 persons



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URBAN DECAY POLICY

A common characteristic of urban decay is blight—the visual, psychological, and physical effects of living among empty lots, buildings and condemned houses. Such desolate properties are socially dangerous to the community because they attract criminals and street gangs, contributing to the volume of crime and unpleasant living conditions for the community. Urban decay has no single cause; it results from combinations of inter-related socio-economic conditions—including the city's urban planning decisions.

In order to avoid facing the above-mentioned challenges Tshani Consulting C.C. will undertake to re-assess the newly updated policy to align to any new information emanating from this study. This process will be carried out in close communication with the municipality. The particular aim of developing such a strategy is to maintain the urban fabric of the Umzimvubu Area and allow sustainable growth to continue.

INFORMAL TRADE

Informal trade plays a vital role in the economy of areas and precincts. During the site inspection, informal trading areas will be identified and captured on a plan in **GIS format**. Depending on the intensity of the informal trade in the area, its significance will be analyzed and addressed. The analysis will indicate the severity of the situation and the future of the informal traders.



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2.3.3. URBAN DESIGN ANALYSIS ACTIVITY DESCRIPTION

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URBAN DESIGN & BUILT FORM ANALYSIS PRIORITISING PROJECTS AND INTERVENTIONS

Twenty years after our first democratic elections, South African towns remain the scene of inequality and spatial distortion, bequeathed to us by our colonial and segregationist history. One of the main problems of South African towns today is the imbalance that exists between the four critical environments within which towns exist, these environments being the **social**, the **economic**, the **physical** (both natural and human-made) and the **institutional** environments.

Our urban areas have, due to many present day and historical reasons, developed as unsustainable human settlements and activity where private cars dominate the passenger transport scene, where low density residential sprawl seems to be unstoppable, where high levels of crime and perceptions of crime lead to the neglect and even loss of public space. The minimal delivery of essential engineering services in this environment often strengthens the unsustainable patterns in that the services themselves are powerful catalysts for development.

The public realm generally underpins a town's soul, its character and its sense of place. The streets, squares and parks, located between buildings are the vital negative spaces where experience is collective and where common identity is forged. These are the territories where sovereignty is shared. How then has it come to pass that much of the public realm within South Africa's urban areas exists as a residual taxi and car-dominated wasteland; a fragmented, littered, cluttered and un-walkable collection of unsafe and uneven left-over spaces. Just where in this picture does room exist for places, the punctuation points in our movement systems, the spaces for face-to-face interaction and trade, for reflective pause, for shared experience, for enjoyable dwell time?

PUBLIC REALM MANAGEMENT

The Public Realm should be prioritised as focus and catalyst for development. It is the public realm that holds the key to the alleviation of poverty through the provision of opportunities for exchange of trade, information and social interaction. It is the Public Realm through which an environment can be built shaped around the needs of human interaction, bringing people together to share our common humanity, offering a variety of opportunities and choices.



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The green systems situated within the towns does not only provide health and environmental benefits, a sense of community, and a higher quality of life but it can significantly increase property values, attract and retain businesses, attract and retain a talented workforce, revitalize cities and communities, boost the tourism industry, create jobs, and increase tax revenues.

The need for open space and public spaces within these nodal areas cannot be stressed enough. It is with the above benefits in mind that we can begin to consider upgrading of open spaces in the Umzimvubu municipal area and how will these open space systems influence the proposed urban design intentions, principles and visions for the precinct.

Tight street edges will define an edge to the public realm and maximise the amount of usable external space created at the rear of buildings. **Short street frontages** concentrate human presence along street edges, facilitating a safer public realm.

For projects to be developable and well cared for they must be **economically viable**, well managed and maintained. This means understanding the **market considerations** of developers and investors, ensuring long-term commitment from the community and the local authority, defining appropriate delivery mechanisms and seeing this as part of the **design process**.

URBAN DESIGN OBJECTIVES

Only under the circumstances of **integrated urban planning and development** can we give effect to such principles as compact town form. An integrated **vision-led approach** is proposed for the planning and design of urban areas and rural towns, where the four basic environments of urban development, **social, economic, physical** and **institutional**, are balanced to achieve a sustainable urbanism. This will ensure that meaningful services delivery will occur in terms of a land use model/plan that is appropriate to the circumstances and conditions of the areas in need of services.



Land use and service delivery will under such circumstances support each other and will contribute to the overall wellbeing of the urban environment as a whole, of connectivity, walkability, mixed land use and the sharing of social and economic services/facilities by all. The fundamental role of planning is thus to ensure a footprint upon which appropriate and sustainable city building can take place in an orderly and manageable fashion.

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At the heart of our **urban design** approach is the central aim of creating places of **beauty** and **distinct identity** by drawing together the many strands of ‘place-making’ – environmental responsibility; social equity; economic viability. The Urban Development Vision should address the social needs of people living and working in the area now and in the future, and create opportunities to contribute to the establishment of sustainable communities. Land use should be planned in such a way that multiple projects complement one another, precincts are well integrated with one another and with the surrounding context of the town.

Safety and security should be achieved by design rather than by remedial measure. A 24-hour human presence and the creation of “live street edges”, achieved through careful planning of land use, will create an environment in which residents and occupants can watch over one another.

New developments should seek to **enhance the existing environment** rather than to erase and replace it. Existing natural features such as mature trees should be incorporated into the design of the new environment to **aid legibility and diversity** of experience. Existing structures and places of heritage significance should be retained and adaptively reused wherever possible.

Heritage, typically considered a **constraint on development**, should be considered a progressive force for change, whereby the significance of the past and present can provide clues for the shape of the future. Development should seek to enhance and develop cultural and historical significance rather than to impact negatively upon it. Sites of historical importance should be incorporated

Of particular concern in relation to the focus areas is the issue of socio-spatial transformation. The **Urban Development proposals** will need to adequately address in particular the **current distorted spatial patterns** that exist, namely:

- Poorly articulated, car dominated public realm
- Impermeable interfaces between private and public spaces
- Bland, sprawling and internalised built form
- Segregation of land uses
- Lack of public transport infrastructure



2.3.4. RESIDENTIAL/ HOUSING ANALYSIS ACTIVITY

DESCRIPTION

HOUSING ASSESSMENT

A baseline Housing Market Analysis will be provided to test and inform the conceptual development program, including the type, scale, and absorption of development (in terms of units, tenure, and unit mix), target markets.

- **Interviews.** Conduct interviews with real estate brokers, realtors, and planners in the region, and collect data and information on comparable and competitive housing product.
- **Market Trends.** Analyze housing market product, tenure, rent, occupancy, and sales trends in the Umzimvubu area by housing niche & product.
- **Housing Market Area / Niches.** Define the housing market area and target market niches for the area.
- **Housing Demand.** Forecast housing demand by product type e.g. market rate, affordable, student rate and relevant tenure e.g. rental versus for sale within the housing market area and target niches.
- **Competitive and Comparable Market Assessment.** Inventory and assess competitive and comparable housing product within the housing market area and beyond, including especially high-density mixed-use and mixed-income developments, in terms of pricing, absorption, and other factors.
- **Site Potentials.** Determine the towns housing potentials and recommended program in terms of product type, tenure, amenities, and absorption. Premiums for site value can also be determined. Based on the information gathered from the proposed housing assessment we will begin to identify existing and proposed low income housing projects within the municipal towns. The aim of such an assessment will also be to determine the current availability of land in order to sustain projected population growth.

HOUSING CHALLENGES, NEEDS AND URBAN RENEWAL OPPORTUNITIES

According to the 2005 Social Housing Policy, the contribution of social housing to such restructuring objectives comprises three dimensions:

- Spatial (reverse of the apartheid spatial model)
- Economic (job creation and economic revitalisation)
- Social (mix of race and income; crime reduction at a neighborhood level)

The economic dimension of urban restructuring encompasses urban regeneration objectives. The Policy states that: 'social housing will be a tool in the revitalization/regeneration of important economic areas which are lagging or underperforming' (Social Housing Policy for South Africa, towards an enabling environment for social housing development, June 2005).



It argues that: **‘successful regeneration initiatives in other parts of the world indicate that comprehensive strategies are necessary and that the introduction of social housing into blighted environments has had positive external impacts on the surrounding environments’** (Social Housing Policy for South Africa, towards an enabling Environment for Social Housing Development, June 2005).

‘Urban regeneration’ is one way to restructure our cities. In the South African context, the notion emerged later, in the 1990s, when a combination of contextual factors were in favour:

- The accelerated decay of the inner cities;
- The entrepreneurial turn of the 1990s, when concerns over efficiency, fiscal discipline,

Growth and competitiveness became dominant and impacted on the city fabric; and

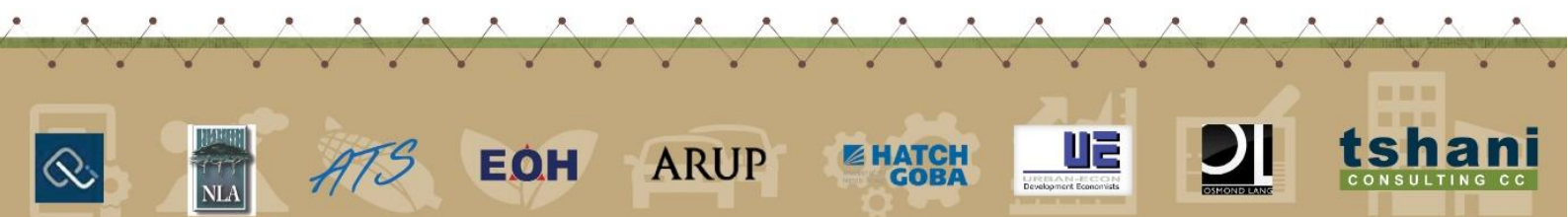
- The decentralisation of urban governance and administration, more specifically the creation of the metropolitan municipalities.

Urban regeneration can be defined as a process to address urban decay, especially in inner city areas, in order to revitalise the whole physical, social and economic environment of this area. The municipality generally is an important facilitator by creating dedicated structures, tools and strategies. The actions generally occur at a precinct scale, involving both the public and private sectors working together guided by a coordinated plan developed through municipal processes.

The first ‘urban renewal’ strategy in South Africa was associated to the national Reconstruction and Development Programme (RDP1) launched in 1994. It was a separate programme, beside housing and others. It corresponded to six projects² identified in urban areas. They were nationally driven large-scale projects, very different from the projects now implemented by the municipalities as part of ‘urban regeneration’ initiatives that mainly occur at a precinct scale and with shorter-term objectives.

Currently, ‘urban renewal’ refers mainly to the Urban Renewal Programme (URP), which was initiated in 2001 by the Department of Provincial and Local Government (DPLG) to promote investment that addresses poverty and underdevelopment. Its mandate was to alleviate poverty in eight designated urban ‘exclusion zones’ – nodes that represent those areas where the largest concentration of urban poor reside, generally in former township areas and in informal settlements. However, even these did not have a primarily ‘housing investment’ focus. ‘Urban regeneration’, on the other hand, doesn’t occur in informal settlements in the periphery of the cities. But it generally targets areas with potential in terms of economic return on investments. CBDs that have suffered from urban decay are most appropriate.

Messrs Tshani Consulting cc will analyse the current state of housing situation within the secondary and primary study areas by means of analysing the Housing Sectors Plan of Umzimvubu Local Municipality. Through various consultations with stakeholders of the area, an assessment of the current accommodation needs will also be determined.

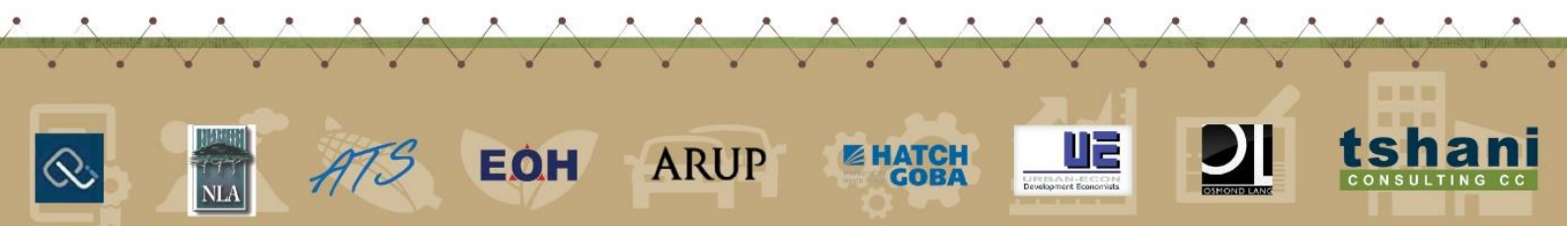




Information will be gathered which will seek to achieve amongst others, the following:-

- Housing backlog;
- Housing demand both rural and urban;
- Location of housing: where is the demand spatially;
- Access to finance; funding mechanisms;
- Institutional arrangements;

All key issues and challenges affecting housing development will be identified and captured as part of the Situation Analysis Report.



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INFORMAL SETTLEMENTS

An analysis will be completed of the linkages with informal settlements located beyond the study area, considering the nature and distribution informal settlement livelihoods, land uses, resource areas, human resources and skills base as well as the current local economic development initiatives, activities, needs, trends and dynamics. This study will also include an assessment of agricultural potential and related land use proposals.

An overall analysis will be done to assess the potentials that lie within the settlement edges, to establish whether key drivers and potential exist within these areas that can be able to assist with enhancing the lives of people that live there. We will also be looking at rural development initiatives that seek to enhance the lives of those that live within settlement edges. Research will be carried out.

LOW INCOME HOUSING

Based on the information gathered from the proposed housing assessment we will begin to identify existing and proposed low income housing projects within the municipal towns. The aim of such an assessment will also be to determine the current availability of land in order to sustain projected population growth.



GAP HOUSING

Following evaluations of the assessments carried out, with consideration of the Financial Charter we will begin to assess the potential of the towns to accommodate GAP housing. Special consideration will be given to the area of high density mixed use developments.

SOCIAL / RENTAL HOUSING

Following the demographic study and economic analysis of the municipal towns it would be possible to determine the need and availability of land as well as housing. A study will need to be completed on order to categorize the social and rental housing market.

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MIDDLE TO UPPER INCOME GROUPS

Although majority of the focus area is informal, attention needs to be directed toward middle to upper income groups. This is necessary since part the 15 year development vision aims to create robust economic growth and social development. As growing portions of the population begin to intensify their earning potential the need for middle to upper income housing becomes apparent.

Future projection studies will need to be conveyed in order to determine this particular need. To support such housing initiatives extensive research will be fixed on financing such housing models and implementation strategies. When such models are identified they will be assessed and presented to authorities, stakeholders and communities for approval.



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2.3.5. BULK INFRASTRUCTURE ASSESSMENT

We understand that you require an Engineer's study comprising an assessment of the bulk infrastructure needs. We will review of the existing reports dealing with the bulk infrastructure. This study will encompass the infrastructure elements (storm water, water, sewerage, and electricity).

We will review the existing municipal bulk water, sewerage, storm water, and electricity infrastructure to determine the locality, availability and limitations of these services as is available in existing reports. This will require liaison with officials of different departments of the Municipality. In order to proceed with the infrastructure investigation, all available information pertaining to the existing infrastructure will be reviewed and copies of previous reports will be required to carry out this task.



STORM WATER

A storm water management system will be reviewed to ascertain whether the major storm water system is in place. Roads and the associated drainage will form the backbone of the major storm water management system. The existence of 1: 100 year flood lines will be determined and recommendations for future assessments be made if not in place. Alternatives for the disposal/control of storm water runoff from the buildings will be assessed and proposals as to on-site or communal storm water storage will be made.



SEWAGE

The bulk sewerage system will be reviewed and the system capacity evaluated where the information is available. The needs will then be established and any further studies identified. Predictions of sewage flow will be reviewed.



WATER SUPPLY

The bulk water supply will be reviewed based on available documents. Possible bulk upgrades and further studies that are required will be proposed. Water consumption demands will be reviewed, and fire-fighting requirements will also be reviewed.



ELECTRICAL

The bulk electrical supply system will be reviewed in consultation with the Local Supply Authorities to determine the system capacity being evaluated and this could be determined where bulk metering and infrastructural drawing information is made available. The electricity demand requirements for the accommodation of further potential development areas will then be established and any further studies, investigations or upgrades identified. High level Electrical demand forecasting will be determined utilizing industry norms and would be subject to final design detail when being considered for implementation.



2.3.6. TRANSPORT ANALYSIS

WHY DO WE HAVE TO DO TRANSPORT ANALYSIS?

The principal transport planning goal for Umzimvubu Local Municipality is the efficient and sustainable movement to, from and within the municipality and surrounds for all users of the transport system, such as residents, workers, visitors, pedestrians and providers of services. The key transport objectives underlying the preparation of the precinct plan are:

1. Development of an integrated transport system that provides connections through the core of the development and link main centres;
2. Design physical site layout to encourage non-motorized transport systems (walking and cycling);
3. Satisfy peak hourly demands by providing adequate capacity in an appropriate combination of travel modes;
4. Provide a transport network that minimises the impact on the physical environment and on the amenity of Mount Frere and Mount Ayliff.
5. Based on the key aim of integrating transport with land use, planning for a public transport system that is woven into the urban fabric of the Umzimvubu Town Centres, ensuring that the transport is visible, easily accessed and activates the surrounding land uses;

Creating a roadway network that can allow for multi-modal usage, such as public transport, buses and cycle ways.

COLLATION OF EXISTING TRANSPORT INFORMATION

Arup will obtain all relevant transportation studies for the local municipality. This will include studies undertaken by the local and district municipality, South African National Roads Authority Limited (SANRAL) and the provincial roads department. Of particular interest will be the Umzimvubu Traffic Impact Study and the relevance of the recommendations made therein.

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ANALYSIS OF EXISTING TRANSPORT OPERATIONS AND MODAL INTEGRATION

On-site observation will be undertaken to gain an understanding of the traffic operations for all modes of transport within the Mt Ayliff and Mt Frere CBD.

As part of this tender, Arup undertook a site visit to the two CBDs to gain an understanding of the existing public transport operations within the CBD. The following is a summary of the issues identified:

MOUNT FRERE:

- This is the most chaotic place in respect of public transport. There is a bus rank in a dirt road square surrounded by shops, where buses and bakkies load.
- The official Taxi Rank (holding area) is a small tar section with no facilities and holds probably 30% of the taxis. The remainder of the taxi's all park along the Main Street on both sides of the road. There is only the Mount Frere Taxi Association.
- Mini Bus Taxi's is in the majority with the larger type LDV's (Kia and Hyundai) to a lesser degree.



MOUNT AYLIFF:



- This is the more organized town, with one taxi rank as you enter Mount Ayliff. This rank has facilities and seems to be orderly with a one-way flow of traffic through it. However, the standard type of LDV's rank next to the official taxi rank, with a separate entrance to their parking areas. It would also appear that LDV's outnumber the Mini Bus Taxi's.
- Mount Ayliff has got two Taxi Associations and this would most probably be the easiest to survey.



GENERAL

- Mini Bus taxis are the preferred mode of transport with LDV's coming second, with very few buses. The LDV movements appear to be to the bigger Kia and Hyundai type vehicles, which are bigger and more robust.
- There appears to be one bus company, whose buses were observed at Mbizana, Mount Frere and Matatiele, namely Africa's Best 350 Ltd Passenger Services, with their head office located in Mthata. This is a parastatal company and therefore they are indirectly subsidised. There is the other odd bus here and there, but I doubt if they even have permits.
- The Intercity operators are Greyhound, Inter Cape, Translux, City to City and Vaal Maseru.

To this end, as part of this study a public transport survey will be undertaken at all the public transport facilities within the two CBDs to gain an understanding on the destinations being served, routes followed, the passenger demand for each route and mode, the capacity and spare capacity of the current system, the association and operators and the amount of legal and illegal operations. This information will assist in rationalizing public transport facilities later in the study

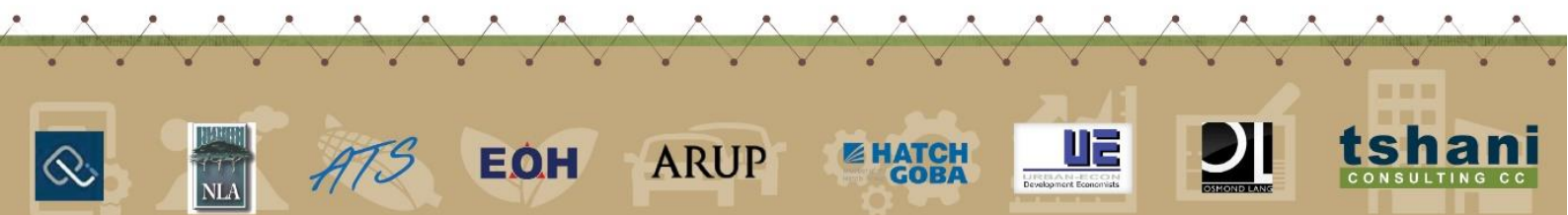


PUBLIC TRANSPORT FACILITY, TRAFFIC AND LOGISTICS ASSESSMENT

Based on the work that will be undertaken in the previous steps, Arup will be in a position to understand the impacts and requirements of the various proposals made in previous studies. Cognizance will be given to informal traders in any proposal.

IDENTIFICATION OF ROAD UPGRADING REQUIREMENTS

Based on the previous steps and in particular the previous studies undertaken, a consolidated transport upgrade list will be prepared. This will be presented on a map showing the location and extents of the upgrades and will be used as basis and will inform the latter stages of the study. In addition, traffic counts will be undertaken at selected intersections within the study area to gain an understanding of the traffic movement patterns.



2.3.7. LOCAL AND REGIONAL LINKAGE ANALYSIS

COLLATION OF PREVIOUS STUDIES

Studies undertaken at a regional level will be obtained. These will include the Alfred Nzo DM Integrated Transport Plan and studies undertaken by SANRAL. These will be reviewed to understand their relevance to the two study areas.

IDENTIFICATION OF LOCAL AND REGIONAL LINKAGES

Through review of other regional transportation studies and in conjunction with the Umzimvubu Spatial Development Framework, discussion with the local authority and onsite observations, Arup will interrogate the importance and need to improve linkages between the two CBD's and neighboring nodes.

Limited traffic counts will be undertaken along regional routes to gain an understanding of traffic movement patterns.

IDENTIFY PEDESTRIAN MOVEMENT AND LINKAGES

On-site observations will be undertaken and discussions will be held with locals to gather the following information:

- Main pedestrian desire lines
- Main pedestrian attractors and influences (schools, health facilities, retail outlets, PT ranks etc.)
- On-street and off-street parking areas
- Bus and mini bus taxi routing and circulation within the CBD.

The above information will be mapped out using GIS, to present a consolidated picture of the existing situation.



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2.4. SOCIO ECONOMIC

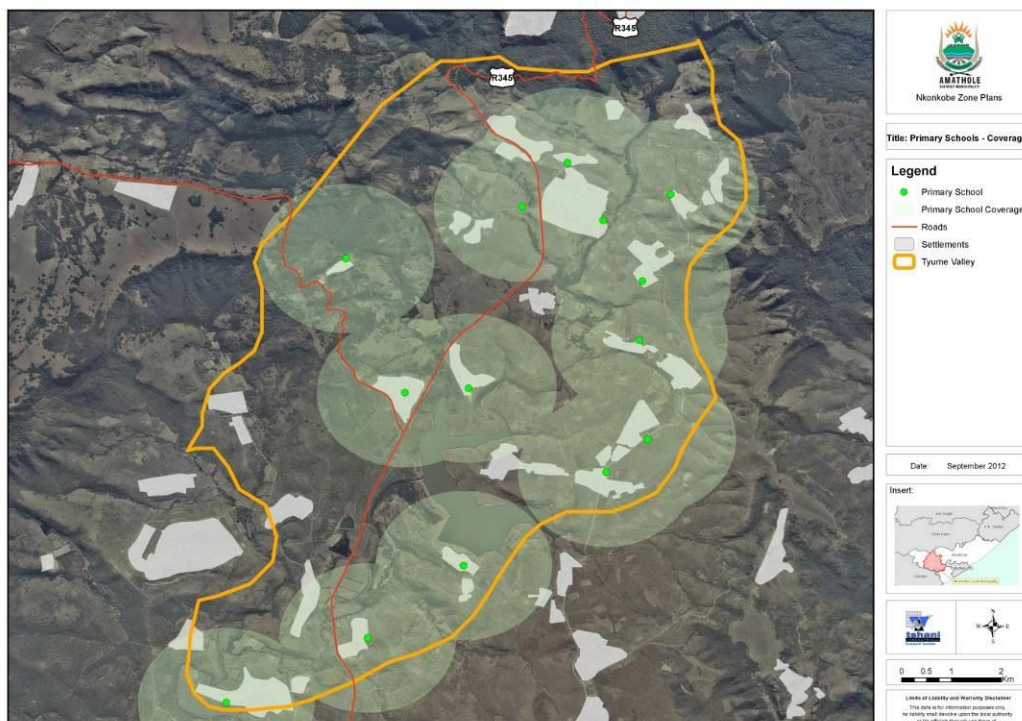
MOUNT FRERE

2.4.1. SOCIAL FACILITIES ASSESSMENT

COLLATION OF PREVIOUS STUDIES

All available social facilities reports/assessments will be collected and assessed and shortfalls will be completed for the area. We will give consideration to existing social facilities as well as strategic areas identified that require social facilities. All **“Social Infrastructure and Facilities”** within Mount Frere and Mount Ayliff areas in relation to the greater Umzimvubu Local Municipalities will be analysed and mapped. Particularly an analysis of those services and facilities falling under the mandate of the Umzimvubu Local Municipality so as to ensure adequate spatial allocation for future needs such as cemeteries and community facilities.

A Social Facilities Analysis will be completed using the **CSIR Standards and Thresholds**, to determine if the number of facilities provided are sufficient or not. Messrs Tshani Consulting CC will also provide feedback on the current status of the existing facilities.



THE PLAN ABOVE is an example of a Social Facilities Analysis Map 1,5km radius indicates access distance for a primary school in terms Guidelines for Human Settlement Planning and Design.

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ACCESS MODELLING FOR PUBLIC FACILITIES

The towns of Mount Frere and Mount Ayliff are identified as **Primary Nodes** of the Umzimvubu municipal area. According to the Umzimvubu SDF a **Primary Node** is the main centers of local municipality within the district, serving generally a radius of 35km, providing most services and activities required at the local municipality level, being appropriately located to be easily accessed by the majority of the residents of the local municipality by public transportation for weekly and monthly requirements.

The growth of nodal activity is sparked by its surrounds. Thus the analysis of social facility studies carried out in the previous step will allow us to ascertain the relationship between the public facilities and the role of the node. Understanding the symbiosis of nodes and social facilities can greatly influence the way we propose future development in and around the precinct.

It is due to the particular nodal traits of the above mentioned towns that the area should be specifically targeted for the Development of amenities, social facilities and recreational facilities. Through close consultation, Tshani Consulting CC will thus collaboratively develop implementation strategies that guide the manner in which the municipality prioritise their development efforts and capital expenditure.



2.4.2. ECONOMIC ANALYSIS ACTIVITY DESCRIPTION

SOCIO-ECONOMIC STATUS QUO

- An economic and socio-economic analysis of the study areas (Mt Frere and Mt Ayliff) will be undertaken to determine the structure of the local economy. This will specifically involve the development a rural economic structure and trend profile; and a demographic profile, based on secondary information and selected interviews.
- The economic structure and trend analysis will consider the sectoral economic trends within the settlements, competitive and comparative advantages, profiling of businesses and subsistence livelihood strategies, consideration of existing LED & ISRDP projects, current investment initiatives, agrarian transformation initiatives and the economic growth potential of the towns.
- The demographic profile will include an assessment of population size and growth patterns, income & and education levels, unemployment rates, the extent & and depth of poverty, etc. Selected discussions with municipal staff, sectoral forums, beneficiaries of projects, community leaders, members of the private sector, etc. will be key to sourcing the required information.
- The socio-economic profiling will provide the basis, from which the opportunities and constraints to socio-economic development in the area will be identified.
- GIS maps will be used to show socio-economic trends across the district and identify key development projects and economic development potential.

ECONOMIC PLAN

- A list of potential economic opportunities will be developed. Opportunities will specifically be identified in terms of tourism, agrarian transformation, food security interventions, potential for economic projects, land reform initiatives, education and training, community empowerment opportunities, etc.
- The economic opportunities identified will be used to develop potential development scenarios, which will be developed in conjunction with environmental, town planning and infrastructure inputs.
- Development scenarios will attempt to translate development potential into tangible interventions/projects. These interventions will then be assessed as to their viability. The existing relevant policies and strategies will be reviewed, to ensure that the opportunities identified are in line with strategic imperatives.

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2.5. BIOPHYSICAL

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2.5.1. ENVIRONMENTAL ANALYSIS

REVIEW PREVIOUS STUDIES

EOH-CES will assess all existing environmental studies relevant to the study area. Previous studies of particular relevance will include:

- Alfred Nzo Environmental Management Plan
- Eastern Cape Biodiversity Conservation Plan
- SA National Botanical Institute mapping
- WMA 12 Strategic Environmental Assessment
- Alfred Nzo DM integrated waste management plan
- Eastern Cape Climate Change Strategy
- Others.

In addition, we will provide an analysis on all environmental policies and legislation relevant to the study area. The Business Precinct Plan will be assessed against the relevant environmental policies.

NATURAL SYSTEMS, RISK & ASSETS

A site assessment will be conducted together with meetings with Mzimvubu LM officials to identify environmental issues. Sensitive environmental areas will be mapped based on existing conditions and relevant environmental planning policy/guidelines, including the identification of any species of special concern (SSC), wetlands, water courses, etc.

The outcome of the above assessment will highlight all areas of environmental concern, which will be depicted in an Environmental Sensitivity Plan that will identify no-go areas and areas where development is possible.

We will also provide guidance on regulatory requirements for future development scenarios included in the precinct plan, such as Environmental and other authorisations requirements under the National Environmental Management Act EIA Regulations (2014), the Water Use Licenses under the National Water Act etc.

Based on the findings (conclusions and recommendations) of the above environmental aspects, areas will be identified for potential development and no-go areas.

We will also identify environmental opportunities such as areas suitable for renewable energy projects such as wind and solar PV projects.

LANDSCAPE AND VISUAL ASSESSMENT

We will provide a high-levelled assessment of the visual and aesthetic characteristics of the proposed development area and recommend potential mitigation opportunities, such as urban greening, architectural code, etc.





DISASTER RISK MANAGEMENT

We will assess risks associated with climate change risks such as flooding, since this part of the Eastern Cape is expected to experience higher rainfall and more frequent storm events.

2.5.2. AGRICULTURAL ASSESSMENT

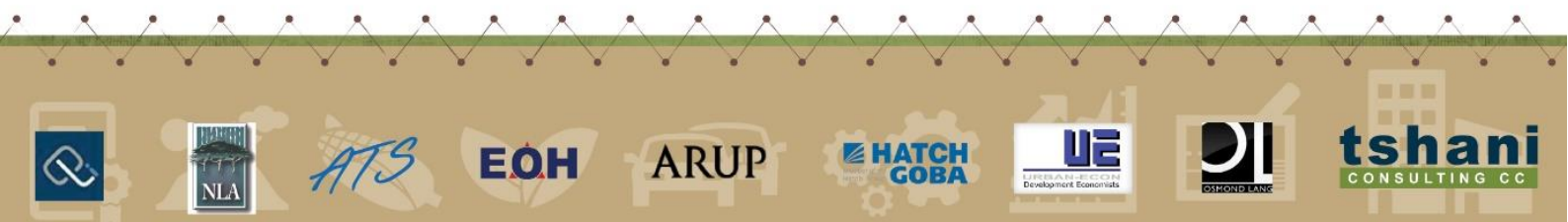
The towns of Mount Ayliff and Mount Frere key to economic development lie in the opportunities of agricultural and forestry. The high rainfall and other natural resources available such as untapped water resources need to be exploited. For their exploitation the towns need to be developed as agricultural towns in providing support for agricultural development in technical support, input supplies, financing and market opportunities.

RURAL DEVELOPMENT: An analysis will be completed of the linkages with rural areas located 15-30 km outside the urban edge, considering the nature and distribution of rural based livelihoods, land uses, resource areas, human resources and skills base as well as the current local economic development initiatives, activities, needs, opportunities, trends and dynamics. A broad based study will be required in terms of the natural resource opportunities for agricultural development to allow for key agricultural opportunities to be identified.

ECONOMIC DEVELOPMENT: An economic and socio-economic analysis of the town will be undertaken to determine the structure of the local economy. This will specifically involve the development a rural economic structure and trend profile; and a demographic profile, based on secondary information and selected interviews.

The economic structure and trend analysis will consider the sectorial economic trends within the town, competitive and comparative advantages, profiling of businesses and subsistence livelihood strategies, consideration of existing LED & ISRDP projects, current investment initiatives, agrarian transformation initiatives and the economic growth potential of the town. The demographic profile will include an assessment of population size and growth patterns, income & education levels, unemployment rates, the extent & depth of poverty, etc. Selected discussions with municipal staff, sectoral forums, beneficiaries of projects, community leaders, members of the private sector, etc. will be key to sourcing the required information.

The socio-economic profiling will provide the basis, from which the opportunities and constraints to socioeconomic development in the area will be identified. GIS maps will be used to show socio-economic trends across the district and identify key development projects and economic development potential.



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A list of potential economic opportunities will be developed. Opportunities will specifically be identified in terms of tourism, agrarian transformation, food security interventions, potential for economic projects, land reform initiatives, education and training, community empowerment opportunities, etc. This will allow for the understanding and development of initiative opportunities that would support agricultural and forestry development within the towns of Mount Ayliff and Mount Frere.

All **available Agricultural Reports** will be collected and assessed and shortfalls will be completed from assessments of the area. We will give consideration to existing agricultural activities as well as potential activities that need to be promoted

Engagement with the local community will be undertaken in order to obtain a strong local input in terms of the information and the requirements of the local community. The assessment will also **identify** on a plan where the **productive agricultural land** is situated within the study area. Pastoral production land or grazing areas will also be mapped. This information will be obtained from carrying out a site visit and from documents obtained from the municipality and other relevant authorities.

LYNCH ANALYSIS

A valuable tool to determine the character of the area are Lynch Analysis. Tshani Consulting CC will employ such studies in order to guide the planning process from the very outset of the project. The process also identifies areas of activity. This is valuable in order to inform the development potential of specific regions.

The Lynch Analysis will encompass the following **five (5) STRUCTURING elements**:

Paths - the streets, sidewalks, trails, and other channels in which people travel.

Nodes - intersections where paths cross. These focal points and intersections become the hub of everyday street-life.

Edges - the walls that define and contain streets, nodes and all other public space.

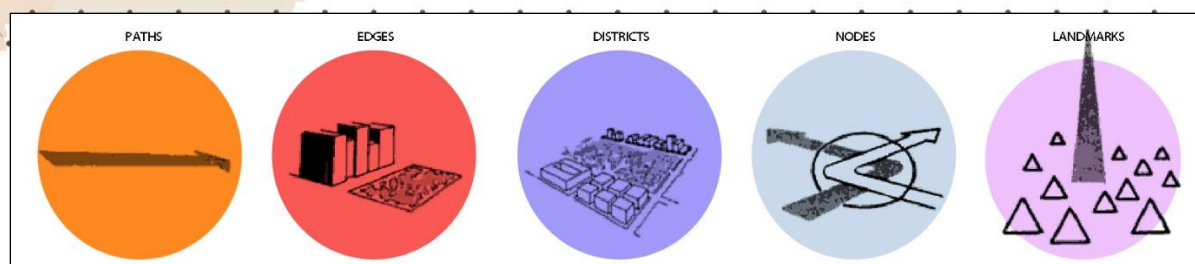
Districts - deal with the precinct size and character. A nice size for a precinct is an environment that fits into a 400m radius. This is easily walkable in 5 minutes.

Landmarks - physical markers that marks position in the environment. Normally tall in nature it quickly announces the way to the user.

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Key issues identified in the three frameworks will be captured and Tshani Consulting CC will convert the text of the Key Issues to create **Fast Facts**. Examples of fast facts will be depicted diagrammatically may include:



A **Strength, Weakness, Opportunities, and Threats (SWOT)** analysis will be completed for each of the seven frameworks, during this phase.

A **Workshop** will be held to present the findings of this phase to all stakeholders. This workshop will also be used to present the **Strength, Weakness, Opportunities, and Threats (SWOT)** analysis and obtain a **provisional vision** from local stakeholders of how they see future development occurring within **Mount Frere and Mount Ayliff Towns**.



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COMMUNICATION MEDIUMS

FLYERS/ PAMPHLETS

A4 or A5 Flyers will be designed or Z/U – Fold Pamphlets will be created as informative material to present to the community/rate payers, etc. in order to ensure they are aware of the activities during each phase of the project.

POSTERS

Size A0 posters will be created to **inform, educate, advertise and implement** community integration and participation. These posters will be used during workshops in order to visually communicate to the public what the vision/aim, purpose/objectives, phases, plans etc. are during the course of the project. Examples of what posters will communicate include:

- Development Phasing
- Phasing Plan
- Urban Design Sketch Layouts
- Operational & Maintenance Strategy

SITUATIONAL ANALYSIS VIDEO

A 2 – 5 minute video will be compiled which will demonstrate the situation analysis in an integrated manner, including:

- Images & videos of activities in the area (The Life in Umzimvubu Area)
- Constraints & opportunities
- Situational Analysis findings
- Etc.

An interactive map can be created for presentation purpose in order to explain the situational research regarding each sector study indicating problems/opportunities, which were found. This video will form the basis for the next phase once solutions or implementation strategies relating to these are developed.

DELIVERABLES

- Sector Studies and Situation Analysis;
- Presentation to the Project Steering Committee;
- Minutes of PSC meeting

TIMEFRAME

- One and a half Months



3. PHASE 3 – CONCEPTUAL PRECINCT FRAMEWORK PLAN

From the SWOT Analysis, a **development vision** will be formulated. The proposed vision prepared, will be a vision that provides development in a new pattern alter the existing land use also one that protects the environment and agriculture.

Based on the vision and issues above a **Conceptual Spatial Plan** will be formulated. This will be blob diagram indicating how the vision of the study area is envisaged spatially.

In response to the to the conceptual spatial Plan the Vaal Bank Development Node will explains clear and detailed objectives and elated planning tools for the management and direction of spatial development and land use management in the area according to the proposals. This will assist to manage development in future in order to guide new investment to achieve the proposed development vision.

Two alternative scenarios will be formulated and out of the preferred scenario a **Conceptual Spatial Plan** will be developed for Vaal Bank Development Node LSDF. These scenarios will be investigated and the best scenario will be used to develop the study areas vision. Formulation of Alternative scenarios needs to be considered for the following elements:

- Provide clear spatial logic that would enable private sector investment in the built environment;
- Provide detailed information on where state investment in service delivery and infrastructure provision is needed (feasible);
- Natural resource management, land issues (e.g. need for re-zoning) and sub-division of rural land;
- Synergies between and integration of adjacent developments;
- Consideration of available resources, opportunities and potentials;
- Take into account legislation & policy, available resources, inter-linkages, synergies and competing developments
- Overlay, integrate and analyze information and proposals in order to ensue alignment and synergy
- Facilitate the decision on the most feasible development scenario, as a basis for the implementation framework.

► FORMULATION OF A LAND USE PLAN

The Land Use Plan will depict the proposals from a spatial perspective. Cognisance will then be of environmental regulations and constraints, as well as how environmental opportunities can be incorporated. The Land Use Plan will incorporate how traffic can be managed. It will also look at the integration on movement routes of vehicles and propose the free flow of traffic into and around the study area, as well as linkages with surrounding areas, R61, and railway line. The demarcation of potential public transport facilities will also be part and parcel of this plan.

► FORMULATION OF A TRANSPORTATION PLAN

A transportation layer will be produced which will indicate the current transport facilities, infrastructure and corridors. The Precinct plan will ensure that the required co-ordination between the spatial and transportation aspects will be fully addressed to ensure that integrated development can occur.

Projects related to transportation will be identified to be incorporated into the implementation plan.

► FORMULATION OF A INFRASTRUCTURE PLAN

An infrastructure plan will be formulated for the identified study areas based on what proposed infrastructures are needed for the areas.

► FORMULATION OF A LANDSCAPE DESIGN PLAN

A landscape design plan will be produced to depict the proposed landscaping design for the main street within the main towns within the Municipality. The landscape design will draw from the structuring elements highlighted below in order to produce an efficient landscape design which will make the main streets more attractive and inviting to tourist, business and for the general enhancement and betterment of the towns of Mount Frere and Mount Ayliff.

► PREPARATION OF AN **URBAN DESIGN PRECINCT PLANS** FOR THE DEVELOPMENT NODE.

The plan will unpack:

- the proposed public space system and key structuring public /community nodes
- the proposed system of parks and open spaces and greening
- the pedestrian circulation network

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3.1. STRUCTURING ELEMENTS

The following guiding principles are proposed as points of departure in the formulation of a planning and urban and landscape design vision and land use strategy:

ACCESSIBILITY & LEGIBILITY

Urban Design and architecture should facilitate ease of movement by foot, public transport or private car, and convenient access to a diverse range of amenities. Pedestrian movement should be prioritised over vehicular movement. Landmarks and the creation of “visual thoroughfares” will aid orientation and make it easy for residents and visitors to find their way around the area. Connections should be made across and between precincts. The historical grid of the city should be reinforced and emphasised.

A MIX OF USES AND FORMS

A mix of uses and forms will offer an array of choices to suit different needs and lifestyles within a visually engaging environment, creating architectural character. The location of housing around commercial, transport, entertainment and community amenities will ensure that residents have easy access to the services and opportunities they need to sustain their livelihoods. Mixing uses also helps to ensure a 24-hour human presence in the area.

A VIBRANT AND ENGAGING PUBLIC REALM

The Public Realm should be prioritised as focus and catalyst for development. It is the public realm that holds the key to the alleviation of poverty through the provision of opportunities for exchange of trade, information and social interaction. It is the Public Realm through which an environment can be built shaped around the needs of human interaction, bringing people together to share our common humanity, offering a variety of opportunities and choices.

SECURITY BY DESIGN

Safety and security should be achieved by design rather than by remedial measure. A 24-hour human presence and the creation of “live street edges”, achieved through careful planning of land use, will create an environment in which residents and occupants can watch over one another.



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SYNERGY WITH EXISTING ENVIRONMENT

New development should seek to enhance the existing environment rather than to erase and replace it. Existing natural features such as mature trees should be incorporated into the design of the new environment to aid legibility and diversity of experience. Existing structures and places of heritage significance should be retained and adaptively reused wherever possible.

HERITAGE AS A PROGRESSIVE FORCE

Heritage, typically considered a constraint on development, should be considered a progressive force for change, whereby the significance of the past and present can provide cues for the shape of the future. Development should seek to enhance and develop cultural and historical significance rather than to impact negatively upon it. Sites of historical importance should be incorporated sensitively into the Urban Design Framework.

TIGHT STREET EDGES AND SHORT STREET FRONTAGES

Tight street edges will define an edge to the public realm and maximise the amount of usable external space created at the rear of buildings. Short street frontages concentrate human presence along street edges, facilitating a safer public realm.

ROBUST AND FLEXIBLE ARCHITECTURE

Building typologies that will accommodate future changes in use, lifestyle or economic circumstances are imperative. The architecture must be designed to change and grow along with the changing needs of the people that live in, work in or use it.

INTEGRATION WITH CONTEXT

Land use should be planned in such a way that multiple projects complement one another, precincts are well integrated with one another and with the surrounding city context.

MANAGEMENT OF THE INVESTMENT

For projects to be developable and well cared for they must be economically viable, well managed and maintained. This means understanding the market considerations of developers and investors, ensuring long-term commitment from the community and the local authority, defining appropriate delivery mechanisms and seeing this as part of the design process.





The Planning Analysis will include a **Network Analysis**, which depicts the '**Blue**', '**Green**', '**Urban**' and '**Movement**' networks. It is a form of environmental, design, urban and regional planning analysis.

- '**Blue Network**' represents the fragile water systems within our environment. This highlights the water courses, wetlands, dams, lakes, rivers, streams, etc. within the given study area which need to be protected and preserved.
- '**Green Network**' represents the active and passive open environment within the area. It include the areas of conservation, public open space, private open space, undevelopable and developable land, etc. These areas are extremely important and need to be protected and maintained.
- '**Urban Network**' depicts the urban and built environments, highlighting land uses, density and intensity.
- '**Movement**' highlights all movement systems within and external to the environment. Movement networks includes pedestrian paths, cycle lanes, roads in terms of hierarchy, trails, etc.

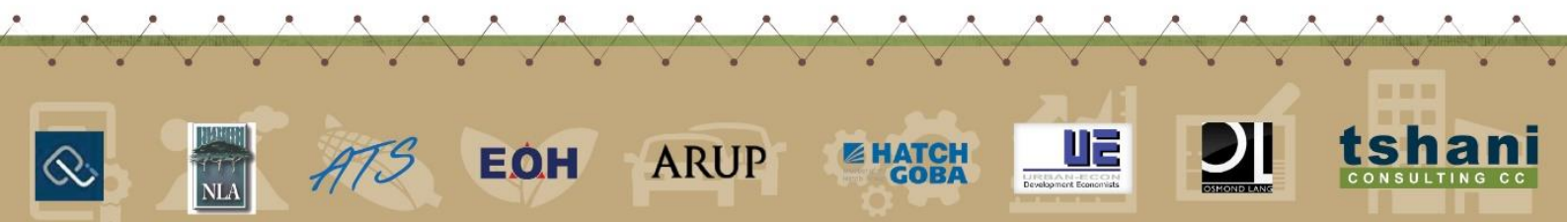
Modern architectural animation techniques facilitate a 3D (three dimensional) view of any object. 3D views or renderings help in visualizing how the final product or object will look like. 3D videos are aimed at guiding the implementation of the Umzimvubu precinct Plans.

3D architectural renderings provide a great opportunity to demonstrate ideas or imaginations. We will, through 3D modelling and videography construct more realistic impressions of proposed building designs, housing typologies, movement networks, open spaces and future development. With invent of 3D architectural renderings we will be able to view particular construction points of foreseen projects more clearly from various angles and aspects.

Through the use of 3D videos in the design process we aim to achieve the following:

- ▶ Map out a future project visualization
- ▶ Develop realistic glimpses of the future of the Umzimvubu Precinct
- ▶ Error minimization in project due to effective designs
- ▶ Increases productivity and project life cycle
- ▶ Better control over project and its progress

Professional 3D rendering service includes house plans, floor plans and interior/exterior architectural illustrations. 3D rendering techniques can add artificial lightings, textures, colors and other effects to your buildings or landscapes. Also, architectural animations help you to choose life-like colors for your building interiors and exteriors.



3.2. COMMUNICATION MEDIUMS

Once the preferred concept has been designed and the 3D models developed, the next part of the video will be completed. Tshani Consulting CC will ensure that the video created in the situational analysis phase will be used as the basis. The video will be a “FLY THROUGH” of the 3D model and will be developed to be a marketing tool, which will be used by the Umzimvubu Municipality to unlock funding for the implementation of the proposal. Additional 3D animation will be integrated from others working in the team. Associated with this Tshani Consulting CC will prepare a GLOSSY Hard Cover Document which will go hand in hand with the DVD to potential funders, which will be a snapshot or showcase of the proposals.

PLEASE SEE ATTACHED FURTHER TO THE DOCUMENT 3D MODEL AND VIDEO EXAMPLES OF WORK DONE FOR JOHANNESBURG. AS WELL AS EAST LONDON WORK PRODUCED BY TSHANI CONSULTING.

The following will also be considered during the project.

POWER POINT PRESENTATIONS

These will be created during the phases of the project in order to ensure community integration & communication. They can be presented during workshops, meetings etc. which will better communicate information. Example: Where Umzimvubu is currently, what Tshani Consulting C.C and the team will be doing and the vision of the project. Examples of what Presentations will visually communicate include:

- Situation Analysis (with embedded video)
- Present Draft Precinct Plan
- Urban Design & Implementation

MARKETING MATERIAL

MAP POSTER

An A0 poster can be created showing the highlights of the area integrating plans/maps, icons and images. This will advertise what the area has to offer. Highlights can include:

- Area – Natural Environment
- Culture
- Route – the fact that it’s a stopover & is a craft route
- Heritage
- Experiences – one can gain in the area (hiking etc.)

POSTERS

A0 posters can be created to educate the community on how to sustain themselves and uplift themselves.



BANNERS

Retractable Pull-up Banners and Wall Banners can be designed for the municipality to demonstrate the precinct plan visions, plans etc., as well as highlights in the area and to demonstrate information collected about the area with regard to:

- Area – Natural Environment
- Culture
- Route – the fact that it's a stopover & is a craft route
- Heritage
- Experiences – one can gain in the area (hiking etc.)

INFORMATIVE WEBSITE

A simple website can be created which provides information on the area & why it is being developed as well as what it has to offer from a tourism point of view. It would include information, video & images relating to:

- Area – Natural Environment
- Culture
- Route – the fact that it's a stopover & is a craft route
- Heritage
- Experiences – one can gain in the area (hiking etc.)

DELIVERABLES

- Final Draft Conceptual Precinct Framework Plan;
- Report

TIMEFRAME

- One and a Half Months

4. PHASE 4: IDENTIFICATION OF KEY IMPLEMENTATION PROJECTS

4.1. PROJECTS, URBAN DESIGN SKETCH PLANS, PRELIMINARY BUDGET & PHASING PLAN

At this phase of the project it would involve identification of priority 'action' areas and development initiatives to focus on within the nodal areas. This would involve mapping out short, medium, and long term priorities in terms of development projects within 'action areas'. A preliminary implementation phase would be included in order to identify key projects and action areas that require immediate implementation.

The identified priority projects will utilize sketch layouts to portray their detail. This will be followed by final costing and implementation. Particular focus is placed on the cost implications during this phase due to the changes in infrastructure that will be experienced. Such may include: proposed roads and upgrade of existing roads, taxi/bus ranks, sidewalks, street furniture and lighting etc.

Based on the developments identified and available infrastructure capacity as identified, the bulk infrastructure requirements will be identified to provide for these projects, this may include further detailed studies where information is not available. Costs for these will be developed at prefeasibility level.

Operation and maintenance costs will be reviewed and the current structures reviewed and the requirements to meet the additional operation and maintenance challenges

Together with Umzimvubu Municipality, Tshani Consulting C.C. will develop a funding strategy whereby potential internal and external funding sources are identified. An operational and maintenance strategy will be developed that speaks to the issues of environmental management, landscaping, infrastructure, services and institutional arrangements. In order to ensure the success of the design proposals created a review protocol together with relevant guidelines is proposed in order to monitor the progress of the plan.

4.2. FORMULATION OF AN IMPLEMENTATION PLAN

A **detailed Implementation Plan/Capital Expenditure Framework** will also be developed once the Precinct Plan has been developed. The Implementation Programme will contain detail costing of all proposed projects, responsible authorities for implementation, funding agencies, timeframes, etc. The implementation plan will include:

- Prioritised list of development interventions stating:
- Spatial location
- Cost and budget estimates
- Sustainability



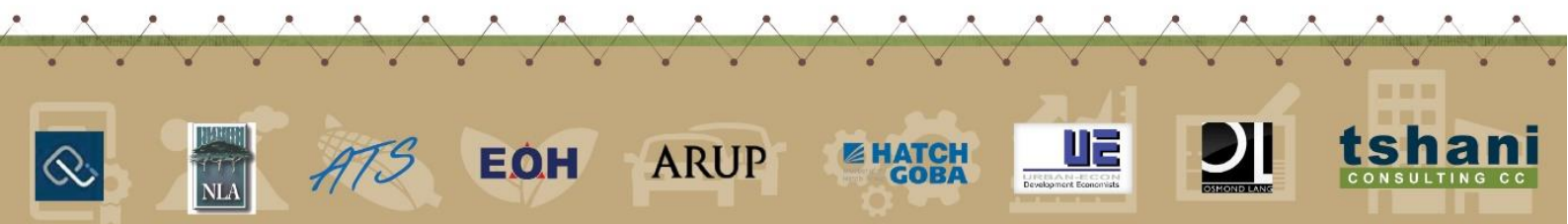
- High level market sustainability
- Timing and phasing
- Sources of finance
- Institutional recommendations.

The project team will develop project packages for key projects and are anticipated to include the following information, namely:

- Project title/name
- Main characteristics: a summary of the project
- Objectives of the project
- Location of project
- Possible Implementing agent
- Budget requirements
- Key performance indicators, etc.

The Management Plan will include various management model options which will include a matrix depicting the SWOT analysis of each of the proposed management options. Also included within the Management Plan will be a Sustainable Financial Model Options and the plan for the management of services such as waste, water, safety, etc. Risk Management and Mitigation measures will be addressed within the management plan. Methods as to mitigation and risk management will be addressed and evaluated, the best methods will be proposed and the leading measure with other measures being used as alternatives.

- A monitoring and evaluation schedules and asset maintenance will be incorporated into the management plan.
- The outcomes of tasks above phases will be packaged into a market analysis report summarizing findings from the various market studies and overall mix land use and the proposed development programme recommendations.
- From this preliminary high level financial cost estimates/potential financial investment requirements can be derived and rudimentary financial model developed to ascertain financial feasibility of identified land uses.
- A marketing plan will be formulated highlighting the above. The plan will also include potential economic development (including SMMEs), partnerships and funding raising.
- A detailed Maintenance Plan will be developed which will incorporate all proposed assets to be developed.



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All potential risks will be identified and mitigation measures will be developed to overcome them.

PRIORITISING PROJECTS AND INTERVENTIONS

■ Development scenarios or opportunities will be assessed and evaluated in terms of a decision matrix, and selected criteria. Potential criteria include:

- Sustainable job creation;
- Linkages with other sectors to create multiplier/leverage-effects;
- Implementation time frame of the projects;
- Capital gearing ratio of the project;
- Environment friendliness of project;
- Potential of project to enable communities to benefit from integrated development;
- Financial feasibility of the project;
- Economic sustainability of the project;
- The effect of development changes on the spatial milieu, i.e. land, buildings, infrastructure, agricultural land, etc.
- General impacts i.e. foreign workforce, employment, relocation, poverty alleviation, tourism, etc.
- Non-quantifiable impacts, which will require value judgments, especially in terms of applying norms. (i.e. social impacts)
- Capacity to implement project - potential capacity to support the establishment of new projects, thus allowing for inter-industrial linkages between industries.
- Export potential
- etc.

■ The project prioritization/decision making framework provides for identification of types of projects, namely:

- **Quick win projects:** Can be implemented within a maximum of 6 months and show a quick success to ensure that awareness of the strategy is raised, the commitment of stakeholders is proven and stimulate momentum to implement the strategy.
- **Anchor projects:** Flagship projects aimed primarily at facilitating and attaining development and should be functionally focused to represent the primary marketable development drivers in the study area (medium to long term).
- **Supportive projects:** These projects will play a supporting role for both the catalytic, as well as the community need projects. An example in this regard could be the upgrading of roads.
- **Identified need projects:** The needs identified by the local community in the study area, are as important as any other project and thus also require facilitation.
- **Skills linkage projects:** These projects relate to opportunities of local economic development and service provision, such as municipal labour-intensive projects, where local community members with the appropriate skills can be employed or up-skilled.



4.3. INSTITUTIONAL FRAMEWORK

- *The consulting team will make recommendations were appropriate, for existing policies and/or programmes will need to be amended;*
- *Tshani Consulting C.C. will also depict clearly how the sector departments can utilize the precinct plans for implementation.*
- *Capacity within the municipality, if this is required, will be recommended to ensure that the precinct plan can be implemented.*
- *Tshani Consulting C.C. will develop a **marketing brochure** for the Umzimvubu municipality depicting and explaining the precinct plans to attract investment and implementation.*

A **workshop** will be held at this point of the study, to present the draft Precinct Plan and the Implementation Framework.

A **report** for this phase will be prepared for submission to the PSC, for comment.

A **PSC meeting** will be held to present the report and address any queries/comments.

TSHANI CONSULTING CC WILL SET UP THREE APPOINTMENTS WITH NATIONAL GOVERNMENT DEPARTMENTS TO PRESENT THE PRECINCT PLANS WITH MUNICIPAL REPRESENTATIVES FOR FUNDERS. TSHANI CONSULTING CC WILL ALSO PREPARE TWO FUNDING APPLICATIONS IN THE FUNDERS SPECIFIC FORMAT TO PROSPECTIVE FUNDERS. ALL OF THE AFORE-MENTIONED HAS BEEN INCLUDED IN OUR BID PRICE.

FIFTY (50) BRANDED DVD's WILL BE PRODUCED FOR THE MUNICIPALITY;

TEN HARD COVER GLOSSY MARKETING BROCHURES WILL BE PRODUCED FOR THE CLIENT;

A4, A3, A2, A1 AND A0 FORMAT OF PLANS WILL BE PRODUCED AND LAMINATED FOR THE CLIENT.

TEN HARD COPIES OF THE FINAL REPORT WILL BE PRODUCED FOR THE CLIENT;

A CD CONTAINING ALL GIS FORMAT MAPS, JPEG MAPS, POWERPOINT SUMMARY OF ALL REPORTS AND ELECTRONIC COPIES OF ALL FINALS REPORTS AND PLANS.

DELIVERABLES

- Urban Design Sketch Layouts
- Detailed costing
- Precinct Implementation and Management Plan

TIMEFRAME

- Two Months

5. PHASE 5: STAKEHOLDER ENGAGEMENT AND PUBLIC PROCESS

5.1. STAKEHOLDER ENGAGEMENT

Tshani Consulting C.C. will co-ordinate one on one stakeholder engagement with the relevant sector departments within the municipality. Stakeholders will be of the Umzimvubu area will be involved in the development process. Such Stakeholders may include property owners, estate agents, taxi associations, the community and the urban management forum which requires to be set up in order to address all maintenance issues. There will be regular follow ups and consultation with the forum in order to deal with the sustainability of the proposed projects.

5.2. PUBLIC CONSULTATION

The success of the project is dependent on ensuring all stakeholders (primary and secondary) are part of the formulation of the Rural Precinct Plans. The Terms of Reference provides some recommendations of participatory structures. We propose the following structures:-

PROJECT WORKING GROUP

We recommend that the following individuals be part of the Project Working Group:-

- Consortium:
 - *Town Planner*
 - *Environmental Practitioner*
 - *Engineer*
 - *Agriculturalist*
 - *Urban Designer*
- Municipal Town Planner
- Municipal Engineer
- Municipal Environmental Specialist
- Municipal Local Economic Development Specialist
- Municipal IDP Manager and/or Strategic Manager
- Portfolio Councillor
- Designated Project Manager from DRDLR



PROJECT STEERING COMMITTEE

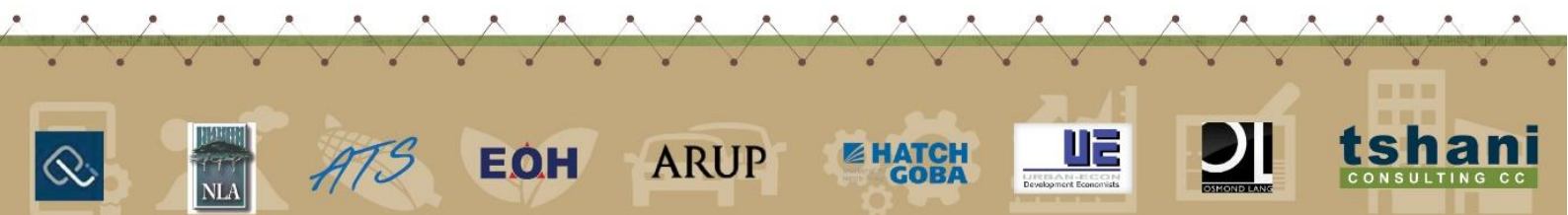
We recommend that the following institutions are represented:-

- Consortium Project Manager
- Municipal Town Planner (Team Leader)
- Municipal Representatives
- Department of Rural Development and Land Reform Representatives
- Department of Local Government and Traditional Affairs
- Department of Economic Affairs, Environment and Tourism
- Department of Public Works
- Department of Water Affairs
- Department of Agriculture, Forestry and Fisheries
- Department of Human Settlements
- Department of Transport

WORKSHOPS

Workshops will be held during the different phases of the Precinct Plan process and we recommend the following institutions / individuals are present:-

- All members of the project working group and Project Steering Committee
- Ward Councillors
- NGO's
- Ratepayers Representatives
- Farmers Association
- Chamber of Business
- Professional Institution Representatives
 - Three (3) public meetings, required at Status Quo/Situational Analysis phase, the second to present the draft Precinct Plan and the third at the urban design and implementation phase.
 - Public/officials to comment for consultant to make necessary changes
 - Preparation of agendas, minutes and findings from public meetings



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INVESTOR CONFERENCE

Attendees at the investor conference will have a chance to network with each other, exchanging ideas and contact information to cultivate professional connections. Further to the above this allows Umzimvubu to attract funders and interested parties that would like to invest in the towns. The dates of such meetings will be marketed/publicised through the various social media platforms proposed. At these conferences the visual data i.e.: videos, poster and flyers can be utilised in conjunction with briefing session by delegated municipal officials. The conference will be held within Umzimvubu municipality in order to attract developers, Investors, Government Departments etc.

DELIVERABLES

- Stakeholder and Public consultation report.

TIMEFRAME

- One Week





6. PHASE 6: REPORT TO COUNCIL

The first draft Rural Precinct Plan and Design guidelines will be submitted to the municipality for review and for alignment confirmation purposes with local principles, policies and plans. An electronic MS word copy and ArcView GIS shapefiles and hard copy will be submitted to Umzimvubu Local Municipality.

PROJECT STEERING COMMITTEE (PSC)

A PSC meeting will be held to present the findings of this phase, analyze progress and address any issues which may arise.

DELIVERABLES

- Completed Draft Precinct Report and Design Guidelines

TIMEFRAME

- One Week



SECTION D: FACILITATION

1. PROJECT MANAGEMENT AND CO-ORDINATION

Tshani Consulting C.C. will be the Project Manager and co-ordinator for the project. In doing so, the following tasks will be achieved per phase:

- Prepare regular progress and financial reports
- Prepare an Inception Report which shall include a detailed work plan and a refined budget utilisation.
- Co-ordinate the consultant team and ensure completion of activities and submission of documents according to the agreed programme.
- Administer the technical and project steering committee and other relevant meetings, including drafting and circulating agendas and minutes.

2. REPORTING AND STRUCTURE FOR PARTICIPATION

Should Tshani Consulting C.C. together with the supporting consultants be appointed, we will submit regular progress reports and attend meetings at intervals as determined by the Municipality.

All electronic and hard copy information captured will become the property of the Municipality. All data will be handed over to the ULM at the end of the project and it will not be used or shared, without written permission from ULM.

If we are selected as the preferred bidder, all communication will be between the Project Leader (Tshani Consulting C.C.) and the designated Programme Manager. The Project Leader will disseminate to the members of the Consortium.

In terms of reporting, the Project Leader will be responsible for co-ordinating all meetings i.e. Project Working Groups, Steering Committee Meetings and Workshops, in terms of sending out invitations, confirmation of attendance, recording of minutes and distribution thereof.

Due the sensitivity of inviting Government Departments and ensuring their attendance at Meetings, Workshops, etc., the Project Leader may seek the assistance of the designated ULM Official at certain times.

3. QUALITY ASSURANCE

Tshani Consulting C.C. will assign a specific task and timeframe to each staff member assigned to the project. Instruction pertaining to the identified tasks will be given in writing to ensure no confusion takes place and the timeframes given is to ensure that the project timeframes are met.

The project Manager will undertake routine and consistent checks, to ensure data integrity, correctness and completeness.

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Check lists will be done to guide staff and be completed by the assigned staff, to ensure all information is gathered. All checklists will be signed by respective staff once completed and handed over to the

Project Manager. This will ensure no duplication takes place and that no time is wasted. This will also assist in addressing any problems.

Documents pertaining to the project will be checked by the project manager before being delivered to the client. This is to ensure that all information is captured correctly and formatting of the documents is consistent.

4. SKILLS TRANSFER

Tshani Consulting C.C. will liaise with the municipality to find out what human resources can be made available to participate in this project.

Once this has been finalized, Tshani Consulting C.C. will arrange a workshop with the identified officials from the municipality to introduce the project. **A presentation will be done with them which will cover the following aspects:**

- Purpose and Objective;
- Understanding and application of LUMS, SDF's' IDP's', SPLUMA, etc.;
- Requirements and outcomes of each Phase;
- Collection of Data;
- Analyzing of Data;
- Communication (written & verbal);
- Timeframes;

The purpose of the meeting will also to allow Tshani Consulting C.C. to familiarize themselves with the identified officials and to understand what level of experience each official has in the Planning field. This will enable Tshani Consulting C.C. to identify the strengths of each official. In doing so, this will allow Tshani Consulting C.C. to work within the strengths of officials and to provide them with skills that they require.



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A copy of the inception report will be provided to the officials in order for them to be kept abreast of the phases to follow and the work that will be entailed. Attached to the inception report will be a **Skills Transfer Plan** that will inform them of the various levels of skills that will be transferred to them during the project duration.

At the end of this phase, Tshani Consulting C.C. will provide a report to the municipality on the workshop and the aspects presented.

ADDITIONAL SKILLS TRANSFER

Once the municipality starts to implement the Precinct Plan for Mount Frere and Mount Ayliff, Tshani Consulting C.C. is willing to assist the relevant municipal staff telephonically for a period of 2 months; Tshani Consulting C.C. will meet with the relevant officials from the municipality, once a month to assess progress. This would need to be agreed upon by ULM and Tshani Consulting C.C.





UMZIMVUBU
LOCAL MUNICIPALITY

PHASE 2

Sector Studies &
Situation Analysis





KREASON NAIDOO

East London



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East London, 5201



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SETTING THE SCENE

INTRODUCTION

The Umzimvubu Local Municipality, hereinafter referred to as 'ULM' required the services a consortium of suitably qualified professionals to develop a Rural Precinct Plan for the central business districts Mount Ayliff (Maxesibe) and Mount Frere (Kwa Bhaca) and also to include three of ULM's nodal points i.e.: Ntenetyana Dam, as well as the Junctions of Phuti and Phakade.

Precincts are not necessarily formal administrative areas in terms of current planning legislation or policies. Precincts commonly refer in planning to a geographically smaller area with specific characteristics. However, the ULM Precinct Plans required detailed planning within the broader administrative boundaries in order to focus on the rural nodes. The Precinct Plans will ultimately aim to exploit the opportunities within Umzimvubu by cutting across environmental, social and economic tiers.

IDENTIFYING OPPORTUNITIES



ENVIRONMENT



SOCIAL



ECONOMIC

BACKGROUND

The majority of land within ULM is covered by dispersed low-density traditional settlements, with the exception of some areas around the two urban centres - namely Mount Ayliff (Maxesibe) and Mount Frere (Kwa Bhaca). There has been trends of migration towards the towns over the past few years, which can be attributed to the desirability of residents to live close to major transport routes and urban centres.

The area is home to a rich history and diverse cultural heritage. The AmaBhaca, AmaMpondo, AmaHlubi and in some cases Sotho's are some of the diverse traditional clans situated within the Umzimvubu municipal area.

Umzimvubu Municipality has a buzzing nucleus which cuts directly into the heart of legacy, wealth of historical land marks, entertainment, cultures and plentiful mountains. Umzimvubu is a prime destination for those who seek sight with a treasury heritage and historical battle sites.

PROJECT OBJECTIVES

The primary objective of the study was to identify the economic role of Mount Frere and Mount Ayliff in a local and regional context as well as the challenges and opportunities, investment and employment.

Through the precinct planning initiative the study sought to identify catalytic projects and interventions (both public and private, including urban design and public realm upgrades) that respond to the growing economic needs in the region and that will lead to the economic regeneration of the nodes.

The role of the towns and potential linkages with the N2 and other key routes within the study area will be interrogated with reference to other planning initiatives in the area in order to facilitate regional integration.

The Precinct Plan study will identify and respond to the social, subsidized and gap housing demand within ULM taking into consideration the need to:



Densify & discourage urban sprawl



Develop & strengthen public transport oriented activity corridors



Improve the equality of quality of housing & public infrastructure



Consider redevelopment interventions



SITUATION ANALYSIS

PURPOSE

The required Precinct Plan will:

- **Give effect to the development principles contained in the Spatial Planning & Land Use Management Act (SPLUMA), 2013 including:**
 - (i) Spatial Justice;
 - (ii) Spatial Sustainability;
 - (iii) Efficiency;
 - (iv) Spatial Resilience; and
 - (v) Good Administration
- **Contain strategies, policies and plans which will:**
 - (i) Indicate desired patterns of land use within the precinct;
 - (ii) Address the spatial reconstruction of the location and nature of development within the identified precinct; and
 - (iii) Provide strategic guidance in respect of the nature of development within the precinct.
- **Set out basic guidelines for land use management system in the precinct;**
- **Identify programmes, projects and restructuring elements for the development of land within the precinct;**
- **Provide a visual representation of the desired spatial form of the precinct which representation:**
 - (i) Must indicate where public and private land development and infrastructure investment should take place;
 - (ii) Must indicate desired or undesired utilisation of space in the particular area;
 - (iii) May delineate the land use parcels and precincts;
 - (iv) Must identify areas where strategic intervention is required; and
 - (v) Must provide urban design interventions and guidelines to enhance the aesthetic appeal

The *Precinct Plan* will demonstrate the *relationship* between a *Precinct Planning* intent and other planning initiatives such as *local economic development strategies, infrastructure planning, natural resource management plans and environmental management strategies* and should encourage and support economic development opportunities.

The towns of Mount Frere and Mount Ayliff have been selected for the revitalisation of its business districts.

THE NEED FOR A PRECINCT PLAN

The spatial fragmentation experienced by rural municipalities around South Africa can be largely attributed to the poor apartheid planning regime. As a result of the lack of focus on properly planning and managing rural towns over the years, they are now characterized by overpopulated and congested CBD's, undefined movement networks, inadequate linkages between CBD's and surrounding rural hinterlands, aging infrastructure and urban decay. The aforementioned challenges are tightly strung to the social barriers of unemployment, inequality and poverty

A precinct plan can be developed to provide new desired development patterns to provide functional obsolete areas, alter existing land use disparities, protect and promote existing predominant or preferred future dominant land uses and associated ancillary or compatible land uses. Examples of core attributes a precinct plan should protect and promote include:



AGRICULTURE



INTENSIVE ANIMAL
PRODUCTION



NATURE
CONSERVATION



SPORT &
RECREATION



FORESTRY



WATER SUPPLY CATCHMENTS
& OTHER WATER SUPPLY
SOURCES



RURAL OR
ECO-TOURISM



EXTRACTIVE RESOURCES



FUNCTIONAL BUILT
ENVIRONMENT TO PROMOTE

PRECINCT PLANNING PRINCIPLES

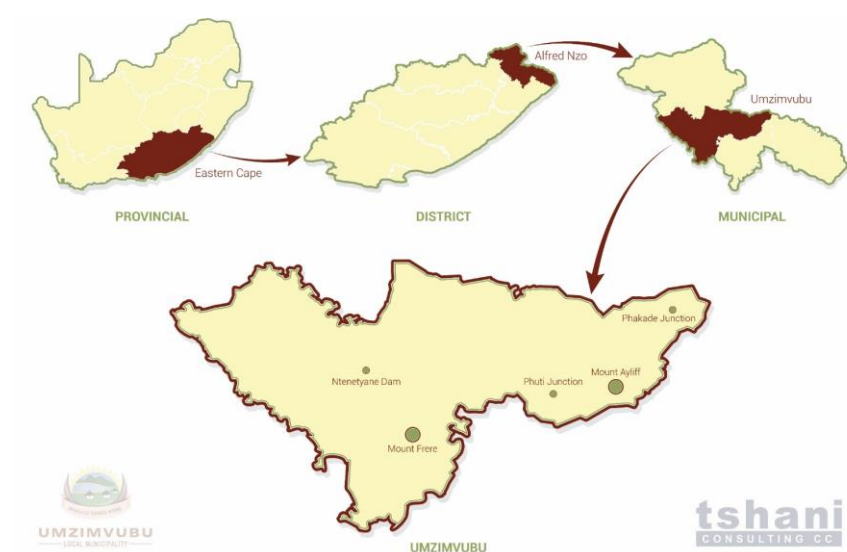
- **Accessibility** - paths and linkages
- **Equity** - even distribution of resources
- **Integration** - place making
- **Functionality** - compatibility of land use activities
- **Sustainability**- social, economic, institutional enhancement & environmental protection.



LOCALITY

LOCALITY

The plan below highlights how ULM fits into the bigger picture from a National level down to a local Level. Understanding the link across all administrative boundaries is critical in that the connections formed will impact on how funding is filtered into Umzimvubu and the Eastern Cape at large.

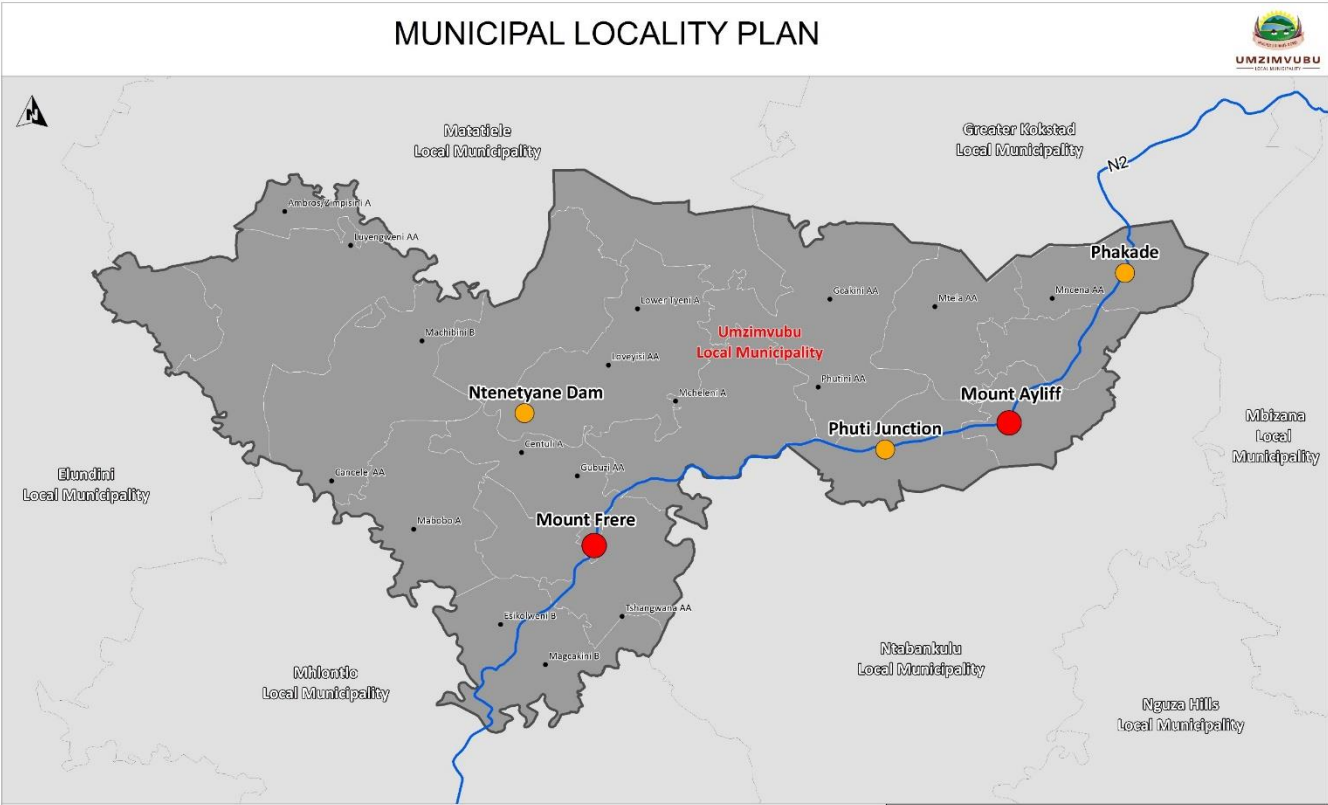


Umzimvubu Local Municipality (ULM) is one of the four (4) local municipalities that form the Alfred Nzo District Municipality (ANDM) in the Eastern Cape Province. ULM has a total population of 220636 residents, of which only 4% live in urban areas while the rest of the population reside in rural spaces.



Alfred Nzo District Municipality is situated in the North Eastern corner of the Eastern Cape Province. It stretches to the Drakensberg Mountains, borders Lesotho in the West, Sisonke District Municipality (KZN) to the North and O.R. Tambo District Municipality in the East and South.

The Municipality as a result of recent Demarcation processes now shares a jurisdiction with the Matatiele, Umzimvubu, Ntabankulu and Mbizana Local Municipalities. The Alfred Nzo District comprises 11119 km2 and sizes of the four local municipalities are summarized below:



The map above shows the ULM as one of four municipalities within the Alfred Nzo District, with three other local municipalities being Matatiele, Mbizana and Ntabankulu.

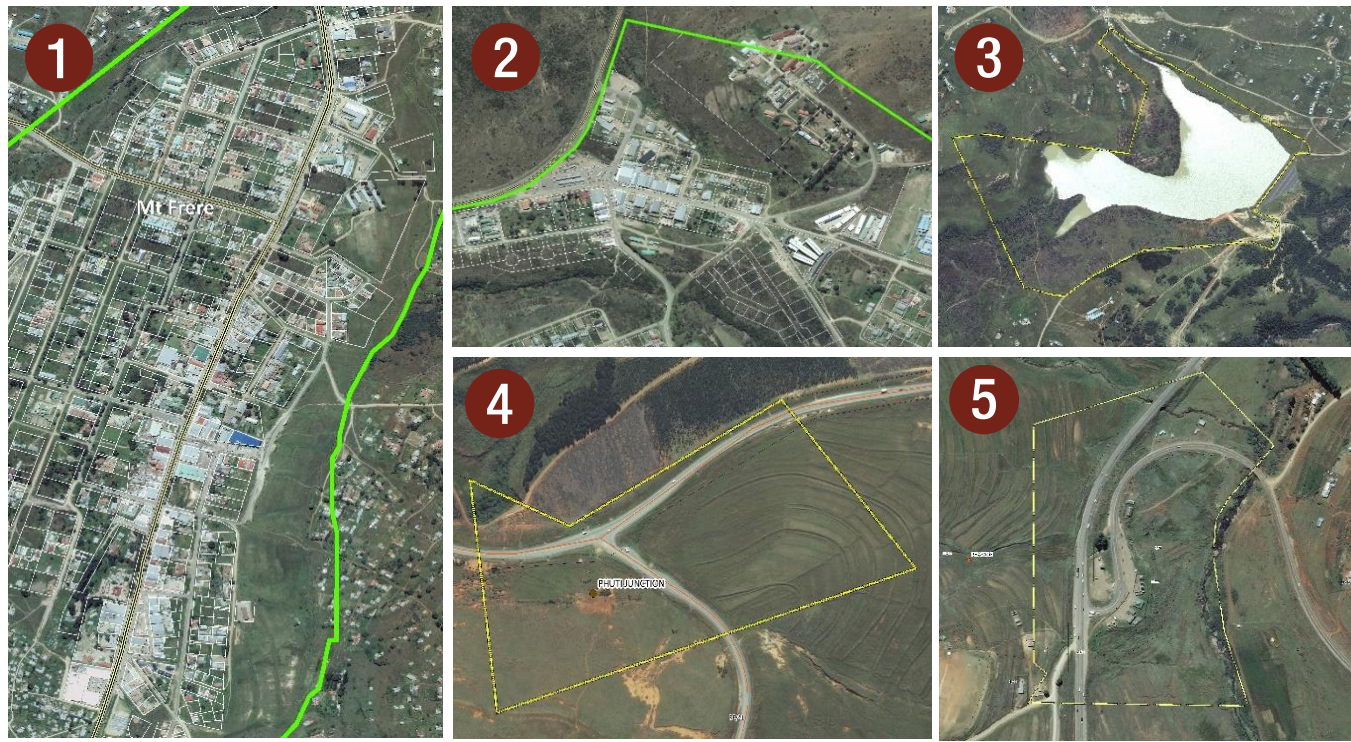
The municipal area covers an area of approximately 2506 km². The National Road (N2) traverses the southern part of the municipality, and provides connectivity between Mthatha and East London, and on a broader scale, to the cities of East London and Durban.

There is no rail linkage within ULM and no operational airstrip. There are two primary settlement nodes within Umzimvubu, namely the town of Mount Frere and Mount Ayliff, which are both situated along the National N2 route.

STUDY AREAS



As identified in the introduction, the focus areas of the Precinct Plans are focused around the two CBD's of **Mt Frere (1)** and **Mt Ayliff (2)**, **Ntenetyana Dam (3)** as well as the nodal junctions of **Phuti (4)** and **Phakade (5)** are situated along the N2. The sites are identified below.



Mt Frere is the larger town and serves administrative functions for the municipality, as well as functioning as a retail hub for the area. The town is dissected by the N2 and is home to the Umzimvubu Local Municipality. The retail offerings that the town offers attracts people from the surrounding towns of Qumbu as well as the surrounding rural villages.

Mt Ayliff is the other urban area and is seen as a 'gateway' town to Kokstad and the Kwa-Zulu Natal province. The town is home to the Alfred Nzo District Municipal offices and seen as the institutional base of ULM.

Ntenetyana Dam is an untouched beauty nestled to the North of Mt Frere which holds great tourism potential. The site has been identified as a primary focus area in order to investigate how a link can be formed into the town and how tourism can be driven through this asset.

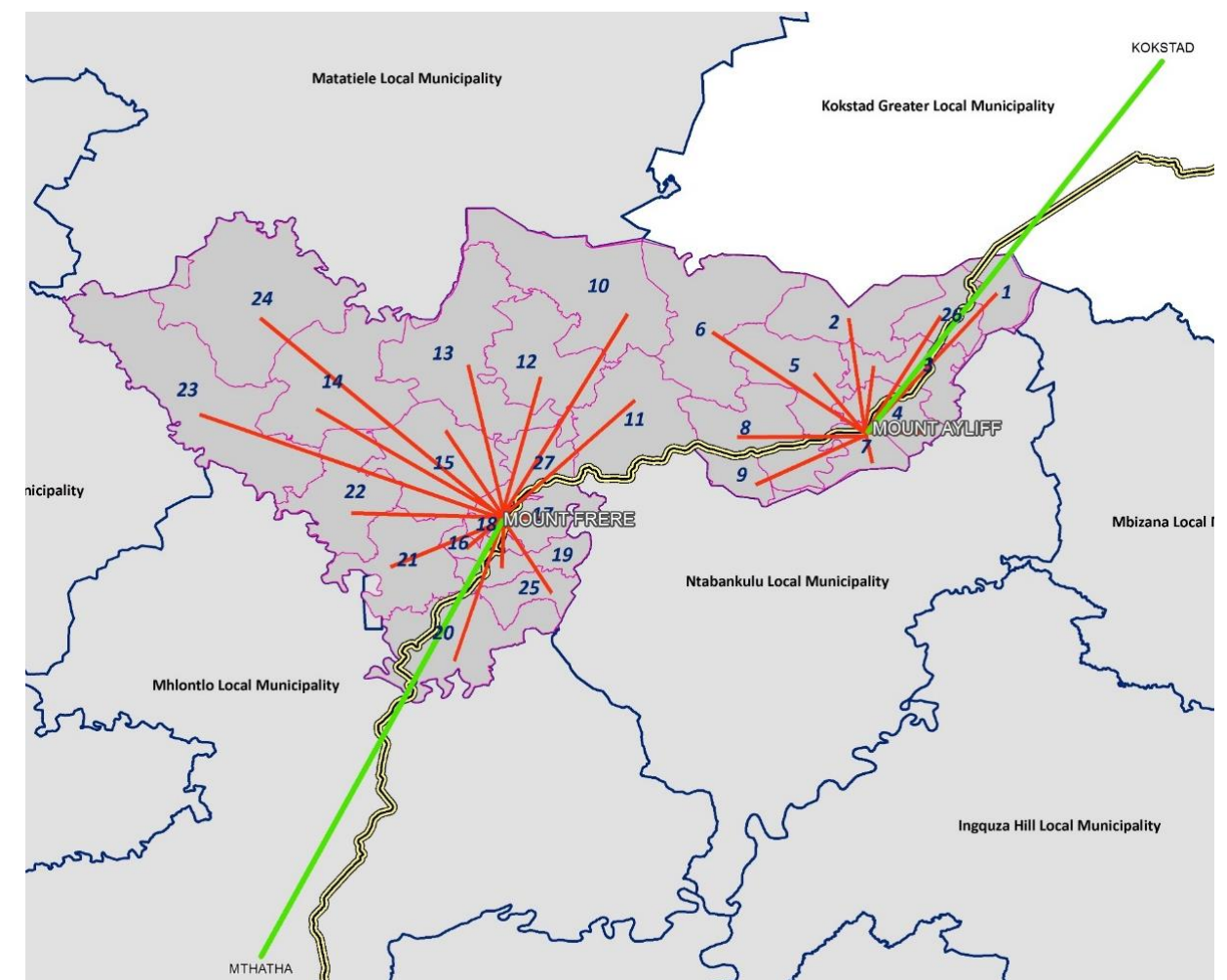
The nodes in the municipality are found in **Phakade** and **Phuti junction** which are located along the N2 travelling in an easterly direction towards Kokstad. Phuti junction forms a Nodal transit point by acting as a pick up/ drop off point for commuters travelling to and from Ntabankulu. Informal trade currently takes place at the junction on a small scale.

Phakade junction serves a similar function as Phuti Junction, however commuters found at this node are travelling to and from Mbizana or Flagstaff.

LINKAGES

The two towns hold a strategic position in that they are local service centers to the surrounding rural Hinterlands. In addition to this they also form direct linkages with the various wards within the ULM jurisdiction.

Residents who live in these two towns or individuals who are employed in these two towns more than often, travel to Kokstad or Mthatha due to higher level of services being available i.e.: retail, medical, social etc.



A number of residents from the villages (rural areas) travel into the two CBD's daily. Due to their high dependency on grants, they are unable to afford to travel further to larger commercial centres.

Mthatha and Kokstad are the two closest areas which offer higher order services and attracts the higher income earners.



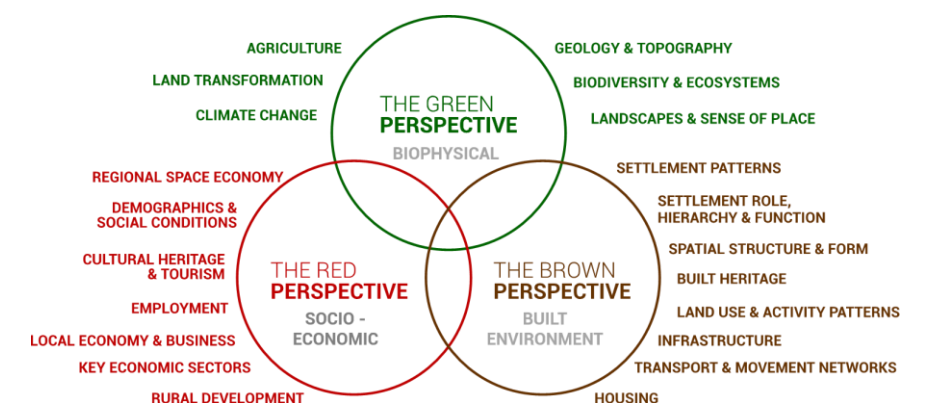
PRINCIPLES GUIDING THE STRATEGY

POLICY ALIGNMENT

Over the years, Guidelines on how to develop Spatial Frameworks have been prepared by various National Departments, Provincial Departments and Local Municipalities. All these guidelines worked for the areas they covered, however they never looked at linkages and interaction of adjoining, Municipalities, Districts, Provinces, etc.

The latest guidelines developed in the Eastern Cape in 2010, was the Eastern Cape Provincial Spatial Development Plan (ECPSPD) see figure 2, however it was never formally adopted by the Office of the Premier, however it was used as a guide by the authors of SDF's within the province. The ECPSPD developed seven (7) pillars aligned to the Provincial Growth and Development Strategy of the Province.

In 2014, the Spatial Planning Land Use Management Act (SPLUMA) developed draft regulations and specific guidelines for SDF's. The guidelines identified three (3) pillars as depicted in figure 1 below.



management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field.

In aiming to create harmonious planning and ensuring the success of the regeneration strategy the analysis phase has been aligned to three pillars of SPLUMA, namely: Biophysical, Socio-Economic and Built Environment.

SPLUMA requires national, provincial, and municipal spheres of government to prepare SDFs that establish a clear vision which must be developed through a thorough inventory and analysis based on national spatial organization principles and local long-term development goals and plans.

SDFs are thus mandatory at all three spheres of government. Sub-section 12(2) confirms that all three spheres must participate in each other's processes of spatial planning and land use management and each sphere must be guided by its own SDF when taking decisions relating to land use and development.

Chapter 4 Part A. of SPLUMA sets out the focus and general requirements that must guide the preparation and compilation of SDF products at the various scales. Chapter 4 is divided into six parts of which Part A provides an extensive introduction to the purpose and role of SDFs and sets out the preparation requirements and expectations of the SDF process.

Section 12 (1) sets out general provisions which are applicable to the preparation of all scales of SDFs. These provisions require that all SDFs must:

- interpret and represent the spatial development vision of the responsible sphere of government and competent authority;
- be informed by a long-term spatial development vision;
- represent the integration and trade-off of all relevant sector policies and plans;
- guide planning and development decisions across all sectors of government;
- guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems;
- contribute to a coherent, planned approach to spatial development in the national, provincial and municipal spheres;
- provide clear and accessible information to the public and private sector and provide direction for investment purposes;
- include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and

address their inclusion and integration into the spatial, economic, social and environmental objectives of the relevant sphere;

- address historical spatial imbalances in development;
- identify the long-term risks of particular spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks;
- provide direction for strategic developments, infrastructure investment, promote efficient, sustainable and planned investments by all sectors and indicate priority areas for investment in land development;
- promote a rational and predictable land development environment to create trust and stimulate investment;
- take cognizance of any environmental management instrument adopted by the relevant environmental management authority;
- give effect to national legislation and policies on mineral resources and sustainable utilisation and protection of agricultural resources; and
- Consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

Section 12 (2) stipulates that:

The national government, a provincial government and a municipality must participate in the spatial planning and land use management processes that impact on each other to ensure that the plans and programmes are coordinated, consistent and in harmony with each other.

A spatial development framework adopted in terms of this Act must guide and inform the exercise of any discretion or of any decision taken in terms of this Act or any other law relating to land use and development of land by that sphere of government.

The following structuring elements are used when a conceptual framework is developed:

- **Nodes** comprising existing and proposed nodal points in the district where mixed uses and high intensity transport, business and residential activities take place;
- Nodes are generally described as areas of mixed use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organizations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at transport

- **Activity Routes** – involving transport routes (mobility) linking various parts of the district, where mixed land uses, agriculture, tourism and industry are located. These corridors focus for future development where higher density mixed uses, LED project (etc) will be located;
- **These comprise 'mobility routes'** which are focused on transportation of people, goods and services between the nodes. In addition, there are also commercial activity routes where retail land use tends to consolidate along main transport/traffic routes in order to achieve greater exposure to the market;
- **Special Development Areas** – comprising environmental conservancy areas, zones where special needs exist, places

where intervention is required for creation of employment (agriculture, tourism, forestry and commerce), public housing or urban renewal or recreation and open space;

- The special development areas have an important role to play in shaping the nature and intensity of land use in the district around the transport and road network. These special development areas are expected to be zones of opportunity and areas of priority focus in investment by the government and the private sector, in order to achieve improved quality of life and a sustainable environment; and
- The Edge of the Urban area where the transition from the urban area is proposed to change to peri-urban and rural development, involving differing land use characteristics and density of development.

A plan at a prescribed scale graphically illustrating, or where appropriate describing, the desired spatial form of the municipal area:

- an analysis of vacant land in the municipality including:
- strategically-located vacant land;
- ownership and value of such land;
- current zoning of such land;
- geotechnical and other physical conditions of such land;
- surrounding land uses; and
- most suitable use of such land;
- basic guidelines for a land use management system in the municipal area;
- a capital expenditure programme for implementing the municipality's Spatial Development Framework; and
- a strategic assessment of the environmental impact of the spatial framework.

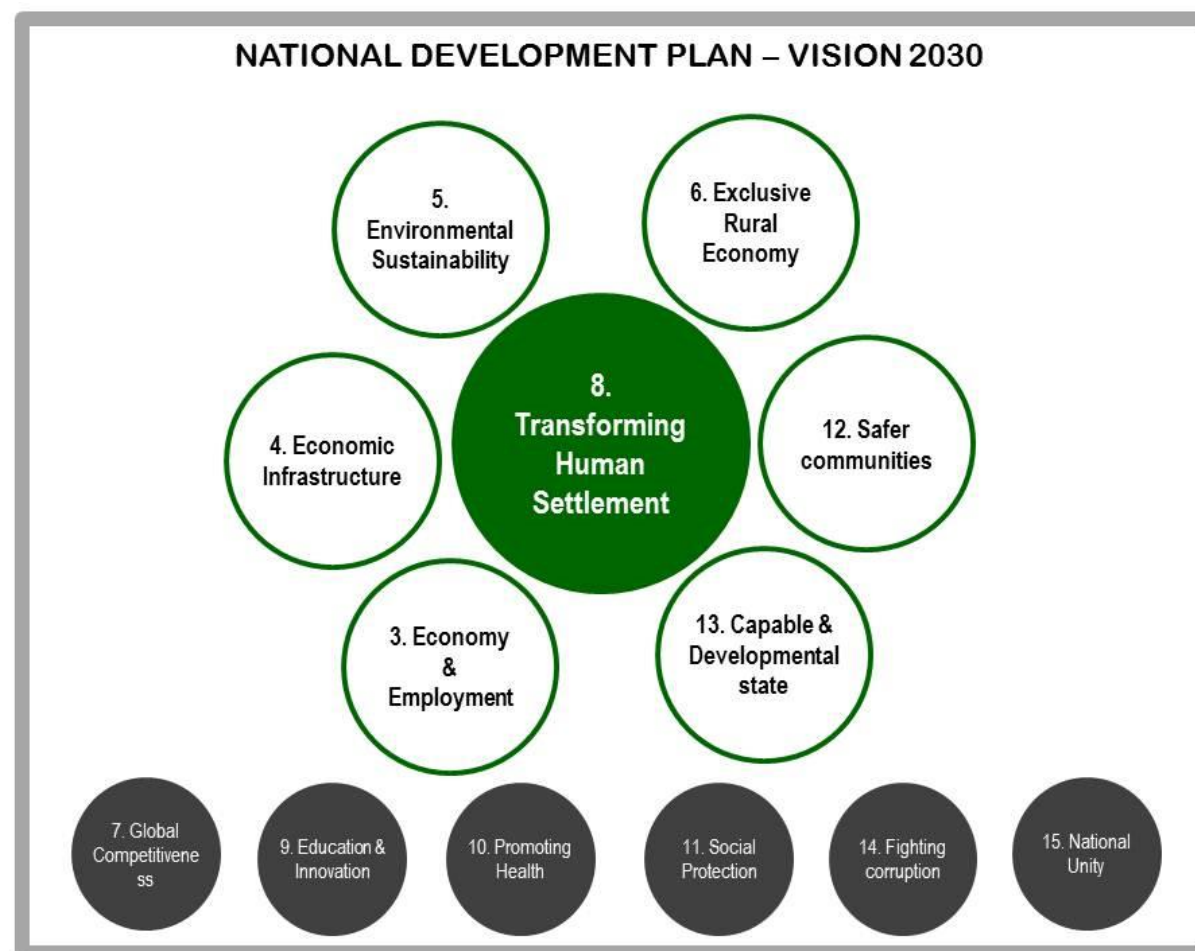
NATIONAL LEGISLATION ON SPATIAL PLANNING

NATIONAL DEVELOPMENT PLAN 2012

"The NDP reminds us that South Africa needs to invest in a strong network of economic infrastructure designed to support the country's medium- and long-term economic and social objectives" The National Development Plan 2030 was developed by the National Planning Commission in the office of the President in 2012. The Plan sets out an integrated strategy for accelerating growth, eliminating poverty and reducing inequality by 2030. The NDP, supported by the New Growth Path and other relevant programmes, provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years. Its 2030 goals are to eliminate income poverty and reduce inequality. The NDP's human settlement targets, as set out in Chapter 8, focuses on transforming human settlements and the national space economy. They include: more people living closer to their places of work; better quality public transport; and more jobs in proximity to townships. To achieve these targets the NDP advocates strong measures to prevent further development of housing in marginal places, increased urban densities to support public transport, incentivising economic activity in and adjacent to townships; and engaging the private sector in the gap housing market.

Other goals relevant to achieving the desired spatial form and a more viable space-economy are:

building of safer communities through developing community safety centres to prevent crime, and improvement of education, training and innovation through strengthening youth service programmes and introducing new, community-based programmes to offer young people life skills training, as well as entrepreneurship training and opportunities to participate in community development programmes while expanding the number of further education and training (FET) colleges



Chapter 5 of the NDP focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way the spatial planning and development in South Africa is approached.



The focus here is on increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

Chapter 8, which focuses on the country's spatial planning system, requires that: all municipal and provincial SDFs are translated into 'spatial contracts that are binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate-change adaptation, tourism and transportation; and every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.

The National Development Plan has prepared key priorities which are the areas usually where concentration is given for implementation to happen rapidly. These key priorities are:

- An economy that will create more jobs;
- Improving Infrastructure;
- Transition to a low-carbon economy;
- An inclusive integrated rural economy;
- Reversing the spatial effects of apartheid;
- Improving the quality of education, training and innovation;
- Quality health care for all;
- Social Protection;
- Building safer communities;
- Reforming the public service;
- Fighting Corruption; and
- Transforming society and uniting the country.

MUNICIPAL SYSTEMS ACT NO. 32 ODF 2000

The Municipal Systems Act, promulgated in 2000, enshrined in law the principal planning tool of local government, namely, the Integrated Development Plan (IDP).

Chapter Five of the Municipal Systems Act describes the IDP as a single, inclusive and strategic plan for the development of a municipality that will be the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality.

The key aspect of the Act is the requirement that every IDP include a 'spatial development framework, which must include provision of basic guidelines for a land use management system for the municipality'.

It is clear that the Spatial Development Framework fulfils the role of being a forward plan describing the intended pattern of (investment in) spatial development in a Municipal area.

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (2006: NSDP) emphasizes that all government programmes and activities have an impact on communities located in space across the country and in instances where human settlements are scattered and fragmented over vast distances, providing infrastructure and services becomes expensive. However, well connected settlements, with sufficient densities to enable better public transport, are far more feasible and accessible.

The NSDP put forward certain spatial planning and development management principles, aimed specifically at focusing government action and investment, avoiding the so-called "watering can" approach and enabling the Developmental State to achieve maximum social and economic impact within the context of limited resources. It argues for 'the idea of focusing government spending on economic infrastructure in areas with some potential for economic development' and for a 'differentiated policy approach'.

The NSDP is founded on the following assumptions:

Location is critical for the poor to exploit economic growth opportunities;

- The poor that are concentrated around economic growth centres have greater opportunity of gaining from economic growth;
- Areas with demonstrated economic potential provide greater livelihood and income protection because of a greater diversity of income sources;
- Areas with demonstrated economic potential are most favourable for overcoming poverty;
- The poor make rational decisions about relocating to areas with greater economic opportunity; and
- Government must ensure that policies and programmes are in place to ensure that the poor are able to benefit fully from growth and development opportunities in such areas.

Principle 1:	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key
Principle 2:	Government has a constitutional obligation to provide basic services to all citizens (e.g.; water, energy, health and educational facilities) wherever they reside;
Principle 3:	Beyond the constitution obligation identified in principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities;
Principle 4:	Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services, concentrate primarily on human capital development by providing education and training, social transfers (such as grants and poverty relief programmes). It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate (if they choose to) to localities that are more likely to provide sustainable employment and economic opportunities;
Principle 5:	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region and create regional gateways to the global economy."

The NSDP policy framework also proposes adopting a "Shared Impact Area" approach where focused investment is directed by all spheres of government to achieve greatest impact and return on investment in common spatial areas, according to economic potential, activity corridors and nodes, and, finally, prioritized intervention areas. This approach is also included in the Eastern Cape Provincial Spatial development Plan (2010).

Finally the NSDP explains how the "watering can/principle" or approach of indiscriminate and uncoordinated spreading of limited resources for the sake of 'spatial equity', achieves little development impact. Rather, the NSDP argues that a "Shared Impact" approach would enable focused investment by all spheres of government to achieve greatest impact and return on investment in common spatial areas, according to economic potential, activity corridors and nodes, and, finally, prioritized intervention areas.

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME FRAMEWORK

The Comprehensive Rural Development Programme (CRDP) Framework was launched by the President at the site of the first pilot project, Muyexe, Giyani, Limpopo on 17th August 2009. It is the third strategic priority within the government's Medium Term Strategic Framework. The CRDP is aimed at being an effective response against poverty and food insecurity by maximizing the use and management of natural resources to create vibrant, equitable and sustainable rural communities. The framework promotes a holistic approach to rural development and poverty alleviation, focusing on local democracy, rural local economic development and provision of rural infrastructure.

The CRDP framework document sets out a vision 'to create vibrant, equitable and sustainable rural communities through a three-pronged strategy based on:

- Coordinated and integrated broad-based agrarian transformation;
- Strategically increasing rural development; and
- An improved land reform programme'.

LAND REFORM

The government's Land Reform Policy is now seen as one of the three strategic pillars of the CRDP framework. Land Reform policy is set out in the 1997 White Paper on South African Land Policy and now

falls under the jurisdiction of the Department of Rural Development and Land Reform. The policy has three components: Restitution, Redistribution and Tenure Reform.

- Restitution – involves the returning land or providing compensation to those who were dispossessed after 1913.

MEDIUM TERM STRATEGIC FRAMEWORK

The Medium Term Strategic Framework (MTSF) 2009-14 was issued by the Minister in the Presidency for National Planning in July 2009. It is the medium term framework to guide the government's programmes over the new electoral period 2009-14 in terms of the objectives originally framed in Vision 2014.

The following objectives are identified:

- Poverty is halved by 2014, through (amongst others) economic development, comprehensive social security, land reform and improved household and community assets;
- Unemployment is halved by 2014, through employment creation, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods;
- Skills required by the economy are provided, by building capacity and providing resources across society to encourage self-employment with an education system that is geared towards productive work, good citizenship and a caring society;
- Society is integrated by ensuring that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom;
- Government is compassionate by ensuring that services and public service representatives are accessible whilst citizens are awarded avenues to know their rights and should be enabled to insist on fair treatment and efficient services;
- Tuberculosis, Diabetes, malnutrition and maternal death cases, are greatly reduced and the tide is turned against HIV & AIDS, as well as, working with the rest of Southern Africa, to strive to eliminate malaria, and improve services to achieve a better national health profile and reduce preventable causes of death, including violent crime and road accidents;
- Serious and priority crimes are significantly reduced in number, as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality; and

- Redistribution – increases black ownership of rural land through discretionary grants allocated to people to acquire land through the market.
- Tenure Reform – improves the security of tenure of dwellers on rural and peri-urban land.

- South Africa is strategically positioned as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

The priority areas to give effect to the above strategic objectives are:

- speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- massive programme to build economic and social infrastructure;
- comprehensive rural development strategy linked to land and agrarian reform and food security;
- strengthen the skills and human resource base;
- improve the health profile of society;
- intensify the fight against crime and corruption;
- build cohesive, caring and sustainable communities;
- pursue regional development, African advancement and enhanced international co-operation;
- sustainable resource management and use;
- build a developmental state including improvement of public services; and
- a developmental state including improvement of public services.

ENVIRONMENTAL POLICY

STRATEGIC FRAMEWORK FOR SUSTAINABLE DEVELOPMENT IN SOUTH AFRICA (2006)

A key target of the Millennium Development Goals is to integrate the principles of sustainable development into country policies and programmes. This document seeks to address this void by initiating a broad framework for sustainable development in the country that can serve as a basis from which to develop and consolidate a national strategy and action plan.

PATHWAY TO SUSTAINABLE DEVELOPMENT

Five strategic priority areas for action and intervention have been identified to promote the achievement of sustainable development described in the national vision. These priority areas or “pathways” to achieving sustainable development are:

- Enhancing systems for integrated planning and implementation;
- Sustaining our ecosystems and using resources sustainability;
- Investing in sustainable economic development and infrastructure
- Creating sustainable human settlements;
- Responding appropriately to emerging human development, economic and environmental challenges.

WHITE PAPER ON CONSERVATION AND SUSTAINABLE USE OF SOUTH AFRICA'S BIOLOGICAL DIVERSITY (1997)

The White Paper on Conservation and Sustainable Use of South Africa's Biological Diversity (1997), describes South Africa's response to the United Nations Convention on Biological Diversity which entered into force in December 1993. As a Party to the treaty, South Africa is obliged to ensure that the agreement is implemented in accordance with its objectives. The state is also required to:

- Develop national strategies, plans or programmes, or adapt existing ones, to address the provisions of the Convention, and
- Integrate the conservation and sustainable use of biodiversity into sectoral and cross-sectoral plans, programmes and policies.

The following inter-related principles are described to guide the application, assessment and further development of the biodiversity policy and strategy:

- Intrinsic value
- Duty of care
- Sustainable use
- Fair and equitable distribution of benefits
- Full cost-benefit accounting

- Informed and transparent decision-making.
- Precautionary principle
- Accountability and transparency
- Subsidiary
- Participation
- Recognition and protection of traditional knowledge, practices and cultures.
- Coordination and cooperation
- Integration
- Global and international responsibilities
- Evaluation and review

As part of South Africa's obligations to the United Nations Convention on Biological Biodiversity, all organs of state, including local government, should include the objectives and principles of the white paper into their policies and plans across sectors. The white paper sets out in chapter for the role of local government:

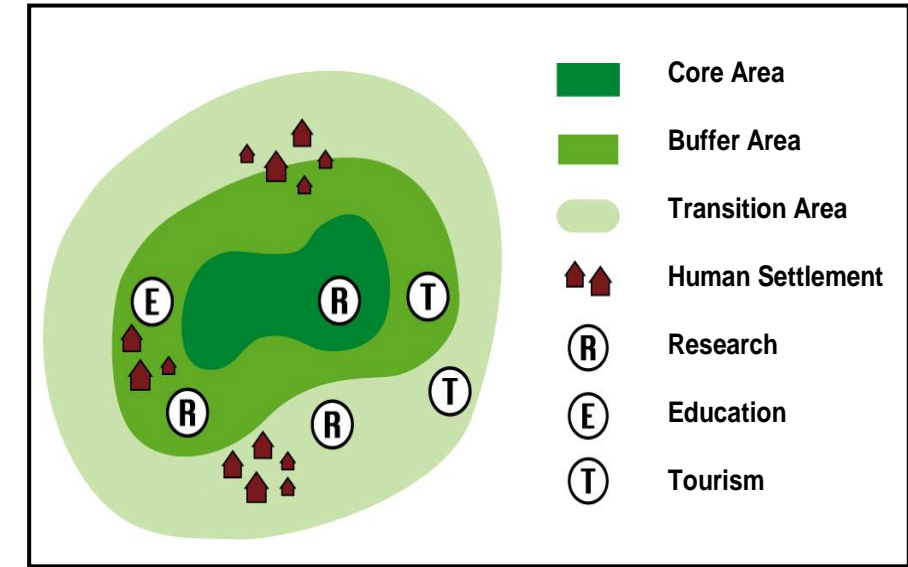
- Local government is faced with particular difficulties in implementing this policy. In rural areas especially minimal capacity, infrastructure, or resources exist to enable many of the provisions of this policy to be implemented effectively. According to local circumstances and capacity, some functions of local government will be to:
 - Ensure that biodiversity considerations are effectively Integrated into local strategies, plans and programmes;
 - Institute and participate in public education, awareness and training programmes;
 - Develop management plans for local resources that are under pressure;
 - Ensure that biodiversity considerations are integrated into land-use planning procedures for rural and urban areas; and
 - Encourage and prepare municipal open space systems which play a positive role in conserving and using biological resources sustainably.

NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN (2005)

South Africa initiated a process to develop a National Biodiversity Strategy and Action Plan in 2003. The goal of the NBSAP is to conserve and manage terrestrial and aquatic biodiversity to ensure sustainable and equitable benefits to the people of South Africa, now and in the future.

BIO-REGIONAL PLANNING PRINCIPLES

Associated with the bio-diversity initiative is the use of bio-regional planning principles in guiding development planning and land use management (refer to Figure 5). The bio-regional planning principles highlight the value of various biomes (a group of ecosystems) when considering the position of urban edges. It determines various spatial planning categories (SPC's), two of which are core and buffer areas. Core areas indicate wilderness areas, where no development should occur. Buffer areas are in support of the core areas and are also not intended for substantial urban development. As a result, the indication of bio-regional spatial planning categories would affect the alignment of urban edges and cognisance should be taken of the SPC's, especially in the coastal and mountainous regions. Thefollowing figure gives more background to the bio-regional planning approach.



NATIONAL POLICY ON TRANSPORT



SITUATION

Transportation of people, goods and services are a vital component of the economy and any spatial planning needs to reflect the transportation framework and systems needed to support it. The transport planning and development environment is governed by several transport policies and legislation at National and provincial levels. According to the Provincial Land Transport Framework document, the main National Policies and Legislation that guide and direct transport planning in South Africa is:

- White Paper on National Transport Policy (1996). The six broad goals as outlined in the White Paper are:
 - To support the goals of the Reconstruction and Development Programme for meeting the basic needs, growing the economy, developing human resources, and democratising decision making;
 - To enable customers requiring transport for people or goods to access the transport systems in ways which best satisfy their chosen criteria;
 - To improve the safety, security, reliability, quality and speed of transporting goods and people;
 - To improve South Africa's competitiveness and that of its transport infrastructure and operations through greater effectiveness and efficiency to better meet the needs of different customer groups, both locally and globally;
 - To invest in infrastructure or transport systems in ways which satisfy social, economic or strategic investment criteria; and
 - To achieve the above objectives in a manner which is, economically and environmentally sustainable, and minimises negative side effects?

The vision for transport in South Africa by the year 2020 is stated in the Action Agenda as follows:

"It will meet the needs of freight and passenger customers for accessible, affordable, safe, frequent. High quality, reliable, efficient and seamless transport operations and infrastructure. It will do so in a constantly upgrading, innovative, flexible and economically and environmentally sustainable manner. In so doing, transport will support and enable government strategies, particularly those for growth, development, redistribution, employment creation and social integration, both in South Africa and in the Southern African region."



PROVINCIAL POLICY

EASTERN CAPE PROVINCIAL SPATIAL DEVELOPMENT PLAN, 2010

A review of the Eastern Cape Provincial Spatial Development Plan (PSDP) was completed in final draft form at the end of 2010 and comprises a clear set of policies based on a development philosophy and a long-term vision for the spatial framework for the province. The PSDP requires future Spatial Development Frameworks to align with these policies and principles, as described below.

According to the PSDP and the PGDP, the Eastern Cape vision for 20 to 30 years is linked to a “poverty free” Eastern Cape founded on a modern, ecologically sustainable economy, based on agriculture, tourism and industry. In order to achieve this vision, the Provincial Spatial Development Framework for the future is described as having “managed human settlements, clustered in settlement regions and corridors, alongside productive regions, managed ecological resource areas and connected to strategic transportation routes.”

Municipal Spatial Development Frameworks (SDFs) are required to be “wall to wall” in future, including the rural as well as urban areas. These frameworks are to become strategic spatial development management tools, as a “spatial mirror” of the IDP. The municipal SDFs are required to reflect all sensitive environmental core areas, human settlements, valuable resource areas and infrastructure.

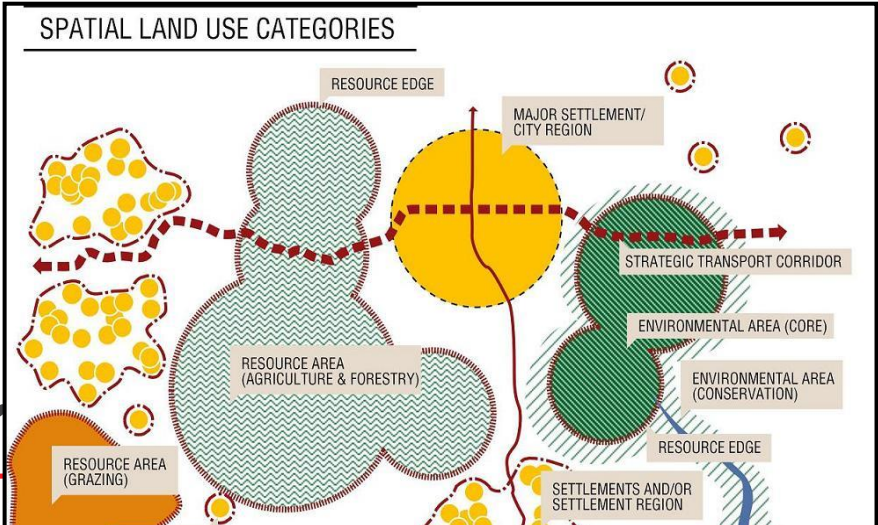
In order to become more relevant and useful in guiding development, SDFs are required to be linked to community livelihoods and their development values. The PSDP recommends Spatial Development Principles be applied in all cases, namely:

- Conserve natural resource areas;
- Embrace settlement regions;
- All human settlements have importance;
- Achieve integration through identified focus areas; and
- Focus development along strategic transport routes.

SDFs need to be simple and easy to understand as far as possible, with full and transparent community consultation and negotiation. In addition, they should incorporate mixed land uses, enable integrated human settlement, and contain proposals for proactive state led land development and investment promotion. SDFs should also contain agreed land use management guidelines for the area concerned, according to the community development values and principles. The detailed requirements for land use management guidelines are contained in the PSDP Tool Kits.

The Tool Kit for the PSDP contains detailed requirements for the contents of SDFs, including explanations, examples and guidelines for spatial maps, which are also necessary. The tool kit indicates that the SDF needs to be structured to align with the pillars of the PGDP and contain analysis and proposals in spatial frameworks (shown spatially on GIS maps) according to the following pillars:

- The Environment;
- Social Development and Human Settlements;
- Rural Development;
- Economic Development;
- Infrastructure;
- Human Resources; and
- Governance.



SITUATION ANALYSIS

In addition to having wall to wall coverage and involve full community participation, SDFs need also to contain a comprehensive analysis of the existing situation, reflecting opportunities, constraints and resources. The analysis needs to discuss settlement dynamics, urban trends as well as land use changes. This information will assist the municipality to form the development philosophy for the area, to guide future decisions about where public funds should be invested to sustain future development.

Thereafter, SDFs should contain a clear vision and strategies based on local developmental needs. Such strategies would need to include strategies for sustainable development, local economic growth and poverty reduction, land release, housing, social and economic infrastructure, commercial development and, finally, different investment strategies for high and low economic potential. Current environmental policy needs to be considered in order to ensure the strategic environmental assessment of proposals and projects contained in the SDF can be achieved and any likely impacts may be determined and mitigated.

The municipality should have adequate human resources to implement the SDF and an assessment of these resources or, if outside service providers are to be used, the municipality should commit itself to skills transfer towards building future capacity. Each SDF needs to have an Implementation Plan, with associated budgets linked to the SDBIP of the Municipal IDP. The Eastern Cape PSDP requires that each SDF has clear horizontal and vertical alignment with adjacent municipalities (including the District Municipality) sector departments and parastatal entities. In this way, the SDF can display all priority areas and projects as a “spatial mirror” of the IDP.

PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The PGDP is the strategic plan for the medium-to-long range (10 year) of the province for the period 2004-14. It identifies the major structural deficiencies in the economy and the conditions of society and develops strategic objectives and priorities to address these challenges. It articulates a consensus-based vision and quantified targets for Provincial Growth and Development through a clear strategy framework. This strategy framework is expected to guide strategy development and objectives for provincial and local government in the province.

The need for a strategic approach to growth and development came from the recognition that a comprehensive strategic response is needed to poverty and the associated structural constraints to growth and development. The PGDP therefore developed six strategic objectives and each strategic objective has a series of priority programmes as follows.

▪ **Strategic Objective 1: Poverty Eradication**

- Promoting access to high-quality employment and economic opportunities;
- Boosting the physical asset base of the poor;
- Supporting access to basic services;
- Strengthening community management and organisation of own initiatives and external programmes;
- Deepening democratic participation; and
- Assuring access to legal entitlements and security.

▪ **Strategic Objective 2: Agrarian Transformation and Food Security**

- Promoting food security through expanded smallholder production;
- Expanding the asset base of the poor through effective land tenure reform; and
- Increasing the use of land for commercial agriculture in the former homelands, especially through ownership and institutional mechanisms that benefit the poorest households.

▪ **Strategic Objective 3: Manufacturing Diversification and Tourism**

- Developing agro-industries to enhance local beneficiation and spread economic opportunity in rural communities;
- Transforming the auto sector to enhance local content and increase competitiveness;
- Diversifying manufacturing by enhancing export capacity and downstream beneficiation; and
- Promoting provincial tourism to create employment and raise incomes in rural areas.

▪ **Strategic Objective 4: Infrastructure Development**

- Eliminate social backlogs in access roads, schools, clinics, electricity, water and sanitation;
- Leverage economic growth through improving transport infrastructure, as well as establishing and promoting development zones, nodes and corridors;
- Establish centralised infrastructure planning, implementation and monitoring capability to enhance the socioeconomic impact of such spending, and increase efficiency gains and job creation; and
- Identify and package strategic infrastructure projects and programmes that can help boost economic growth and attract private investment.

▪ **Strategic Objective 5: Human Resource Development**

- Further education and training (FET) transformation;
- Adult basic education and training (ABET);
- Early childhood development (ECD);

- Scarce skills for the public sector;
 - Learnerships; and
 - Producing a provincial human resource development strategy
- **Strategic Objective 6: Public Sector and Institutional Transformation**
- Improving service delivery in health, education, social development and public works and strengthening the centre of government to drive PGDP implementation.

The relationship between the strategic objectives is illustrated in Figure 4 below, where the three foundational objectives of public sector transformation, human resources development and infrastructure development support the three key objectives of poverty eradication, agrarian transformation and manufacturing diversification

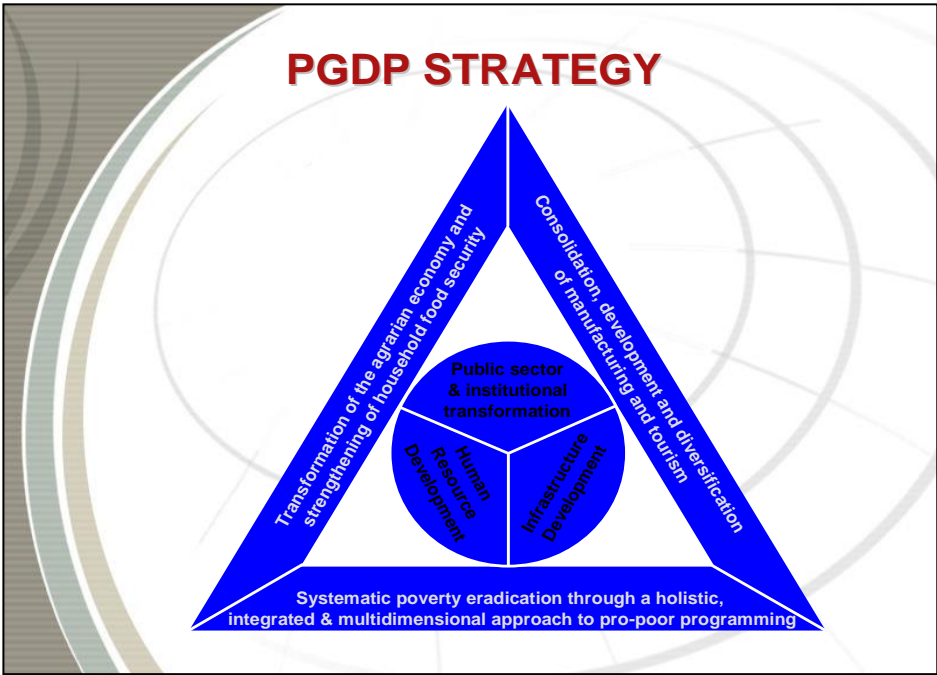


Figure 3: PGDP Strategic Approach

In March 2009 an assessment of PGDP implementation was completed. It concluded that ‘the PGDP has not yet had the desired impact on the lives and wellbeing of people in the Eastern Cape’. It cited four main elements as contributing to lack of progress, as follows:

- Policy environment – The absence of an overarching, integrated medium-to-long range national development strategy has severely impeded the implementation of the PGDP. The PGDP has been expected to align with myriad national policies, and this has affected the efficacy of intergovernmental coordination and undermined centralisation;

- Resources – Lack of adequate funding and inadequate technical resources have acted to retard development progress. The absence of a national development policy has also affected the extent to which fiscal transfers and budgets have followed policy priorities;
- Implementation – The weakness of the PGDP lies not in its underlying strategy, but in its implementation. Adequate capacity in the public sector is a key concern; and
- Leadership – The PGDP is not seen as the central enabling framework to which all initiatives must align. At the level of political leadership, the PGDP has no champion.

As an outcome of the assessment a revised diagram of the PGDP pillars was prepared (refer to Figure 4 below).

A Poverty Free Eastern Cape PGDP REVISED PILLARS				
Social Protection and Basic Service Delivery	Agrarian Transformation & Rural Development	Human Resource Development and Education	Infrastructure	Manufacturing Diversification
KPAs	KPAs	KPAs	KPAs	KPAs
Income Security Municipal Services Housing Comprehensive healthcare Expand EPWP towards sustainability Community safety Gender based violence Nutrition	• Land Reform (redistribution, redress, tenure, land use) • Area based planning • Food security • Agricultural infrastructure • Agro processing • Institution building	• HRD plan • ECD • Improve access, throughput and quality of GET education band • Improve quality and status of FET • ABET and literacy • Public service (provincial and local) skills and training	• Integrated infrastructure plan • Establish project preparation fund • Infrastructure finance strategy • Strengthen state capacity • Technical support centre	• Industrial Development • Development finance • Tourism Development • Local Economic Development • Cooperatives development • Innovation and R+D • Institutional building and reconfiguration
Public Sector and Institutional Transformation				
KPAs				
Institutional arrangements for PGDP Improved research and M&E Stakeholder participation and coordination		Central Planning Strategic repositioning of Local Government Organisational/Institutional gearing		

Figure 4: PGDP Revised Pillars

ASGISA EC (PTY) LTD EASTERN CAPE

ASGISA in the Eastern Cape (AsgiSA-EC) was launched to implement some of the PGDP priorities. Substantial progress has been made towards forming a dedicated Rural Development Agency (RDA) and it is initially focusing on the former Transkei, the poorest part of the province, through the following six programmes:

- Agriculture and agro-processing
- Forestry Development
- Water resource development
- Hydro power and Alternative Energy
- Tourism development
- Sustainable Human Settlement

LOCAL AND REGIONAL ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK

The Local and Regional Economic Development Strategy (LREDS) Framework is in development through the Provincial Department of Economic Development and Environmental Affairs (DEDEA). It aims to address some of the identified bottlenecks in local economic development and the lack of capacity to deliver at local level. LRED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the local and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

Extensive consultations with regional and local actors in 2008 called for a more structured and comprehensive approach to local economic development through a framework within which “top-down” policy programme managers interact with “bottom-up” beneficiary and target groups. It was identified that top-down-bottom-up planning can suffer from weaknesses at both levels, with top-down on its own suffering from knowledge deficit at policy level and bottom-up on its own suffers from capacity deficit and populism.

The LREDS approach aims to build the capacity of locally based institutions, interest groups and communities to enable them to act as effective partners by:

- Understanding the local economy;
- Identifying and communicating needs;
- Developing appropriate responses/opportunities;

- Managing integrated regional plans

The approach is to build structures, systems and skills for policy direction from the centre and to mobilize the public investment needed to build that capacity as a prerequisite for balanced growth and development.

RURAL DEVELOPMENT AND AGRARIAN TRANSFORMATION STRATEGY

The Rural Development and Agrarian Transformation (RDAT) Strategy, published in September 2009, is at present in discussion draft only. It aims to develop a strategy for rural transformation and development over the new electoral mandate 2009-14. The draft strategy has two goals and seven objectives:

- **Goal 1: Transformation and development of rural areas in social, economic and ecological terms**
 - Objective 1: Implement agrarian reform programmes;
 - Objective 2: Increase the rate of implementation of the land reform programme;
 - Objective 3: Create decent jobs through farm and non-farm employment outside urban areas;
 - Objective 4: Fast track development of social and economic infrastructure; and
 - Objective 5: Growing the agricultural sector, ensure household food security for all and contribute significantly to national food security
- **Goal 2: Create an enabling institutional environment for rural development**
 - Objective 6: Define the role to be played by the institution of traditional leadership; and
 - Objective 7: Create necessary institutional capacity to implement the rural development strategy

The two goals and seven objectives give rise to six pillars. The main pillars on which the RDATS rest are Land Reform; Agrarian Transformation and Food Security; Non-Farm Rural Economy; Infrastructure, Social Protection and Enabling Environment, Institutions, Capacity and Resources. For each pillar, there are strategic priorities that advance the objectives of the strategy. The focus of the strategy is on the livelihood and therefore puts more emphasis on land reform, agrarian transformation and food security, but does not consider beneath notice infrastructure and social protection which resonate with the PGDP.

PROVINCIAL STRATEGY FRAMEWORK

The Provincial Strategic Framework (PSF), published by the Office of the Premier in June 2009 translates the National MTSF to the provincial level. A Provincial Planning Commission (PPC) will be established to

correspond to the NPC. The PSF sets out the following provincial goals under the relevant national strategic priorities:

- **Strategic Priority 1:** Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
 - finalisation of the Provincial Industrial Development Strategy; consolidate and up-scale its interventions to respond to the current global financial crisis;
 - institutional review of the existing investment capacities in the province for greater strategic impact, coordination and monitoring;
 - Greater emphasis on driving the programmes and projects that ensure inclusivity and broadening access to the poor within our economy, and in particular the finalization of the Provincial Cooperative strategy; and
 - Expanded and more responsive support and incubation programmes targeted at SMMs.
- **Strategic Priority 2:** Massive programme to build social and economic infrastructure
 - prioritize the capacity of the Eastern Cape Provincial Government (ECPG) to plan, resource and implement social and economic infrastructure programmes;
 - prioritize a provincial water quality strategy aimed at addressing the poor quality of water infrastructure;
 - expand the roll-out of road and rail infrastructure network in the Eastern Cape, including the fast-tracking of the construction of rural access roads;
 - rail networks will require greater emphasis over the next 5 years to support the rural-based network in the province;
 - facilitation of the revamp of the public transport system, and its related infrastructure, with emphasis on public transport infrastructure through rural areas of the former Transkei and Ciskei; provisioning of affordable housing and sustainable human settlement development to speed up housing delivery; and
 - prioritise support to local municipalities in the implementation of the MIG to meet provincial targets for water, sanitation, and electricity by 2014.
- **Strategic Priority 3:** Rural development, land and agrarian reform and food security
 - finalise the Rural Development and Agrarian Transformation Strategy;
 - the introduction of 'agro-ecological farming systems' within the province, as part of sustainable food production;
 - targeted government procurement of produce produced by subsistence, small-scale and emerging farmers;

- a focus on rural access roads, the intensification of mobile services, and the need for improvements in services such as health, education, housing, water and sanitation in these remote areas.

- **Strategic Priority 4:** Strengthen Education, skills and human resource base
 - implement and lead the various skills initiatives under the Provincial Strategic Skills Programme emphasis on FET capacitation and development through the re-capitalization programme, whilst focusing on the teacher training sector and facilities Increase participation and quality of early childhood development in the province;
 - Continue to expand the School Nutrition Programme (SNP) in the province, including improved overall management of this programme;
 - Improve the provincial learner outcomes and matric results, through the development of an intensive Learner Attainment Improvement Strategy (LAIS);
 - ensuring that scholars from poor and working class communities are encouraged and assisted in their facilitation of enrolment at tertiary institutions; and
 - review the provincial bursary and existing financial aid schemes to ensure impact within working class and poor scholar communities.
- **Strategic Priority 5:** Improving the Health profile of the Province
 - Invest in management systems and technology to improve service delivery in public hospitals;
 - Encourage pregnant women to use PMTCT services and help achieve the target of 95%-100% PMTCT coverage in each district;
 - Focus on reducing infection rates of 17-21 year old women;
 - Apart from education about high-risk behavior, there needs to be real incentives to change behavior;
 - Intensify HIV prevention among sex workers; and
 - Up-scaling the treat TB, MDR TB and XDR.
- **Strategic Priority 6:** Intensifying the fight against crime and corruption
 - Continue to strengthen the Justice, Crime Prevention and Security
 - Programmes across all spheres of government;
 - Combat violence and crimes against women and children by
 - increasing the capacity of the criminal justice system to deal with such violence; and
 - Mobilise communities to participate in combating crime through
 - Establishing street committees and community courts.

- **Strategic priority 7:** Building a developmental state and improving the public services, and strengthening democratic institutions
 - Improving provincial institutional mechanisms for planning for integrated service delivery;
 - Ensuring that there is an ongoing congruence between fiscal governmental relations and all planning in the province;
 - Improving horizontal integration, including building stronger inter-cluster linkages throughout the province towards better management of joint and cross-cutting programmes;
 - Building a framework for strong and effective management of special programmes, such as gender, disability, children and the elderly;
 - Confirming broader province-wide indicators for the Provincial M&E Framework;
 - Developing a single integrated planning, monitoring and reporting schedule;
 - Establishing mechanisms for effective community participation in government planning processes;
 - Improving the intergovernmental relations system in the Province; and
 - Assessing implementation challenges regarding the 5YLGSA.
- **Strategic priority 8: Building cohesive, caring and sustainable communities**
 - Implement comprehensive social assistance and social insurance support to the poor;
 - Expanding opportunities for the poor to access the labour market;
 - Promote social cohesion initiatives including a shared value system and a greater sense of community solidarity;
 - Build a society that does not only await government to provide services, but that consciously contributes to it, with a balance between a culture of entitlement and responsibility;
 - Vigorously monitor the implementation of programmes to enhance the legitimacy of the State in the eyes of the citizens; and
 - finalization of the Provincial integrated poverty eradication strategy

PROVINCIAL POLICY ON TRANSPORT

At provincial level, the Department of Transport prepared the initial Provincial Land Transport Framework (PLTF) in 2002 and subsequently, updated it when the six district municipalities completed their Integrated Transport Plans in 2005. According to the PLTF, the province has several key policy papers on transport for sustainable development, rural transport and a rural transport strategic framework. These are summarised below.

Overview of the Provincial White Paper on Transport for Sustainable Development

The mission of the Department is:

"To provide and/or facilitate a safe and affordable multi-modal transport system which is integrated with land-use to ensure optimal mobility of people in the Province of the Eastern Cape in support of provincial economic growth."

The White Paper contains the following policy guidelines:

Consultation: Transport policies should be shaped out of the views of stakeholders;

Essential services: Public transport is an essential public service, similar to housing, health and education;

Affordability: Affordability of transport for all is essential;

Equity: A fair and equitable opportunity for all transport users and operators is to be promoted;

Integrated approach: Emphasis to be placed on integrated land use and transport planning, as well as coordination of modes;

Services standards: The transport industry to be encouraged to subscribe to professional ethics and codes of conduct;

Agents of change: Transport should be used to improve the quality of life and create opportunity for social upliftment;

Legislation: Legislation to be reviewed to ensure conformity with the policy of the Department of Transport;

Sense of public ownership: A sense of public ownership of the provincial transport assets among all people of the Province should be promoted;

RURAL TRANSPORT DEVELOPMENT STRATEGY

A Background and Strategy Paper (BSP) on Rural Transport in the Eastern Cape was completed by the Department during May 2000 and this was followed by the preparation of a Rural Transport Plan: Strategic Framework, which was published by the Department in March 2004.

The BSP highlights the importance of transport in rural development, and describes the objectives of rural transport as follows:

- To provide a transport system that will enhance mobility and contribute towards upliftment of rural communities.
- To address the needs of disabled people in rural areas.
- To minimise the impact on the rural environment.

The huge extent of upgrading and maintenance of infrastructure needs are emphasised and reference is made to the proposed labour based methods and appropriate technology, with SMME development to address the low employment and alleviate poverty in the rural areas, while at the same time improving access and mobility.

The Strategic Framework contained in the Rural Transport Plan set the following vision and policy imperatives to achieve the above objectives:

- "A demand-responsive, sustainable, balanced and equitable rural transport system that allows the basic access needs of individuals to be met, is affordable, operates efficiently, offers choice of transportation modes, and supports a vibrant economy."

In order to ensure compliance and alignment to this vision, the following policy imperatives with possible choices were developed:

- The first set of policy options relate to the provision of transport services and infrastructure to support the spatial integration of rural communities into the social and economic mainstream in

order to increase mobility and access to economic opportunities and social services. Here key policy choices revolve around relative prioritization of intra-village networks, linking villages with small towns, and/or small towns with urban industrial centres; as well as choices around the sectoral distribution between rail, road, and air.

- Related to this set of policy imperatives is the need to develop a balanced and equitable rural transport network that addresses apartheid engineered inequities and uneven development between the western and eastern regions of the Province. Policy choices revolve around appropriate road network densities, the spatial distribution of public expenditure, and questions of maintenance of inherited networks versus delivery of new infrastructure and services.
- The third policy imperative is the promotion of strategic goals of Black Economic Empowerment (BEE), job creation, and poverty reduction through measures such as affirmative procurement, equity finance and partnerships, community public works, and capacity building in infrastructure delivery. Policy choices relate to capital intensity and technology choice, contract type, procurement mechanisms, design standards, support intervention particularly for emerging and small contractors.
- Fourthly, and core to the PGDP, is the transformation of the agrarian economy in the former Ciskei and Transkei areas of the Province. Key to this will be the revitalization of the dormant agricultural sector through the development of enabling road and rail infrastructure, as well as developing innovative approaches to freight, haulage and communications requirements.
- The fifth policy imperative is the need to reduce the transport burden on the poor and isolated communities through the development of an affordable and fiscally sustainable public transport system that extends access to services (hospitals, clinics, schools, service centres), job opportunities and markets. Here policy choices revolve around appropriate systems, services, targeted subsidies, among others.
- The final imperative is that of developing capacity to enable various spheres of Government and line function departments to meet their constitutional and legislative mandate, improve capacity utilisation rates to absorb increased public investment, as well as enable strategically significant stakeholders to influence transport choices that affect them. Key choices here are the relative weight attached to "soft" issues of capacity-building; human resource development; skills retention; social mobilisation; and partnerships.



DISTRICT POLICY CONTEXT

ALFRED NZO DISTRICT MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2012 – 2017

The vision developed and adopted from the IDP:

"A self-sustainable municipality that guarantees effective and efficient rural development"

The Alfred Nzo District Municipality has developed 12 Outcomes, which include:

Outcome 1: Improve the quality of basic education;

Outcome 2: Improve health and life expectancy;

Outcome 3: All people in South Africa projected and feel safe;

Outcome 4: Decent employment through inclusive economic growth;

Outcome 5: A skilled and capable workforce to support inclusive growth;

Outcome 6: An efficient, competitive and responsive economic infrastructure network;

Outcome 7: Vibrant, equitable and sustainable rural communities and food security;

Outcome 8: Sustainable human settlements and improved quality of household life;

Outcome 9: A response and accountable, effective and efficient local government system;

Outcome 10: Protection and enhancement of environmental assets and resources;

Outcome 11: A better South Africa, a better and safer Africa and world;

Outcome 12: A development-orientated public service and inclusive citizenship.

The IDP aims to aid the municipality achieve its vision by reflecting that in the next five years over R2 billion will be invested towards infrastructure development and over R600 million will be invested

towards maintenance of existing infrastructure in particular water and sanitation where the major focus is on rural infrastructure development.

The municipality has noted the plans by Department of Human Settlements to sustain the livelihoods through provision of rural housing programme where over R700 million will be invested in the next five years which will further contribute towards job creation within the district.

The municipality further commits to invest almost R100 million towards socio-economic infrastructure development in the next five years which will assist in job creation and district economic growth to encourage further investments in the district and minimise the impact of district economic leakage. This approach will see the municipality further investing on revival of all existing Local Economic Development projects for sustainable development. The municipality will further invest towards job creation through implementation of Expanded Public Works Programme which will reduce the levels of unemployment and poverty within the district.

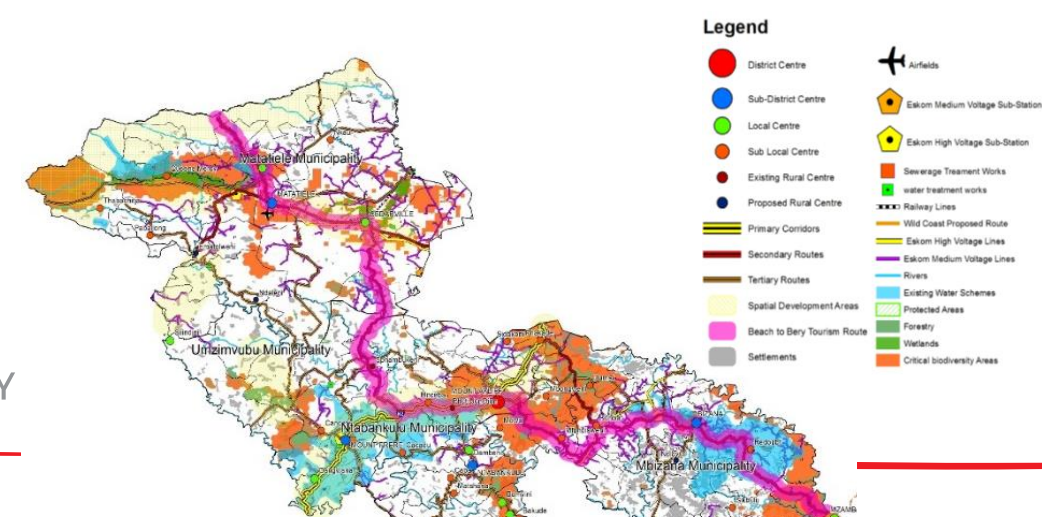
ALFRED NZO DISTRICT MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK, 2014

The overall development vision adopted in the SDF is as follows:-

"Creating a self-sustainable municipality which stimulates socio-economic growth and development by 2014."

The Spatial / Physical Development vision of the District is recorded below and it is; providing appropriate guidance for the co-ordinated and integrated development of the district in terms of:-

- Human and socio-economic development,
- Community capacity building and empowerment,
- Appropriate service provision,
- Improved utilisation of existing and potential future the development opportunities of the district,
- Structured rural and urban growth,
- Rural and agricultural development,
- Increased tourism development.



he SDF is based on the existing development realities and influences, It provides strategic direction for the future development

of the district, and the SDF is guided by the detail contained in the SDFs of the local municipalities within the district, while guiding the broad development direction of the SDFs of the local municipalities.

The following are the access and development corridors:

- National / regional linkage consisting of the N2
- Primary access/development corridors consisting of the R56 from Kokstad to Matatiele and Maclear,
- Secondary access / development corridors providing major linkage to the primary corridors and the N2 and location of nodal developments,
- Tertiary access linking individual settlements to higher order nodes.

The service node hierarchy which provide a structured and strategically located range of amenities, facilities, activities and opportunities throughout the district include:

- The district node, i.e. Mount Ayliff,
- Primary nodes serving the two local municipalities as major centres, i.e. Matatiele and Mount Frere.
- Secondary nodes being located strategically and providing services for a range of communities, i.e. Cedarville,
- Tertiary / local nodes serving one particular community, based on existing developments and accessibility.

Integrating natural structuring elements in Alfred Nzo DM includes:

- Major river valleys,
- Prominent mountains and mountain ranges,
- Identified wetlands areas,
- Cultural and historical landscapes,
- Establishing an interconnected district open space system.

The major land use components and their structured growth include:

- Rural settlement areas and their envisaged growth,
- Community-based agriculture,
- Commercial agriculture,
- Tourism development opportunities,
- Urban and peri-urban development.

The grouping of these components represents the consolidated spatial development framework as indicate in plan below.



DEVELOPMENT FOCUS AREAS	
	<ul style="list-style-type: none"> ▶ Improved access and linkage represents an essential precondition for the improvement of underutilised development opportunities, local economic development and empowerment of communities. ▶ Priorities are considered to consist of the secondary linkages identified and selected tertiary access requirements including: ▶ Secondary road linkage from Mount Frere and the N2 in the south to the R56 in the north (1), ▶ Secondary road linkage from the D606 west of the N2, including linkages to the N2 (2), ▶ Secondary road linkage from Matatiele to Qacha's Nek (3), ▶ Tertiary road linkages to provide access to tertiary nodes identified (4).
	<ul style="list-style-type: none"> ▶ The provision of appropriate physical and social services represents the basis for the creation of acceptable and decent living conditions and improved economic development opportunities. ▶ The range of service levels likely to be implemented includes: ▶ Basic services to low-intensity rural settlement whose continued growth would not be supported, where appropriate emphasis would be based on increased community-based agriculture, ▶ Improved service levels to strategic rural areas where future growth would be encouraged, ▶ High levels of services are required for urban areas and nodes. ▶ Provision of basic water supply to all communities, ▶ Provision of appropriate sanitation to all communities, ▶ Provision of appropriate electricity supply to all communities, ▶ Provision of improved service levels to selected rural areas and nodes, ▶ Provision of an appropriate health service hierarchy to all communities, ▶ Provision of appropriate higher order education facilities, ▶ Provision of appropriate community facilities to all communities.
	<ul style="list-style-type: none"> ▶ Further and more efficient agricultural development represents one of the major economic development opportunities of the district. ▶ Maintaining, diversifying, expanding the existing commercial farming sector and establishing opportunities for diversification and beneficiation, ▶ Identifying areas for more efficient community-based agricultural development and products ▶ Establishing required institutional support structures in terms of education and information, management support, marketing and markets. ▶ Identifying agricultural development opportunities in traditional settlement areas, ▶ Establishing appropriate institutional structures and linkages, ▶ Establishing agricultural support mechanisms, ▶ Establishing an appropriate range of pilot projects, ▶ Providing appropriate support to commercial agriculture.

	<ul style="list-style-type: none"> ▶ Existing dramatic topographic conditions, wetlands and rural settlement, as well as the district's proximity to Lesotho, provide a range of tourism and related opportunities. ▶ Relevant areas, opportunities and linkages need to be identified in further detail. ▶ While much of the opportunities may relate to the specific existing ecology, the appeal may be widened by the introduction of appropriate species, rehabilitation of the environment as well as the involvement of local communities. ▶ Preconditions would inter alia include an appropriate institutional structuring, the provision of appropriate access and the adequate protection of the natural environment. The latter would require identification, education and community involvement. ▶ Establishing a structure linking the tourism components to established systems and establishing potential pilot projects.
	<ul style="list-style-type: none"> ▶ The hierarchy of nodes is expected to provide access for the people of the district to a range of services, opportunities and activities. ▶ The higher order nodes are also expected to provide opportunities for appropriate urban residential development. ▶ While the SDF identifies the range of amenities and facilities expected to be located in the various nodes, local development frameworks are expected to guide the detailed development within the higher order nodes in particular. i.e. Mount Ayliff, Matatiele and Mount Frere. ▶ Establishment of detailed development and design frameworks for the urban nodes of the district including the district node, primary and secondary nodes and selected tertiary nodes, including the provision of movement, land use, public space and urban form guidelines as well as provision of management and implementation guidelines. ▶ Provision of appropriate services to the urban nodes identified, ▶ Establishment of urban residential development in the major nodes identified, ▶ Promotion and management of appropriate local economic development of the urban nodes.

LOCAL POLICY CONTEXT

UMZIMVUBU LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) 2012 – 2017

The vision statement of the municipality, as identified in the IDP, captures the ideal and long-term dream of the municipality. It represents its futuristic and ambitious goal, hope and change for the municipality, constituencies, communities and citizens. Accordingly, the ultimate intention of this vision statement is the following specific goals:

- It creates a single point of departure for the coordination of service delivery and development programmes within the municipality by all three spheres of government and the private sector;
- It is intended to provide the broader community of Umzimvubu with hope for the future;
- It creates a unified and single minded long-term goal of where the leadership wants to take the municipality in the next five years and far beyond;
- It helps to galvanise support and unity of purpose for the attainment of the long term goal for those inside and outside of the municipality;
- It inspires both the leadership and the officials in the municipality to relate their everyday efforts in pursuit of the greater good of the municipality and the communities in it and therefor to maintain their focus on the goals at all times;
- It is a confidence builder to everybody in the municipality and those who have relations with the municipality.

The IDP of the Municipality clearly states the mission of the municipality stating that the essence of the mandate and business of the municipality and provides the first step towards the realisation of the vision statement of the Umzimvubu Local Municipality. The mission is to properly plan, deliver quality and sustainable services to improve the socio-economic status within the broader Umzimvubu community

According to the IDP, each strategic goal represents each KPA. The strategic goals for the municipality over the next 5 years are as follows:

- To achieve the goal of financial viability of the municipality where the twin responsibilities of revenue and income generation and prudent financial control will subscribe to the highest standards;



- To improve the municipality's good governance capacity by ensuring that all institutions of the council and municipality fulfil their constitutional and administrative role with distinction;
- To effectively manage the institutional development and transformation of the Umzimvubu municipality to fully align with the challenges of developing a modern and developmental organization that complies with the code of conduct for both Councillors and Staff. They are disciplinary procedures and committees in place that deals with issues of ill-discipline and misconduct;
- To improve the economic development of the municipality by mainstreaming led initiatives as a catalyst for the modernisation of the local economy and improve
- ment of the quality of life across the board;
- To rationalize the municipality's service delivery mechanism and consolidate the delivery of services to all the stakeholders and communities equally across the municipality;

Strategic Goals	Supporting Strategic Objectives
	To achieve a 100% of rate collections by the end of the 2017, consistently (over the five years) maintain the unqualified audit status rating by the auditor general and to earn the clean audit political tag.
	To strengthen the ULM's IGR participation and influence to improve collaboration with government departments at provincial and national levels in order to coordinate service delivery on concurrent and functions performed by other spheres

The fulfilment of the strategic goals will be achieved through a protracted implementation process that will see these goals being broken further down to enable an incremental implementation, monitoring and evaluation of performance of the five year period.

Strategic Goals	Supporting Strategic Objectives
	To enhance public participation and inclusivity in support of ULM programmes to deepen democracy and the partnership between the municipality, communities and all stakeholders.
	<p>To build the municipality's profile as a caring and employer of choice to current and prospective employees (through skills retention, skills development, wellness programmes, sound labour relations, recognition of good performance, etc.);</p> <p>To undertake the transformation of the municipality's systems and policies across the board, as a cornerstone of building a modern and world-class developmental organisation;</p> <p>To promote, deepen and champion the understanding of PACD values and Batho Pele principle as the foundation for transforming the way things are done and the things that are done in and on behalf of the municipality,</p>
	<p>The development of agriculture as a primary and number one economic base for the municipality;</p> <p>To sustain EPWP financed and run programmes and project beyond the partnership through effective planning and prudent budgeting;</p> <p>To create conditions that are conducive for investment and to attract investors for job opportunities and other economic development;</p> <p>To increase business opportunity of local businesses (SMME) through ULM SCM policies and processes;</p> <p>To develop a comprehensive spatial planning f(environment) or the entire municipality including rural areas;</p> <p>The development of the Smakamaka mountain lodge and entertainment centre;</p> <p>To build the municipality's human capital by lobbying for increased provisioning of educational institutions to cater for the needs of the municipality.</p>

	<p>To facilitate the development of middle income and social housing in the two urban towns of the municipality to create space to a boom of middle income citizens brought by the relocation of provincial departments to the municipality;</p> <p>To facilitate the development of middle income and social housing in the two urban towns of the municipality to create space to a boom of middle income citizens brought by the relocation of provincial departments to the municipality;</p> <p>To develop a modern civic centre with conference facilities to ensure the reduction of reliance on other municipality's and the KwaZulu Natal province;</p> <p>To sustain the access roads maintenance programme and build on this success in coordinating efforts to modernise the municipality's road network;</p> <p>To expand the municipality's service offerings to include municipal services previously not performed by the municipality;</p> <p>To coordinate bulk services provisioning and eradication of backlogs .e.g. Electricity, water and sanitation to.</p>
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The strategic goals and supporting objectives of the municipality are as follows:

UMZIMVUBU LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK (SDF) APRIL 2015

The Umzimvubu Spatial Development Framework (SDF) was reviewed by Tshani Consulting CC in 2015. A spatial vision was formulated and agreed upon during a stakeholder workshop whilst prepareinf the SDF Report. The spatial vision reads as follows:-

“To ensure delivery of quality services that promote economic growth, support development and respond to the community needs in accordance with our development mandate”

With reference to the spatial vision the following are the Spatial Objectives and Strategies of the Umzimvubu SDFas illistrated in the table below:-

To fulfil basic needs obligations and address spatial integration within available means	<ul style="list-style-type: none">■ Provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda.
To manage land development in line with a structured approach to ensure sustainability.	<ul style="list-style-type: none">■ sets out spatial objectives and provides spatial strategies that indicate desired patterns of land use, address spatial transformation, and provide decision making processes relating to the nature and location of development;■ Introduces guidelines for decision making and alignment of development programs that impact on the spatial structure and land use pattern in the area.■ Provide visual representation of desired spatial form and land use pattern.■ Creating an efficient and integrated settlement pattern in ULM■ Align the local SDFs.■ Ensuring availability of acceptable level of infrastructure and service delivery.■ Well-structured road network system to ease movement; and efficient and effective links between nodes, relevant products and services.
To adhere to environmental law and protect environmentally sensitive areas	<ul style="list-style-type: none">■ Gives effect to principles contained in the National Environmental Management Act No. 107 of 1998 (NEMA) and other relevant policies.■ Protecting environmentally sensitive areas.

To manage land development in line with the General Principles of the new Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA)	<ul style="list-style-type: none">■ Provide basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework.
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The **Biophysical Framework** provides background on the current status of the Environmental and Agricultural conditions and charateristics as well as future proposals to enhance and maintain the future Biophysical condition of the municipality. Some of the major proposals were:-

- Initiate and maintain a **5 year extension programme** within the **ANDM** to promote **best-practice range management** and catchment protection, including **conservation farming, rangeland management and CBRNM extension** to the various projects and communities. This is a cross-cutting action for all issues.
- Where practical and important (e.g. near rivers that are used for potable water), implement **reclamation projects** to stabilise and reclaim erosion gullies.
- Conduct feasibility and business plan studies on infestations that appear to be **economic opportunities** for charcoal, plantations, etc.
- Reduce the area of **alien tree infestation** in the District by 20% focusing on priority areas identified in the intervention plan. Partner with WFW for budget.
- Improve quality of sewage systems through appropriate **design, location, monitoring, maintenance and upgrading to prevent floodwater infiltration** and consequent damage and contamination
- Improved management of surface run-off through appropriate **drainage design** to reduce **storm water damage and impacts on outfall areas** e.g. rivers adjacent to towns becoming filled with solid waste after storms from run-off, and side drains becoming incised from storm run-off.
- Increase public awareness about the need for **resilient landscapes** and infrastructure design, and possible **alternative agricultural** production strategies
- Consider establishing smallholdings where there is limited processing of agricultural products within a five to ten kilometre radius from urban centres and farms immediately along corridors
- Recognize the importance for the creation of the value chain in forestry that feeds the downstream processing activities.
- Support the agricultural base economy in Umzimvubu Local Municipality whilst fostering downstream linkages with smaller and emerging farmers.
- Diversify the agricultural economy and provide support in Umzimvubu Local Municipality to take advantage of emerging opportunities, particularly agri-processing.
- Promote the development of additional community-based with adequately support system in Umzimvubu Local Municipality.

In terms of **Socio Economic Framework** the vision of the municipality is to adress all issues related to the socio economic well-being of the population and the way to achieve this is to make sure that all social facilities are provided as per the CSIR guidelines which outlines the number of facilities in an area and distance according to the population size of that particular area.

- In terms of Educational facilities it is proposed that existing schools be upgraded to cater for the needs of the people living within the Municipal area.
- Feasibility study: Investigate options around a satellite office in terms of tertiary education.
- In terms of social facilities additional land is required for identification to provide the following:
 - Crèche
 - Community Hall
 - Clinic
 - Old Age Home
 - Post Office
 - Churches
 - Skills Centre
- In terms of infrastructure many of the wards require electricity and water services as well as sanitation services the upgrade of roads in the Umzimvubu Municipality is a major need as this will assist in easy access to areas that still require the provision of basic service

In terms of Local Economic Development:

LIST OF THE CURRENT PROJECTS

The Umzimvubu Municipality Local Economic Development Department has confirmed that they have numerous projects running within the various rural settlements situated in Mount Frère and Mount Ayliff. The municipality has stressed about the lack of funding of these projects as a major risk to the successful completion of them.

The projects in the Umzimvubu Municipality are listed below:

- Umzimvubu Peach Value Addition.
- Umzimvubu Fresh Produce Market.
- Umzimvubu Pole Treatment Plant.
- Umzimvubu Commercial Nursery
- Aloe Value Project.
- Organic farming
- Poultry rearing
- Ploughing of maize fields for 2013/14

Mount Frere and Mount Ayliff including the following specific communities:-

- Brooks-nek (ward 1) mount Ayliff for the Peach Value Addition
- Mount Frere town for Fresh Produce Market (ward 18).
- Lubhacweni village (ward 17) Umzimvubu Commercial Nursery

- Organic farming (ward 14) Mandileni, (ward 15) Gubuzi and Zwelitsha.
- Poultry rearing 12, 19,26
- Ploughing 15 wards namely 1,3,4,5,6,7,9,11,12,14,16,17,21,22,23,26 and

BUILT ENVIRONMENT:

In response to the Conceptual Framework, the Spatial Development for Umzimvubu Local Municipality elaborates clear and detailed objectives and elated planning tools for the management and direction of spatial development and land use management to achieve the proposed development vision set out in the Spatial Development Framework.

Spatial Structuring Elements are used to manage and guide future development into certain patterns, which will lead to a better and more efficient municipality in the future.

The structuring elements are clustered into the following main components:

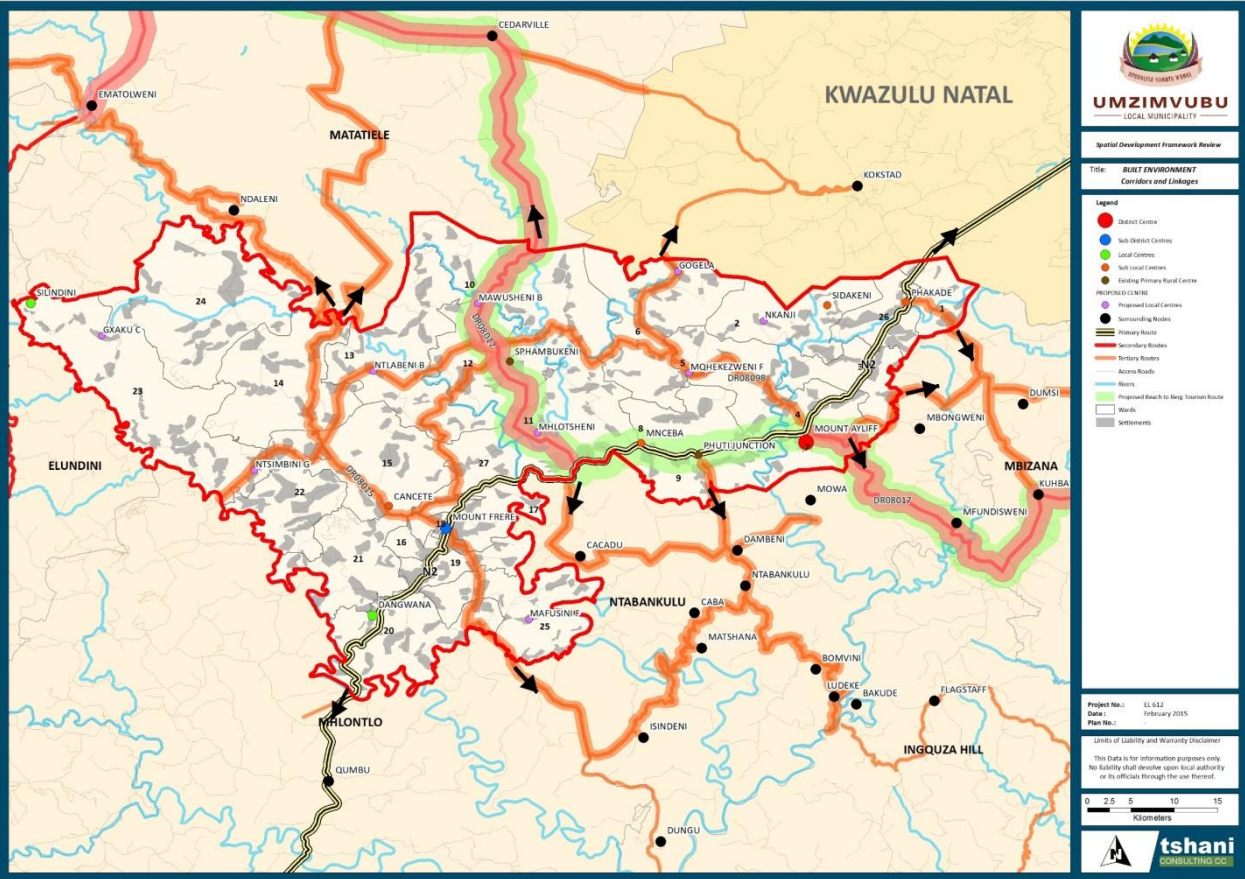
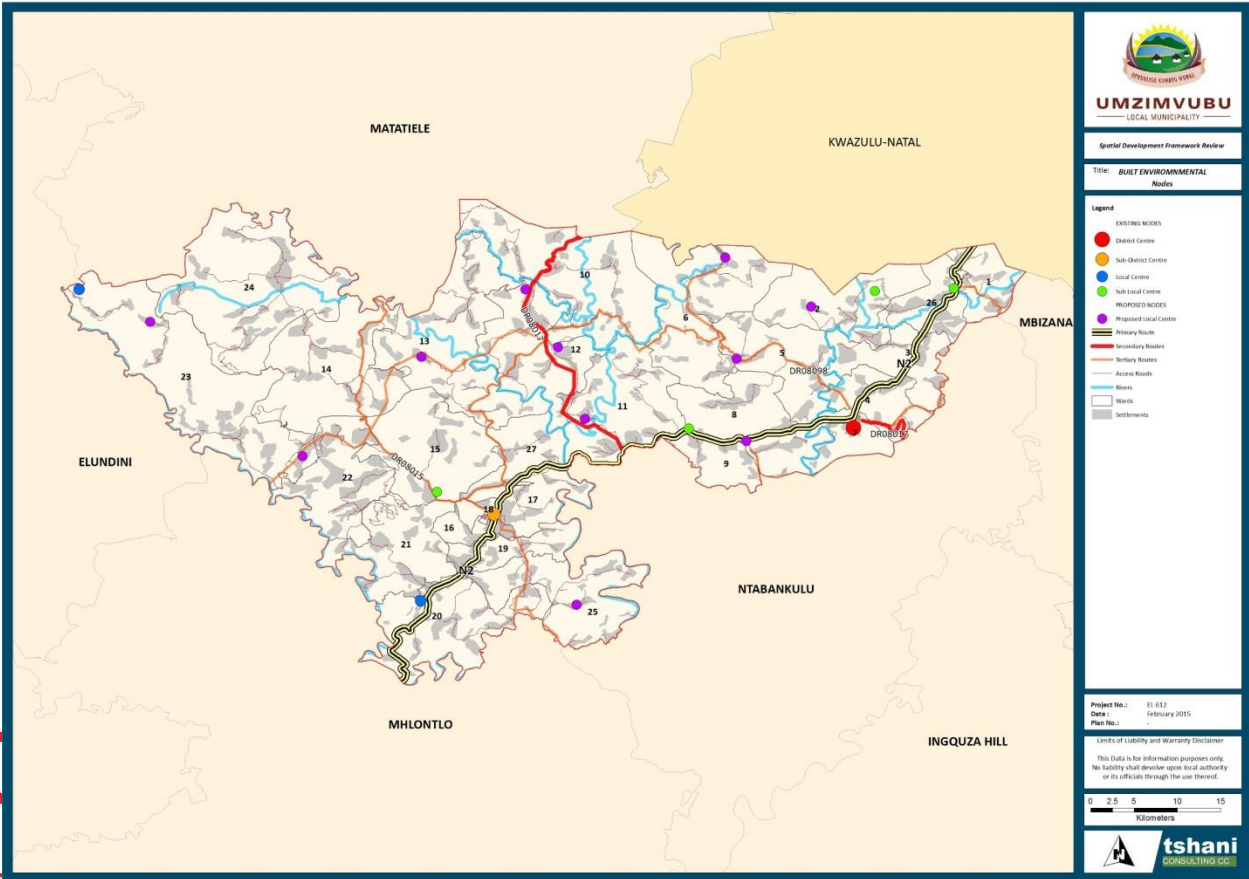
- Nodes
- Development Corridors
- Urban Edges and Settlement Edges
- Spatial Development Areas/Mixed Use

HIERACHY OF SETTLEMENT/NODES		
Node Type	Locality	Function of settlements and associated typical and land uses
District Centre	Mount Ayliff	<ul style="list-style-type: none"> ■ District-Level administrative centre ■ Major district service centre for commercial goods and services ■ Centre of educational excellence ■ Residential development (high and low income)
Sub district Centre	Mount Frere	<ul style="list-style-type: none"> ■ Municipal-scale Administrative Centre ■ Municipal scale service centre for commercial and social goods and services. ■ Residential development covering full range of economic bands (middle-income low-income) ■ Potential for value-adding agro-industrial processes ■ Potential for event related tourism events.

Existing Local Centre	Cancele Pakade	<ul style="list-style-type: none">■ Municipal-scale Administrative Centre■ Local-scale Service Centre for commercial and social goods and services■ Residential development covering limited range of economic bands (Middle-income – Low-income)■ Potential for value-adding agro-industrial processes
Proposed Local Centres	Sphambukini Phuti Esikolweni Ntlabeni B Gxaku C Ntsimbini G Dangwana C Mafusisni F Mawusheni B Mhlotsheni Mqhekezweni F Gogela Nkanji Dundee	<ul style="list-style-type: none">■ Minor Administrative Functions■ Minor service centre for social goods and services■ Focused support of local economic initiatives – agriculture-based

Development corridors

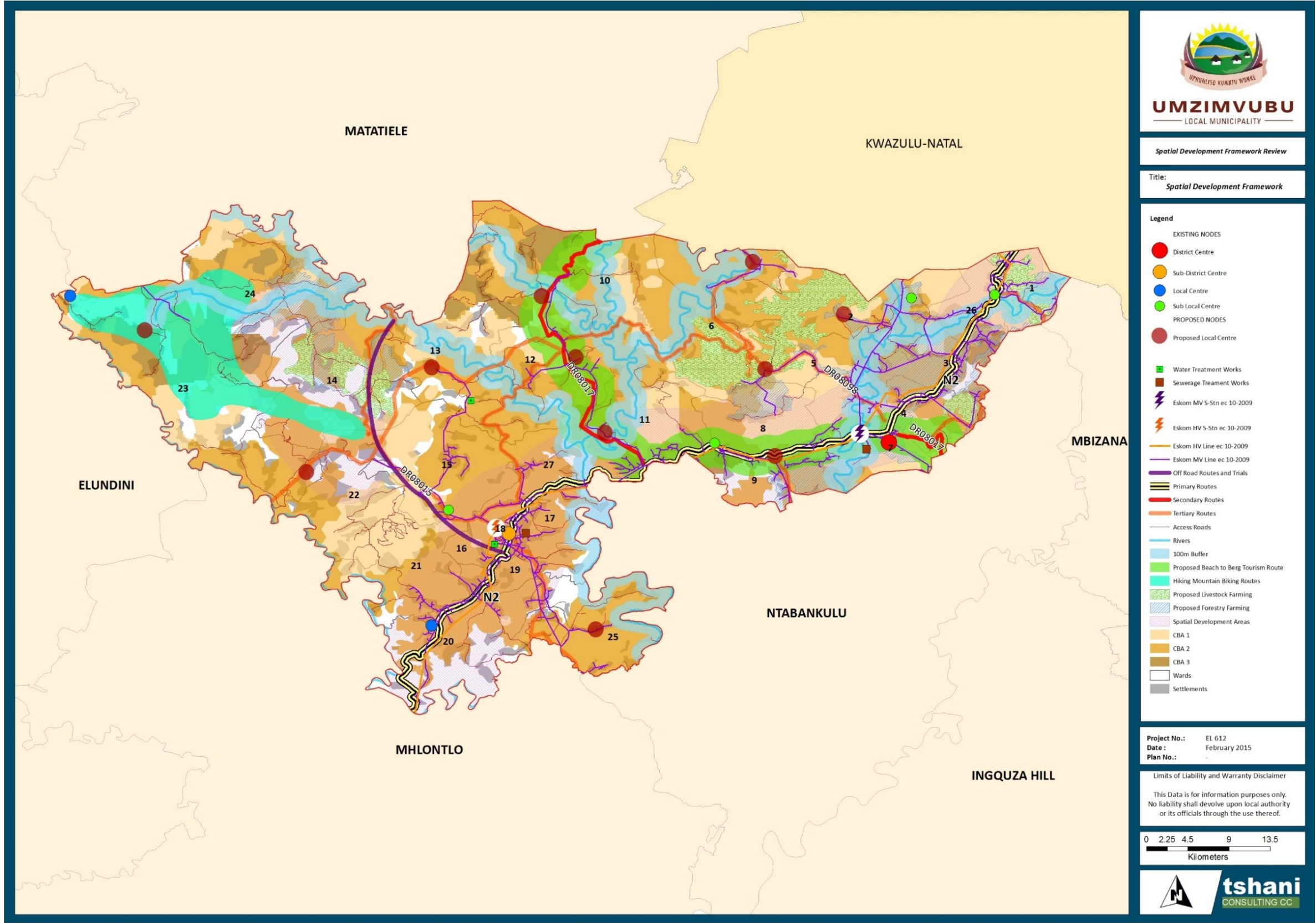
Primary Corridor	■ N2 which runs From East London through Umzimvubu Municipality to Kokstad	■ These routes carry passing traffic and provide access between local areas in Umzimvubu and centres further afield.
Secondary Corridor	■ R61 which runs from the N2 through Mount Frere to Matatiele.	■ Currently carries medium volumes of traffic
Tertiary Corridor	■ Refer to plan below.	■ This road provides access to the so-call east coast resorts and is associated with the Wild Coast



With regard to infrastructure proposals the SDF made proposals in terms of Water, Roads, Electricity and Sanitation.

The plan below illustrates the overall Spatial Development Framework for Umzimvubu Local Municipality.

PLAN: Umzimvubu
Local Municipality
Spatial Development
Framework



BIOPHYSICAL

THE GREEN PERSPECTIVE

ENVIRONMENTAL ASSESSMENT MOUNT FRERE

Mount Frere, a predominantly rural area, can be considered an environmentally sensitive area. The town and its immediate surroundings fall within Critical Biodiversity Areas (CBAs) according to the Eastern Cape Biodiversity Conservation Plan (ECBCP). The National Environmental Protected Areas Act (Ac No 57 of 2003) also identifies Mount Frere and its surroundings as a key priority area. The dominant vegetation in this area is considered vulnerable under the South African National Biodiversity Institute (SANBI). The area is therefore considered to have a sensitive environment.

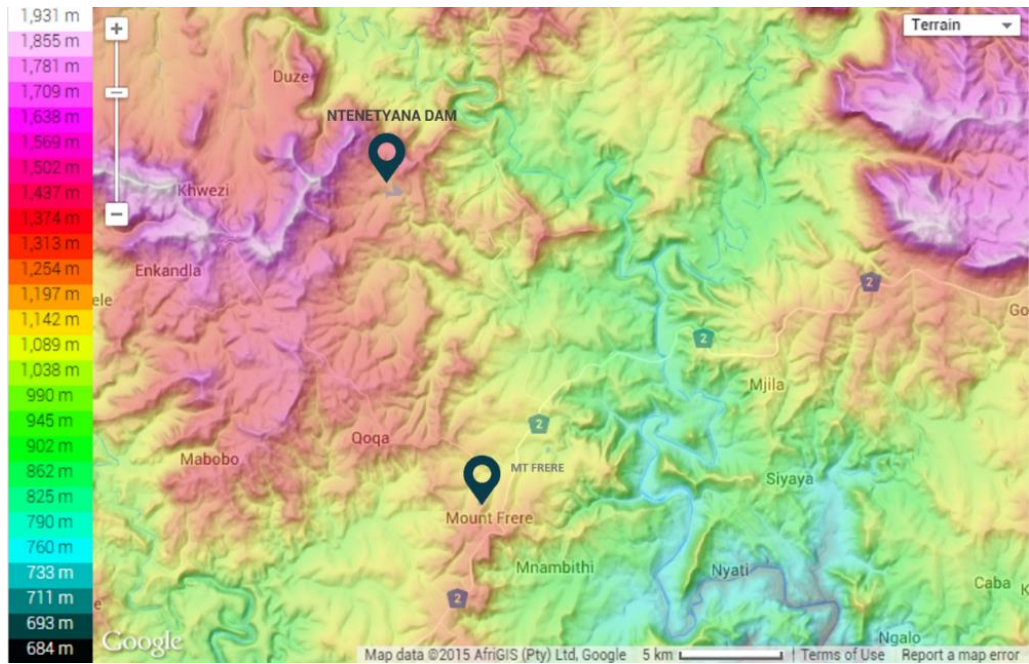
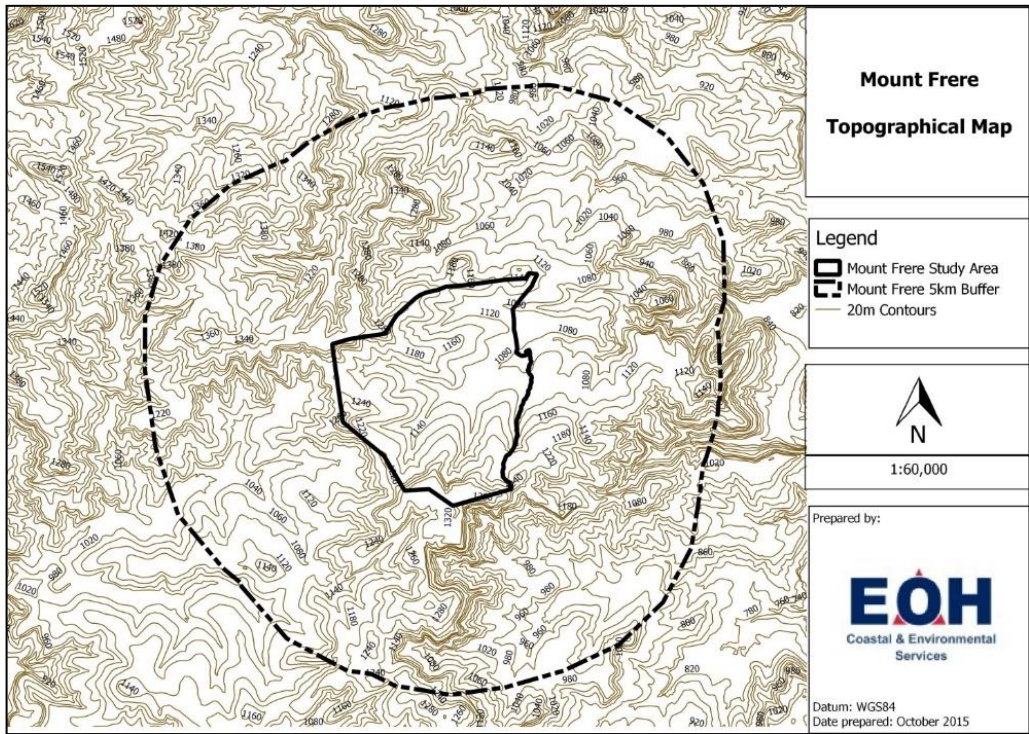
The physical environmental attributes which should be avoided or at least be red-flagged when considering further development in Mount Frere include:

- Areas of steep slopes that are susceptible to erosion
- Wetlands, dams, river systems. Where these areas cannot be avoided, all developments must adhere to the legal requirements of the Department of Water and Sanitation (DWS).
- High potential and unique agricultural land which needs to be managed as a means to ensure food security.
- Cultural and Heritage features and landscapes which can often underpin the tourism economy.

SITUATION ANALYSIS

TOPOGRAPHY

Mount Frere is characterised by rolling hills and mountainous areas. The elevation varies from approximately 1080 m.a.s.l to approximately 1280 m.a.s.l. A topographical map of the study area is provided.

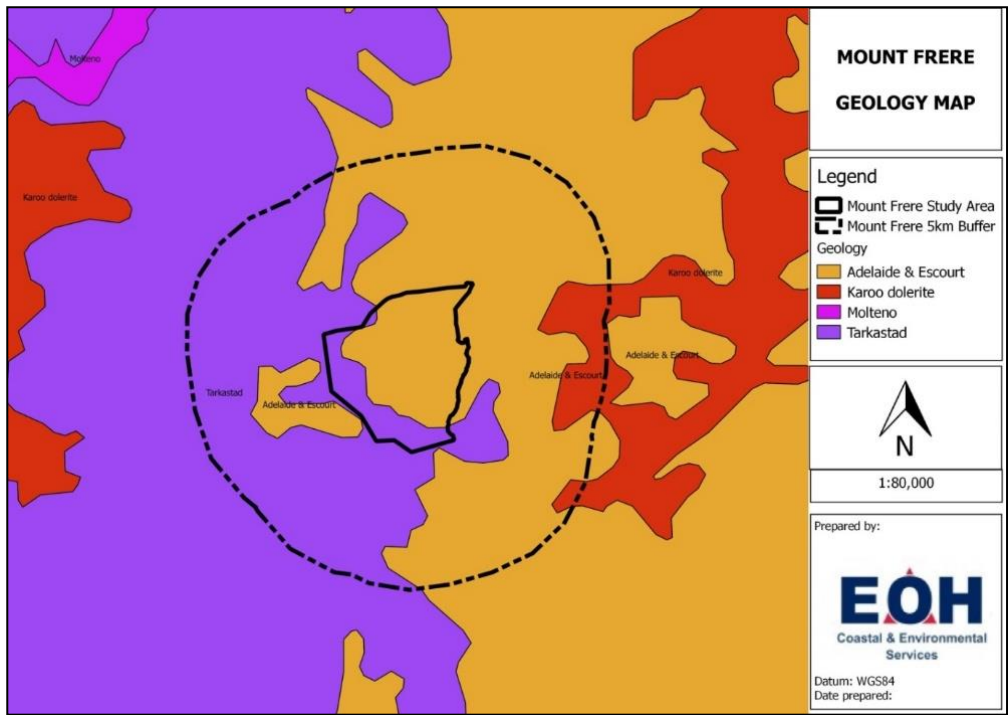


CLIMATE CONDITIONS

Mount Frere normally receives about 671mm of rain per year, with most rainfall occurring mainly during mid-summer. It receives the lowest rainfall (7mm) in June and the highest (110mm) in January. The average midday temperatures for Mount Frere range from 18.3°C in June to 25.9°C in January. The region is the coldest during July with an average of about 3.7°C on during the night. The Municipal area experiences climatic extremes in the form of storms, tornadoes and floods which have resulted in soil erosion and deep crevices amongst other things.

GEOLOGY AND SOILS

The study area falls within the Tarkastad and Adelaide & Escourt Beaufort Subgroups of the Beaufort group of rocks which forms part of the Karoo Sequence (Figure 2.2). These rocks are intruded by Karoo dolerite. The Adelaide Subgroup is characterised by grey and brownish red mudstones and sandstones. The dolerite intrusions, characterised by their dark red soils, provide the best cropping lands due to their high levels of iron and other minerals.



ENVIRONMENTAL LAND USE

A large portion Mount Frere consists predominantly of unimproved grassland, with pockets of forest plantations and cultivated land. The urban/built-up land is dominated by residential areas with the

Central Business District (CBD) as the secondary urban area. A large section within the 5km buffer of the study area consists of unimproved grasslands but most are degraded. There is a dam south-west of the town. Pockets of natural forests are also present within the 5km buffer (Figure 2.3). The potential for forestry and agriculture in this area is high and this can be exploited as a means of achieving economic growth. Agriculture has the potential to contribute to the much needed employment and food security in the area.

VEGETATION TYPES

According to the South African National Biodiversity Institute (SANBI) vegetation map (Mucina and Rutherford, 2006), the vegetation type in Mount Frere is characterised as predominantly East Griqualand Grassland. Pockets of Southern Mistbelt Forest, the Drakensberg Foothill Moist Grassland and Eastern Valley Bushland are found within the 5km buffer of the town.

East Griqualand Grassland

This vegetation type occurs on hilly slopes covered by grassland in places, with patches of bush clumps with Leucosida sericea (only wet sites) or Diospyros luciodes, Acacia karroo and Ziziphus mucronata in low lying and very dry sites.

The vegetation type is classified as vulnerable with low to moderate erosion (Mucina and Rutherford,

2006).

Southern Mistbelt Forest

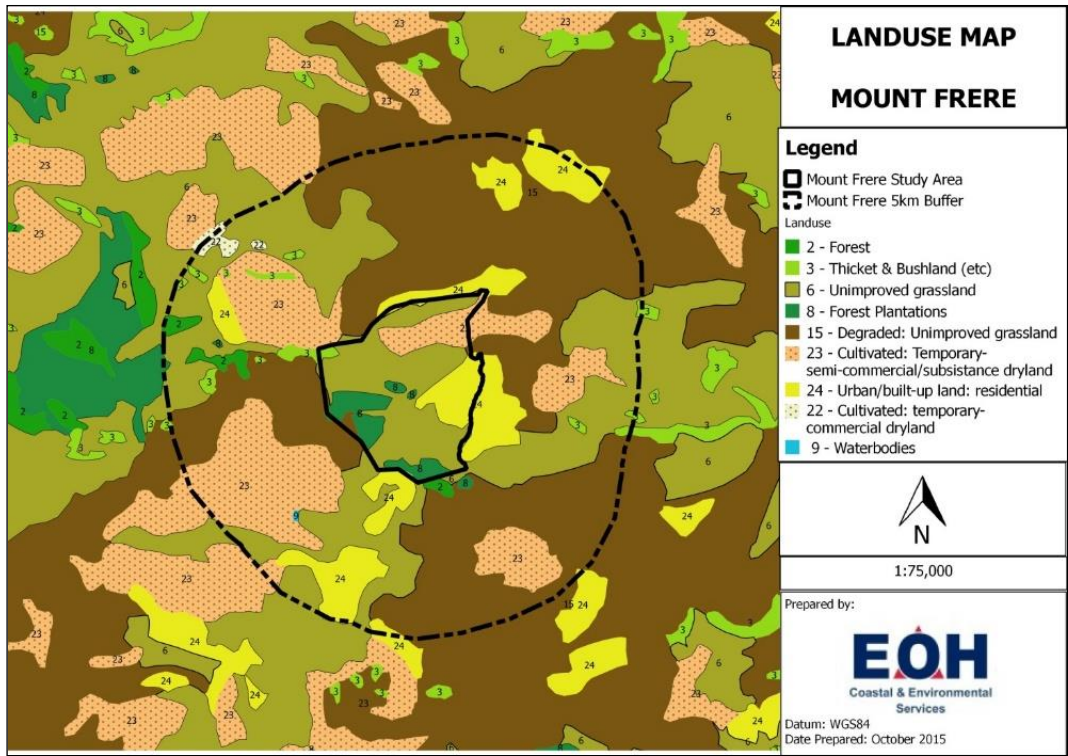
This vegetation type occurs on the Great Escarpment (Amathole, Transkei Escarpment) and in the Kwa-Zulu Midlands. The Southern Mistbelt forests are tall (15-20m) and multi-layered. The forests on low-altitude scarps are low and although less structured into different tree layers, they are still species-rich. The tall trees show a mix of fine-grained, regeneration characteristics. These forests are dominated by emergent trees of Afrocarpus falcatus and a range of deciduous and semi-deciduous species such as Celtis africa, Calodendrum capense, Vepris lanceolate and Zanthoxylum davyi. Further east (Transkei, Kwa-Zulu Natal Midlands) Podocarpus henkelii becomes prominent in the canopy layer. Deciduous elements play an important role. This vegetation type is classified as least threatened, uncontrolled harvesting of timber, poles and firewood, overexploitation of non-timber forest products and mismanagement of fire and burning regimes are considered current major threats (Mucina and Rutherford, 2006).

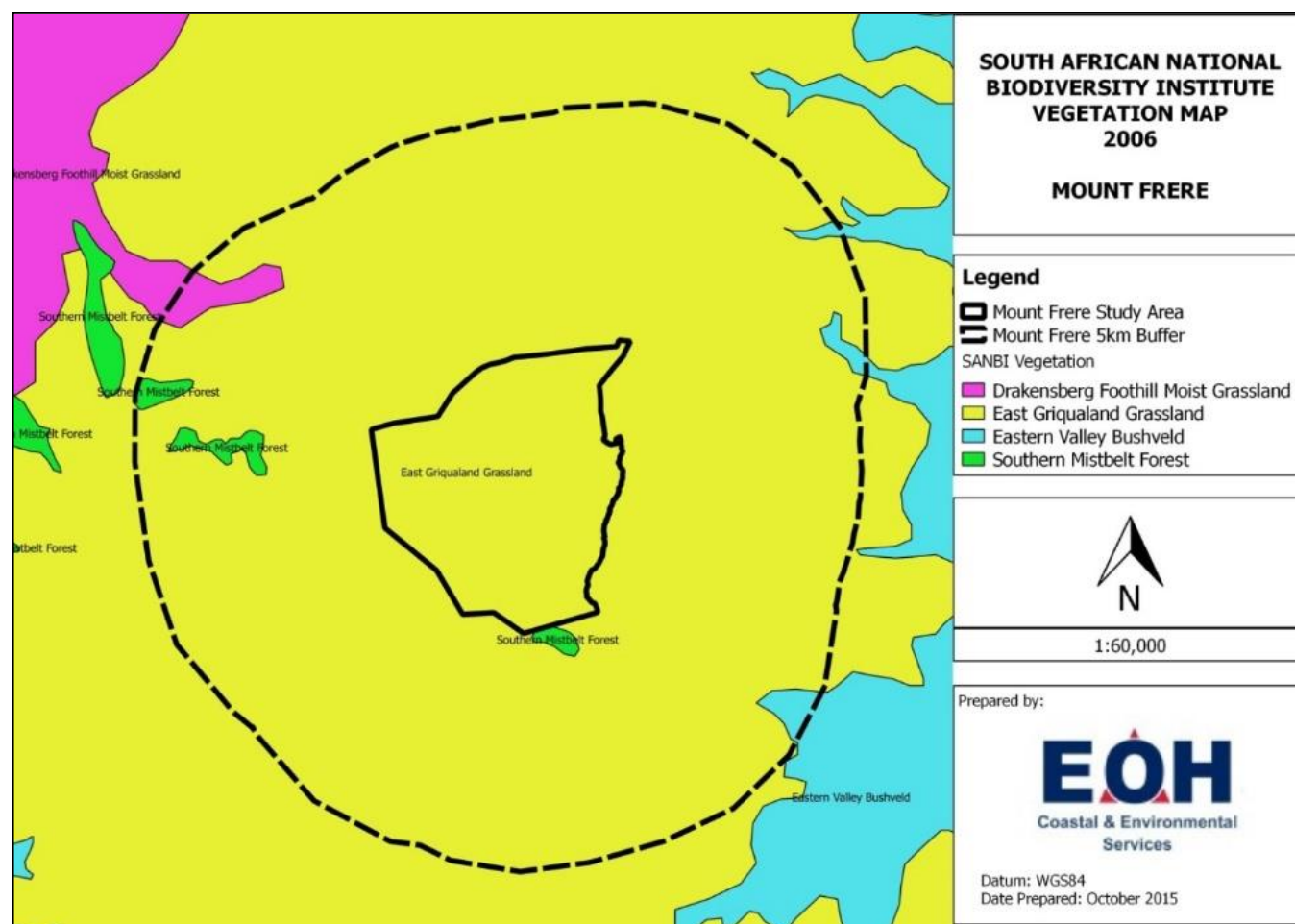
Eastern Valley Bushvel

The Eastern Valley Bushveld features semi-deciduous savanna woodlands in a mosaic with thickets, often succulent and dominated by species of Euphorbia and Aloe. Most of the river valleys run along a northwest-southeast axis which results in unequal distribution of rainfall on respective north-facing and south-facing slopes since the rain-bearing winds blow from the south. The steep north-facing slopes are sheltered from the rain and also receive greater amount of insolation adding to the xerophilous conditions on these slopes. This vegetation is classified as least threatened, alien plant invasions are a serious threat (Mucina and Rutherford, 2006).

Drakensberg Foothill Moist Grassland

This vegetation type features moderately rolling and mountainous landscapes, much incised by river gorges of drier vegetation types and by forest. It is covered in forb-rich grassland dominated by short bunch grasses including Themeda triandra and Tristachya leucothrix. This vegetation is classified as least threatened with very low to moderate erosion.





Eastern Cape Biodiversity Conservation Plan (ECBCP)

The Eastern Cape Biodiversity Conservation Plan (ECBCP) is a first attempt at detailed, low-level conservation mapping for land-use planning purposes. Specifically, the aims of the Plan were to map critical biodiversity areas through a systematic conservation planning process. The current biodiversity plan includes the mapping of priority aquatic features, land-use pressures, and critical biodiversity areas (CBAs) which develops guidelines for land and resource-use planning and decision-making.

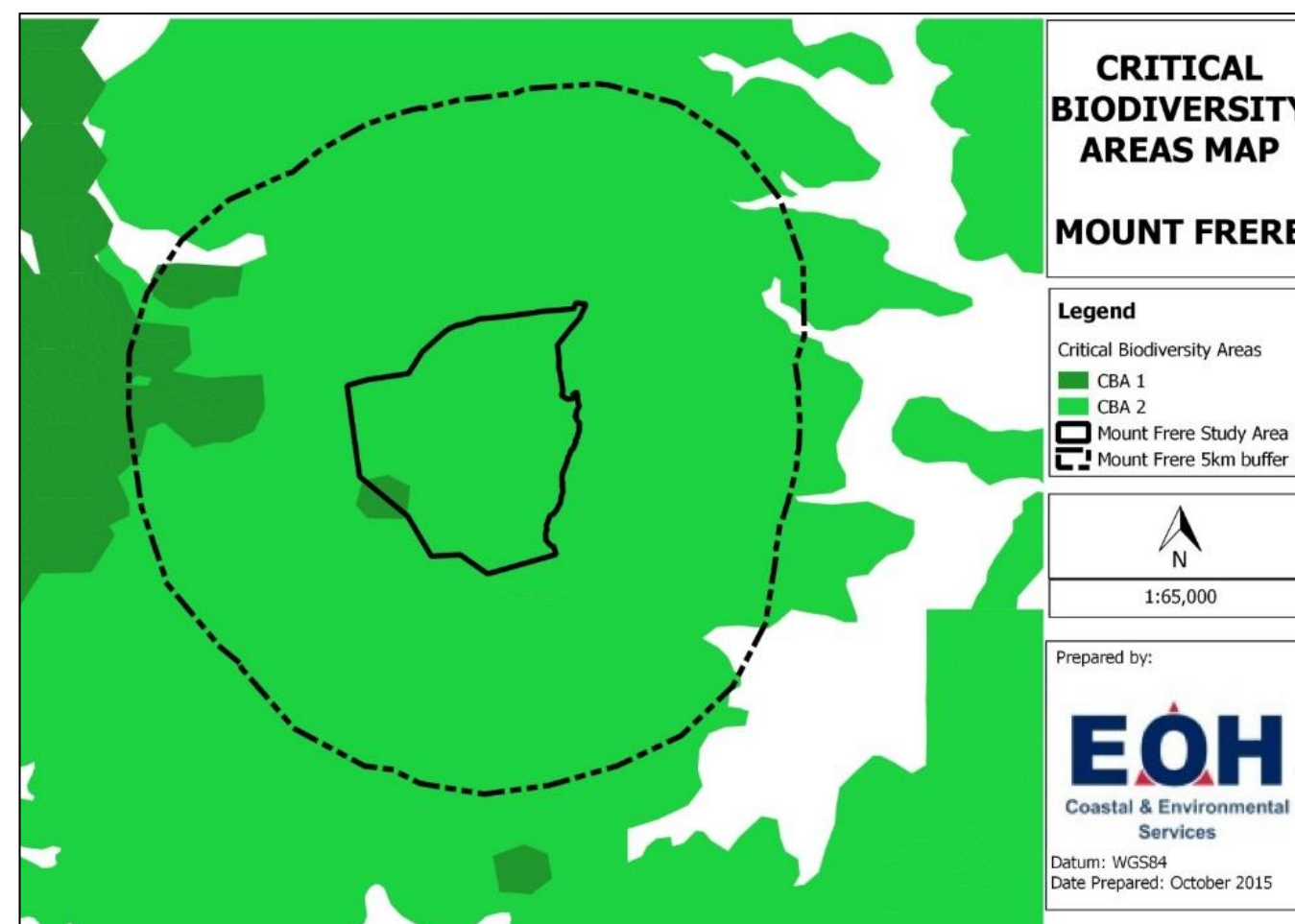
The ECBCP map CBAs are based on extensive biological data. Critical Biodiversity Areas (CBA 1 and 2), as defined by the ECBCP, form the foundation areas where conservation is priority.

These areas provide essential ecosystem services. Critical Biodiversity Areas provide the spatial framework for future spatial development planning, particularly indicating those areas where development needs to be avoided or at best, carefully managed. The ECBCP, although mapped at a finer scale than the National Spatial Biodiversity Assessment (Driver et al., 2005) is still, for the large part, inaccurate and "course". Therefore it is imperative that the status of the environment, for any proposed

development MUST first be verified before the management recommendations associated with the ECBCP are considered (Berliner and Desmet, 2007).

In spite of these short-comings, the ECBCP has been adopted by the provincial Department of Economic Development, Environmental Affairs and Tourism as a strategic biodiversity plan for the Eastern Cape.

Mount Frere is predominantly in CBA2. The recommended land use objective is for biodiversity to be maintained in a near natural state with minimal loss of ecosystem integrity, and that no transformation of natural habitat should be permitted. A small area of forest on the South-western side of the Mount Frere Border is considered CBA 1; the recommended land use objective is for the biodiversity in this area to be maintained in as natural a state as possible and must be managed with no biodiversity loss. Development in these areas should take place in a sustainable way preserving the integrity of the ecosystem. Furthermore, some development activities may require environmental authorisation prior to development under the Environmental Impact Assessment Regulations (EIA) of 2014 in the National Environmental Management Act (Act no. 107 of 1998 as amended in 2014).



Strategically the following land-use principals, as listed in the ECBCP, should apply to CBA 1 and 2 areas:

1. Avoid land use that results in vegetation loss in critical biodiversity areas.
2. Maintain large intact natural patches – try to minimize habitat fragmentation in critical biodiversity areas.
3. Maintain landscape connections (ecological corridors) that connect critical biodiversity areas.
4. Maintain ecological processes at all scales, and avoid or compensate for any effects of land uses on ecological processes.
5. Plan for long-term change and unexpected events, in particular those predicted for global climate change.
6. Plan for cumulative impacts and knock-on effects.
7. Minimize the introduction and spread of non-native species.
8. Minimize land use types that reduce ecological resilience (ability to adapt to change), particularly at the level of water catchments.
9. Implement land use and land management practices that are compatible with the natural potential of the area.
10. Balance opportunity for human and economic development with the requirements for biodiversity persistence.

Development Implications

- Environmental authorisation in terms of the National Environmental Management Act (Act 107 of 1998 and amended in 2014) is required for development in any CBA 1 and 2 (natural and near natural environmental state) areas as described in the Eastern Cape Biodiversity Conservation Plan.
- Any proposed development should adhere to the land use recommendations.

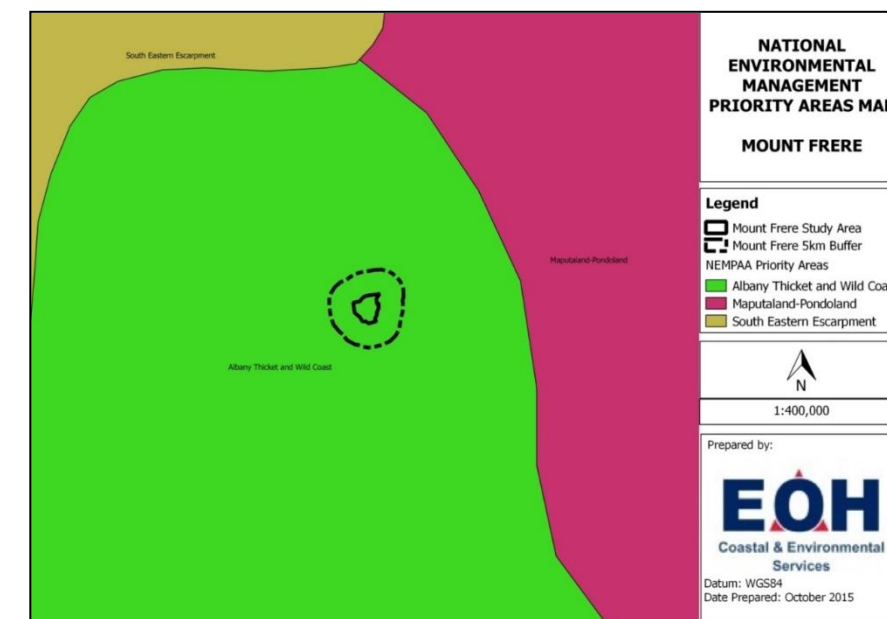
NATIONAL ENVIRONMENTAL MANAGEMENT: PRIORITY AREAS

The National Environmental Management Protected Areas Act (NEMPAA) (Act 57 of 2003) has identified nine terrestrial priority areas for conservation due to the importance of its biodiversity, Mount Frere falls within one of these priority areas namely the Albany Thicket and Wild Coast. The objective of these priority areas is to “provide for the management and conservation of biological diversity within the Republic and of the components of such biological diversity”. As such the focus of this legislation is on

the preservation of species and ecosystems irrespective of whether or not they are situated in protected areas.

WETLANDS & RIVERS

The South African National Biodiversity Institute (SANBI) has compiled a National Freshwater Ecosystem priority areas (NFEPA) inventory. NFEPA aims to identify a national network of freshwater conservation areas and to explore institutional mechanisms for their implementation. Mount Frere has a network of various drainage lines



within the town, but does not have any rivers classified as Priority Rivers in terms of SANBI,

According to the Environmental Impact Assessment Regulations (EIA) of 2014 in the National Environmental Management Act (NEMA) Act 107 of 1998, no development larger than 100m² should take place within 32m of a watercourse without a water use license issued by the Department of Water and Sanitation (DWS). Any land use planning and development in the Mount Frere town should be cognisant of this. There are Priority Rivers classified by NFEPA within 5km of the study area. These rivers are classified as category C and are moderately modified. No wetlands exist within the boundaries of Mount Frere; however two priority wetlands exist within 5km of the study area. It is stipulated that a 500m buffer from all wetlands and 50m buffer from all rivers and drainage lines should be adhered to for any development unless a water use license is granted by the DWS.

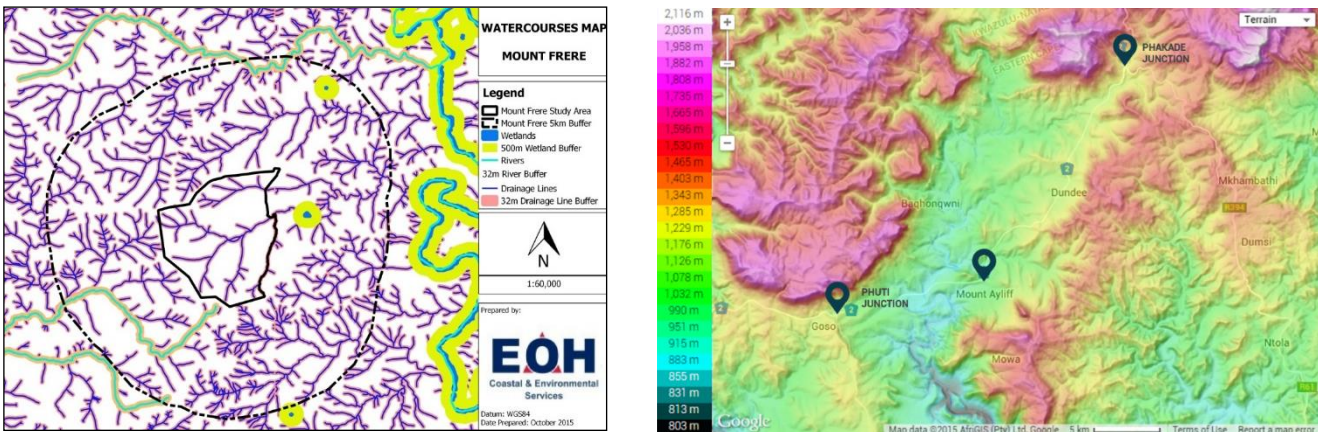
MOUNT AYLIFF

Mount Ayliff, a predominantly rural area, can be considered an environmentally sensitive area. The town and its immediate surroundings fall within Critical Biodiversity Areas (CBAs) according to the Eastern Cape Biodiversity Conservation Plan (ECBCP). The National Environmental Protected Areas Act (Ac No 57 of 2003) also identifies Mount Ayliff and its surroundings as a key priority area. The dominant vegetation in this area is considered vulnerable under the South African National Biodiversity Institute (SANBI). The area is therefore considered to have a sensitive environment.

The physical environmental attributes which should be avoided or at least be red-flagged when considering further development in Mount Frere include:

- Areas of steep slopes that are susceptible to erosion
- Wetlands, dams, river systems. Where these areas cannot be avoided, all developments must adhere to the legal requirements of the Department of Water and Sanitation (DWS).
- High potential and unique agricultural land which needs to be managed as a means to ensure food security.
- Cultural and Heritage features and landscapes which can often underpin the tourism economy.

TOPOGRAPHY



The Mount Ayliff area is characterised by rolling hills and mountainous areas. The elevation varies from approximately 1020 m.a.s.l to approximately 1080 m.a.s.l.

CLIMATE CONDITIONS

Mount Ayliff normally receives about 672mm of rain per year, with most rainfall occurring mainly during mid-summer. It receives the lowest rainfall (8mm) in June and the highest (105mm) in January. The average midday temperatures for Mount Ayliff range from 18°C in June to 24.9°C in January. The region is the coldest during July when temperatures drop to 3.8°C on average during the night

Mount Ayliff falls within the Adelaide & Escourt Beaufort subgroup of the Beaufort group of rocks which forms part of the Karoo Sequence. Karoo dolerite is present in the immediate surrounds of the study area (Figure 3.2). The dolerite intrusions surrounding the study area, characterised by their dark red soils, provide the best cropping lands due to their high levels of iron and other minerals.

GEOLOGY & SOILS

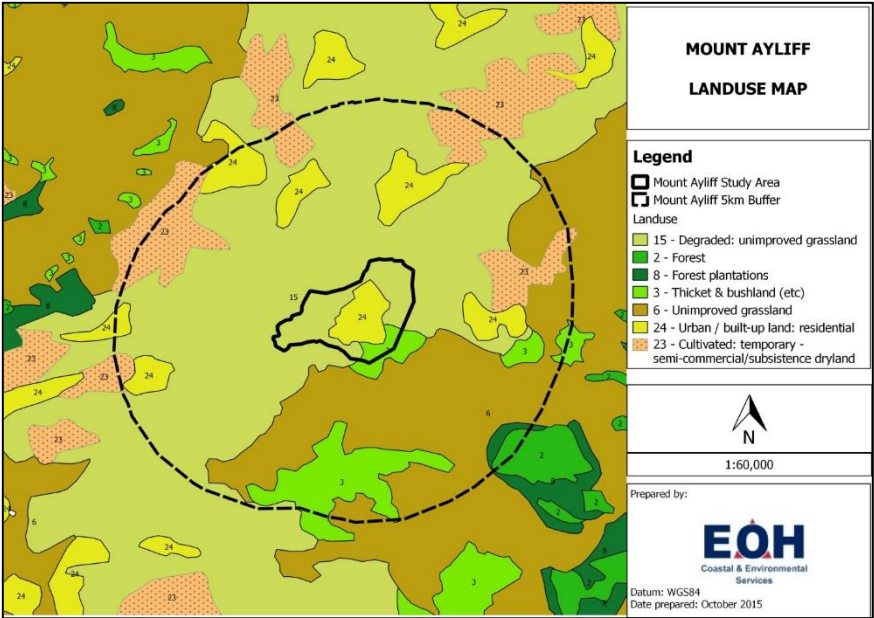
Mount Ayliff falls within the Adelaide & Escourt Beaufort subgroup of the Beaufort group of rocks which forms part of the Karoo Sequence. Karoo dolerite is present in the immediate surrounds of the study area



(Figure 3.2). The dolerite intrusions surrounding the study area,

characterised by their dark red soils, provide the best cropping lands due to their high levels of iron and other minerals.

ENVIRONMENTAL LAND USE



VEGETATION TYPES

According to the SANBI vegetation map (Mucina and Rutherford, 2006) the Mount Ayliff study area is characterised predominantly by the East Griqualand Grassland with pockets of Eastern Valley Bushveld. The Drakensberg Foothill Moist Grassland and Midlands Mistbelt Grassland also occur within 5km of the study area.

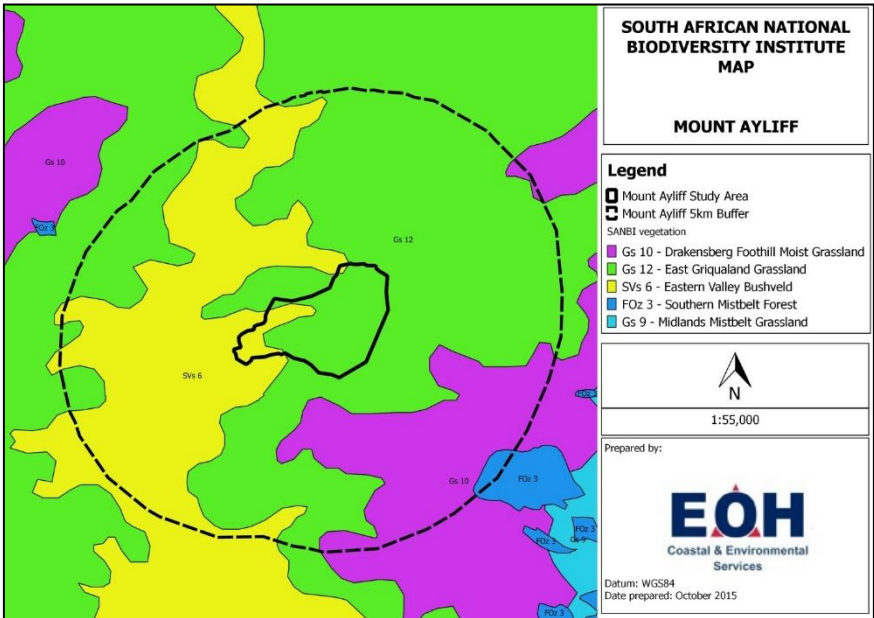
East Griqualand Grassland

This vegetation type occurs on hilly slopes covered by grassland in places, with patches of bush clumps with with *Leucosida sericea* (only wet sites) or *Diospyros luciodes*, *Acacia karroo* and *Ziziphus mucronata* in low lying and very dry sites. The vegetation type is classified as vulnerable with low to moderate erosion

Mount Ayliff consists of urban/built-up land consisting mostly of residential areas. A large portion of the Mount Ayliff study area is considered degraded unimproved grassland. There are also areas of thicket and bushland within the study area. Unimproved grassland is the dominant land use within 5km of the town, a large section of which is degraded. Cultivated lands and forests are also present within 5km of the town. The potential for forestry and agriculture in this area is high and this can be exploited as a means of achieving economic growth. Agriculture has the potential to contribute to the much needed employment and food security in the area.



Eastern Valley Bushveld



The Eastern Valley Bushveld features semi-deciduous savanna woodlands in a mosaic with thickets, often succulent and dominated by species of Euphorbia and Aloe. Most of the river valleys run along a northwest-southeast axis which results in unequal distribution of rainfall on respective north-facing and south-facing slopes since the rain-bearing winds blow from the south. The steep north-facing slopes are sheltered from the rain and also receive greater amount of insolation adding to the xerophilous conditions on these slopes. This vegetation is classified as least threatened, alien plant invasions are a serious threat (Mucina and Rutherford, 2006).

Drakensberg Foothill Moist Grassland

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Southern Mistbelt Forest

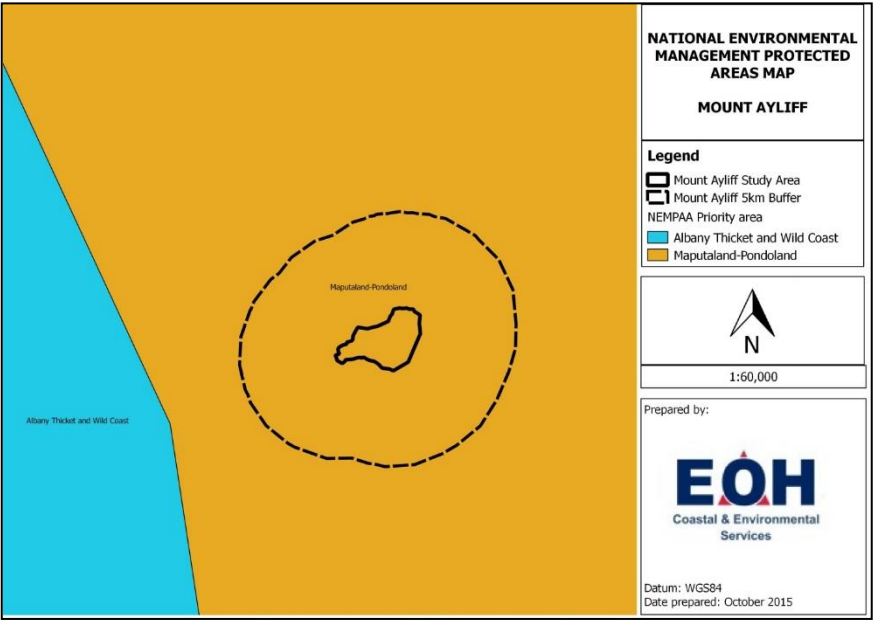
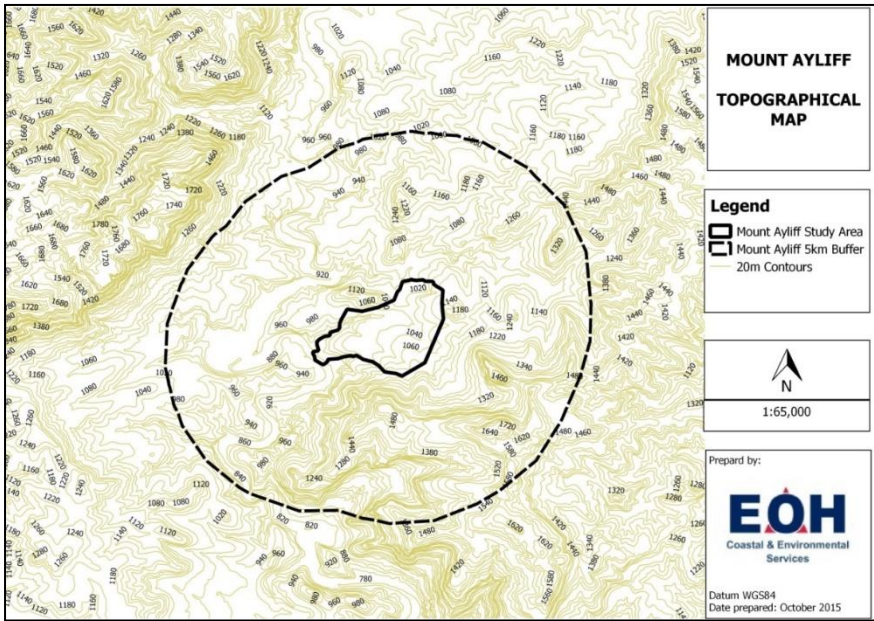
This vegetation type occurs on the Great Escarpment (Amathole, Transkei Escarpment) and in the Kwa-Zulu Midlands. The Southern Mistbelt Forests are tall (15-20m) and multi-layered. The forests on low-altitude scarps are low and although less structured into different tree layers they are still species-rich. The tall trees show a mix of fine-grained, regeneration characteristics. These forests are dominated by emergent trees of Afrocarpus falcatus and range of deciduous and semi-deciduous species such as Celtis Africa, Calodendrum capense, Vepris lanceolate and Zanthoxylum davyi. Further east (Transkei, Kwa-Zulu Natal Midlands) Podocarpus henkelii becomes prominent in the canopy layer. Deciduous

elements play an important role. This vegetation type is classified as least threatened, uncontrolled harvesting of timber, poles and firewood, overexploitation of non-timber forest products and mismanagement of fire and burning regimes are considered current major threats

EASTERN CAPE BIODIVERSITY CONSERVATION PLAN (ECBCP)

The Eastern Cape Biodiversity Conservation Plan (ECBCP) is a first attempt at detailed, low-level conservation mapping for land-use planning purposes. Specifically, the aims of the Plan were to map critical biodiversity areas through a systematic conservation planning process.

The current biodiversity plan includes the mapping of priority aquatic features, land-use pressures, and critical biodiversity areas (CBAs) which develops guidelines for land and resource-use planning and decision-making.



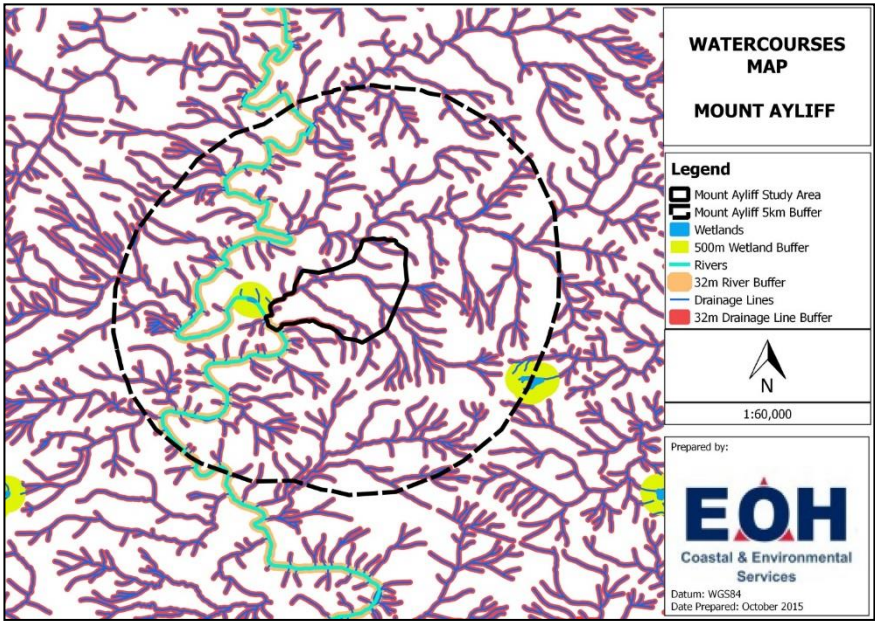
Mount Ayliff falls within CBA1 according to the ECBCP. The recommended land use objective is for the biodiversity in this area to be maintained in as natural a state as possible and must be managed with no biodiversity loss. There are CBA2 areas present within 5km of the study area, the recommended land use objective is for biodiversity to be maintained in a near natural state with minimal loss of ecosystem integrity, and that no transformation of natural habitat should be permitted. Various development activities in this area may require environmental authorisation under the NEMA (Act no. 107 of 1998) as a result of the CBA1 classification.

The same land use principles and development implications are applicable to mt ayliff as in mt frere since the two towns are affected by the same critical biodiversity areas

NATIONAL ENVIRONMENTAL MANAGEMENT: PRIORITY AREAS

The mount ayliff study area falls within the maputo-pondoland priority area under the national environmental protected areas act (NEMPAA) as a result of its biodiversity importance. This is one of nine terrestrial priority areas identified for conservation by NEMPAA. The objective of these priority areas is to “provide for the management and conservation of biological diversity within the Republic and of the components of such biological diversity”. As such the focus of this legislation is on the preservation of species and ecosystems irrespective of whether or not they are situated in protected areas.

WETLANDS & RIVERS



The South African National Biodiversity Institute (SANBI) has compiled a National Freshwater Ecosystem priority areas (NFEPA) inventory. NFEPA aims to identify a national network of freshwater conservation areas and to explore institutional mechanisms for their implementation.

Mount Ayliff has various drainage lines within the town, according to the National Environmental Management Act (NEMA), no development should take place within 32m of any watercourse without a water use license issued by the Department of Water and Sanitation (DWS). The Mzintlava River runs just west of Mount Ayliff.

This river is classified as a NFEPA River . One wetland exists within 5km of the Mount Ayliff; a 500m buffer should be maintained for any development unless a water use license is granted by the DWS.

NODAL FOCUS AREAS:

The Umzimvubu local Municipality has identified three nodes for development in the municipality. The mapping of these nodes has been included in the precinct plan. All the nodes fall under critical (CBAs) biodiversity areas under the Eastern Cape Biodiversity Plan (ECBCP). Development and landuse planning in these nodes should be cognisant of this. Various developmental activities may require environmental authorisation under the National Environmental Management Act (Act 107 of 1998 as amended in 2014). Any development within 500m of the Ntenetyane dam will require a water use license from the Department of Water and Sanitation (DWS).

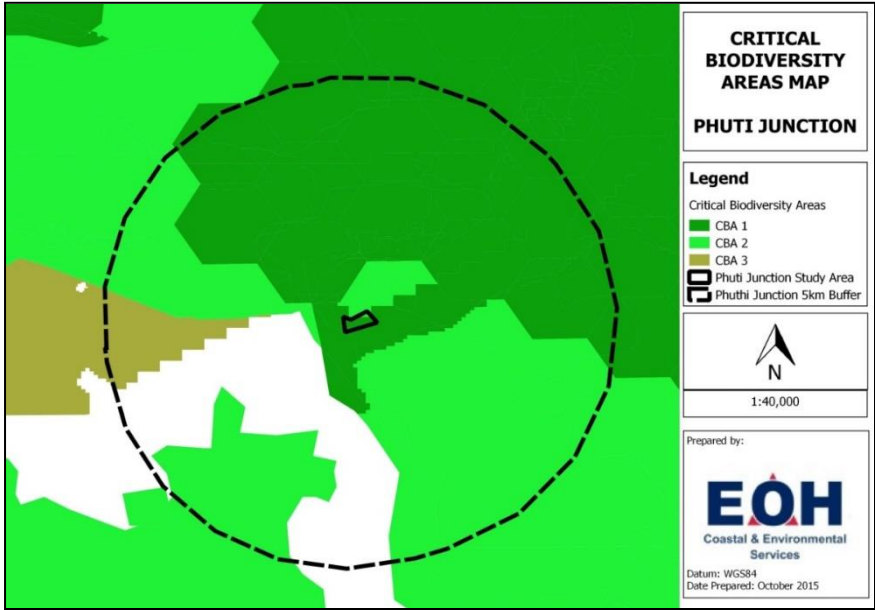
All three nodes fall under the East Griqualand Vegetation under the South African National Biodiversity Institute (Mucina and Rutherford, 2006). This vegetation is considered vulnerable. Furthermore, the nodes are considered priority areas under the National Environmental Management Protected Act (Act 57 of 2003).

The objective of these priority areas is to “provide for the management and conservation of biological diversity within the Republic and of the components of such biological diversity”. As such the focus of this legislation is on the preservation of species and ecosystems irrespective of whether or not they are situated in protected areas. As a result of the above environmental conditions, all of the nodes in the Umzimvubu Local Municipality can be considered to be in sensitive environments. Development in these areas should adhere to all environmental legislation requirements and take place in a sustainable way preserving the integrity of the ecosystem

PHUTI JUNCTION

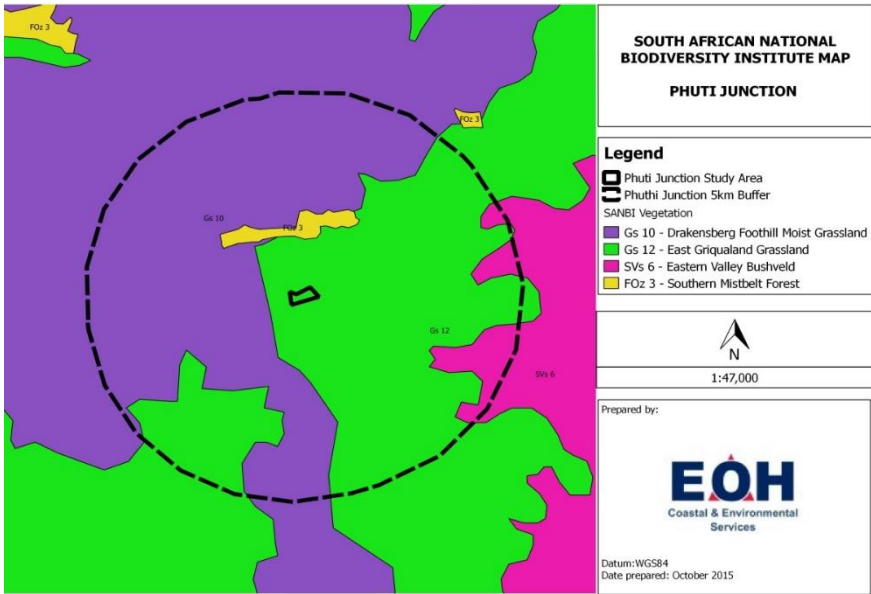
EASTERN CAPE BIODIVERSITY CONSERVATION PLAN (ECBCP)

Phuti Junction falls within CBA1 according to the ECBCP. The recommended land use objective is for the biodiversity in this area to be maintained in as natural a state as possible and must be managed with no biodiversity loss.



VEGETATION TYPES

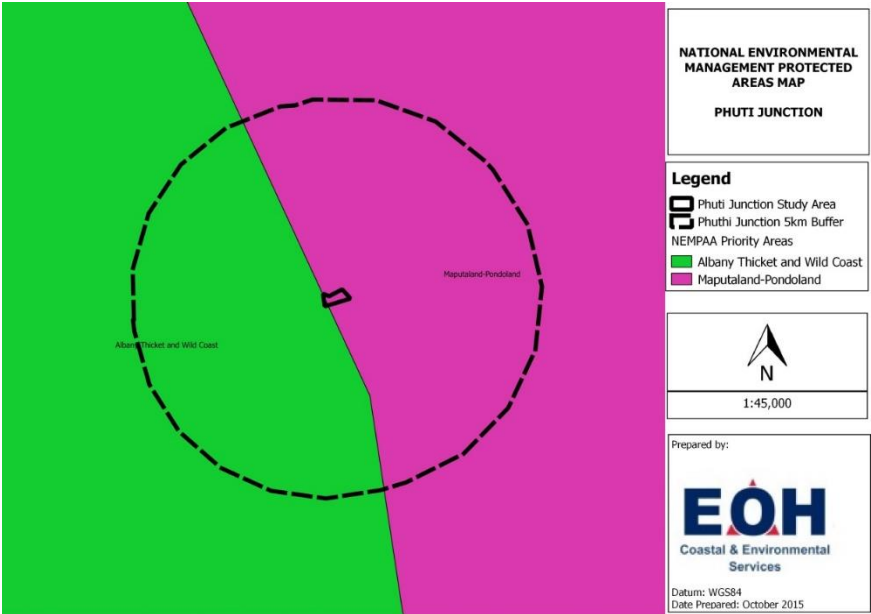
According to the SANBI vegetation map (Mucina and Rutherford, 2006) the Phuti Junction is characterised predominantly by the East Griqualand Grassland.



NATIONAL ENVIRONMENTAL MANAGEMENT: PRIORITY AREAS

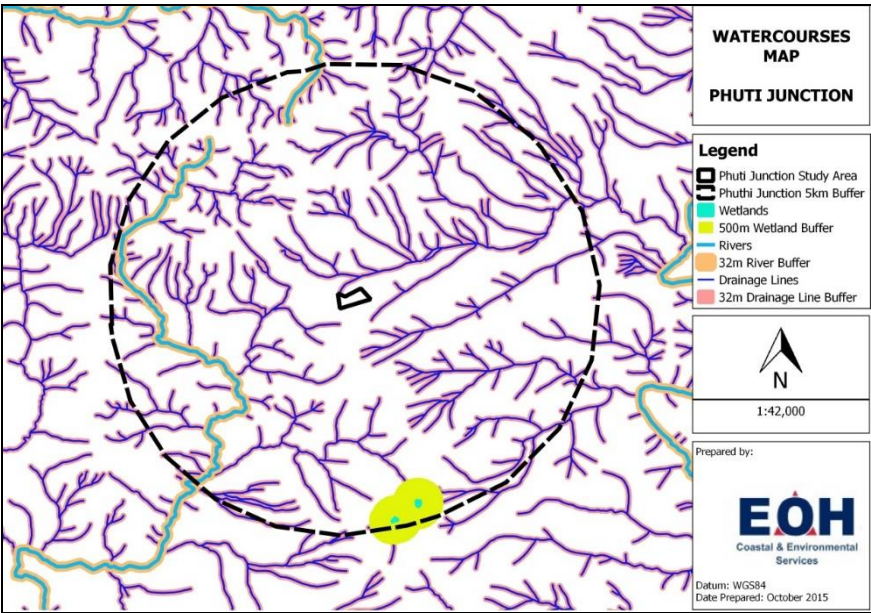
Phuti Junction study area falls within the Maputo-Pondoland and Albany Thicket and Wild Coast priority area under the National Environmental Protected Areas Act (NEMPAA) as a result of its biodiversity importance. This is one of nine terrestrial priority areas identified for conservation by NEMPAA. The objective of these priority areas is to provide for the management and conservation of biological

diversity. As such the focus of this legislation is on the preservation of species and ecosystems irrespective of whether or



WETLANDS & RIVERS

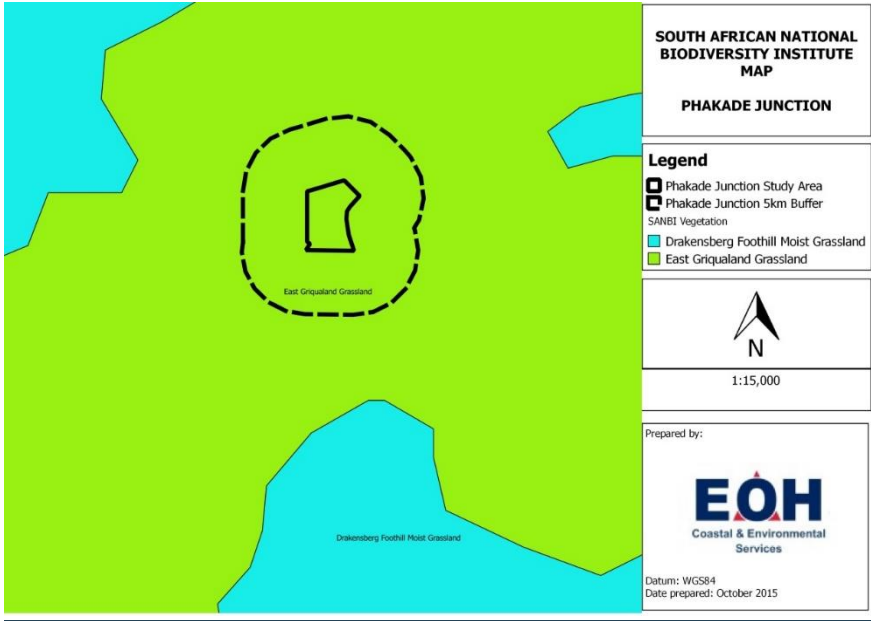
The junction is located in close proximity to a range of drainage lines 32m buffers are proposed around these drainage lines. No major rivers come into contact with the study area.



PHAKADE JUNCTION

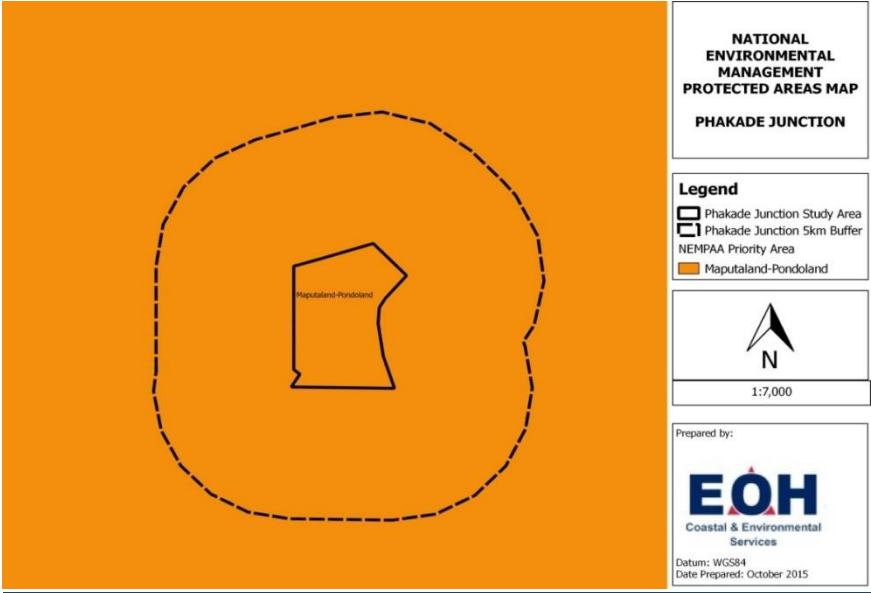
EASTERN CAPE BIODIVERSITY CONSERVATION PLAN (ECBCP)

Phakade Junction falls within the East Griqualand grassland priority area under the National Environmental Protected Areas Act (NEMPAA) as a result of its biodiversity importance.



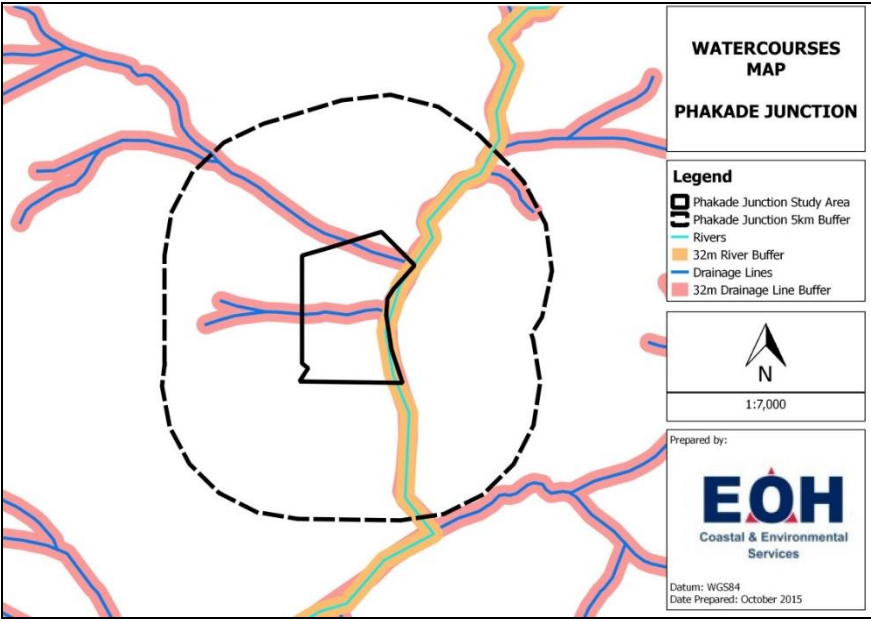
NATIONAL ENVIRONMENTAL MANAGEMENT: PRIORITY AREAS

Like Phuti Junction, Phakade Junction study area falls within the Maputo-Pondoland priority area under the National Environmental Protected Areas Act (NEMPAA) as a result of its biodiversity importance. This is one of nine terrestrial priority areas identified for conservation by NEMPAA. It is important to take cognisance of such as areas surrounding the study area hold high development potential.



WETLANDS & RIVERS

The study area lies within an environmentally sensitive position in terms of surrounding water bodies. A river runs along the east boundary and two drainage lines traverse the study area. Such brings about the need for extreme caution when proposing development on the site as 32 meter buffers re proposed around all water bodies.

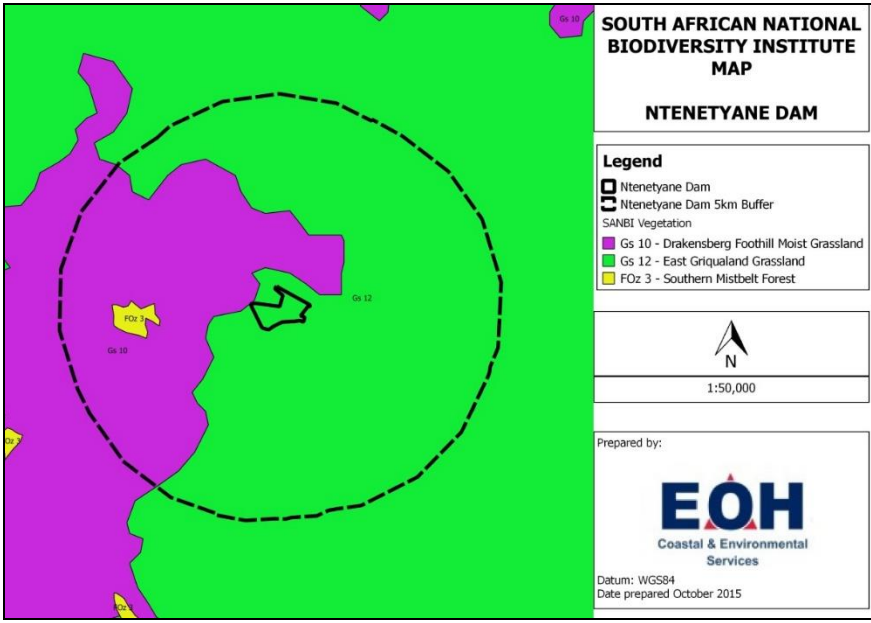


BIOPHYSICAL

NTENETYANA DAM

EASTERN CAPE BIODIVERSITY CONSERVATION PLAN (ECBCP)

Phakade Junction falls within the East Griqualand grassland priority area under the National Environmental Protected Areas Act (NEMPAA) as a result of its biodiversity importance.



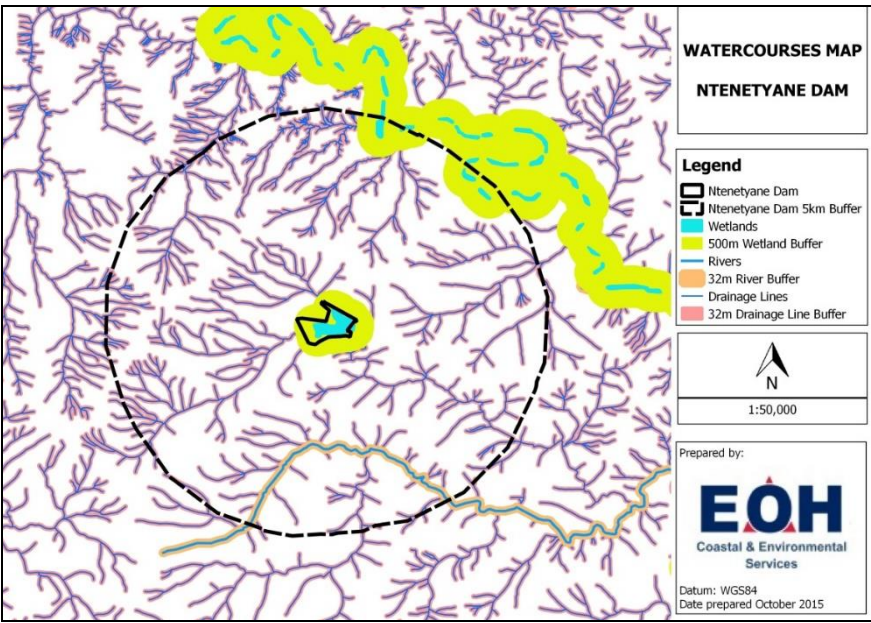
NATIONAL ENVIRONMENTAL MANAGEMENT: PRIORITY AREAS

Phakade Junction study area falls within the Albany Thicket and Wild Coast priority area under the National Environmental Protected Areas Act (NEMPAA) as a result of its biodiversity importance. This is one of nine terrestrial priority areas identified for conservation by NEMPAA.



WETLANDS & RIVERS

The study area is centred on a major water body. A 500m immediate wetland buffer is applicable due to the nature of the site. Various drainage paths surround the site as the dam acts as a catchment area.



BIOPHYSICAL

AGRICULTURAL ASSESSMENT

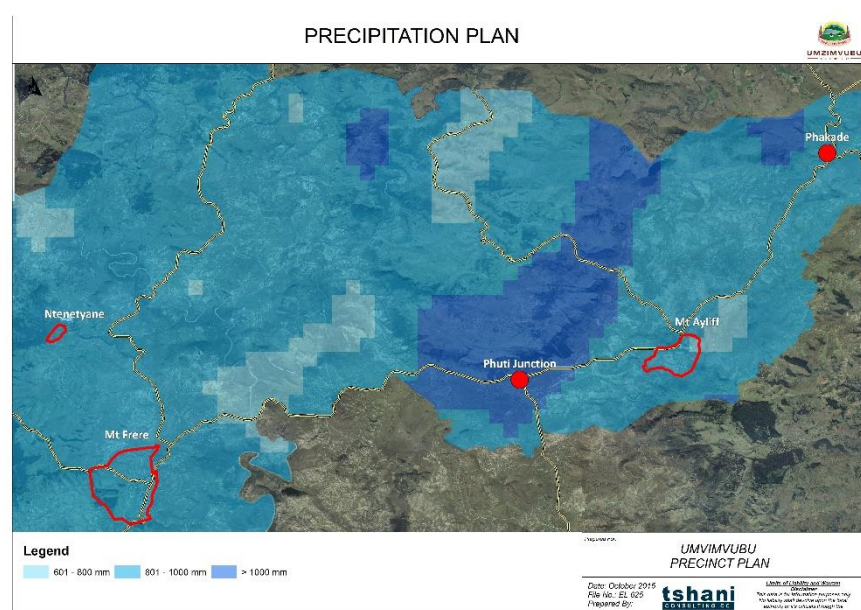
POTENTIAL FOR LOCAL PRODUCTION

As a rural economy in which livelihoods are linked to land, the natural resources in Umzimvubu have a strong bearing on development. The combination of the physical contextual characteristics of the Umzimvubu Area, including land, water systems, climate and vegetation, has a direct effect on economic activity (in particular related to settlement patterns, agricultural production and tourism). This section will thus seek to profile the natural resources available in Umzimvubu, insofar as they are linked to present economic activity and any future potential investment that may take place.

LAND CAPABILITY

Land Capability is determined by the collective effects of soil, terrain and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with the different land use classes. The following chapters are used to highlight the agricultural potential of the area

PRECIPITATION



The rainfall of the Umzimvubu Local Municipality is high with an average of between 750 mm and 1100 mm. The area is a summer rainfall area with 70 to 80% of the rain falling during the summer months. The average annual rainfall generally increases from West to East. Map above indicates the rainfall of the Umzimvubu area. Heavy thundershowers occur on warm summer days over the interior. Heavy showers

are characteristic. The rainfall is generally reliable. Rainfall during early summer months is of concern and is most erratic at this time of the year. Thunderstorms are characteristic of the high rainfall summer months with an increase in thundershower activity as you move inland. Hail does occur

Umzimvubu has high levels of rain in comparison to neighbouring municipalities such as Ntabankulu, Matatiele, and Greater Kokstad. Rainfall is a key variable that shapes the developmental landscape in Umzimvubu by affecting rural livelihoods, Tourism, subsistence agriculture and commercial agriculture.

WATER SYSTEMS

As part of the assessment of natural resources in Umzimvubu, it is important to consider water resources in Umzimvubu. Umzimvubu has a well-developed river system which forms a foundation for aesthetic appeal and high environmental quality. Perennial streams in the area converge to form the primary tributaries of the upper Umzimvubu catchment area. The major rivers in Umzimvubu are:

- The perennial Umzimvubu River which crosses from the North-East to the South-Western. It is crossed by three bridges at Ndarala, Mhlotsheni and the N2 between Rode and Mount Frere.
- The Umzintlava River which cuts across the eastern boundary.
- The Mkemane and Mvenyane rivers which flow from North West, and join the Umzimvubu south of the N2.
- The Kinira River which joins the Umzimvubu River near Rodes.

Water resources provide a variety of direct and indirect ecosystem services. In addition the river systems of Umzimvubu contribute to the sense of the place of the Umzimvubu river valley and in the future may become important tourist and recreational resource. It is worth noting that the high rainfall in Umzimvubu when considered in light of poor livestock grazing techniques can potentially lead to high levels of land degradation through top soil erosion and the formation of gulleys.

HYDROLOGY

The Mzimvubu has its 4 main tributaries of the Tsitsa, Tina, Mzintlava and Kinira Rivers, have their headwaters in the Drakensberg Mountains along the border with Lesotho. A large proportion of the catchment is found within ANDM. The main Mzimvubu River flows through deep gorges across the coastal plain before discharging into the Indian Ocean at Port St Johns. The Mzimvubu River is the largest undeveloped river in South Africa.

The Umzimvubu is also known for its high levels of silt caused by the poorly managed cultivated lands and degradation of the natural watercourses and wetland areas. Special attention need to be provided for catchment management in the upper reaches of these rivers if this untapped water resource is to be

used in the future. These rivers and streams in this catchment provide for a large amount of opportunities for agricultural development. 50 million m³/a surplus run-of-river yield are available for allocation in the Mzimvubu River catchment.

CLIMATE & VEGETATION

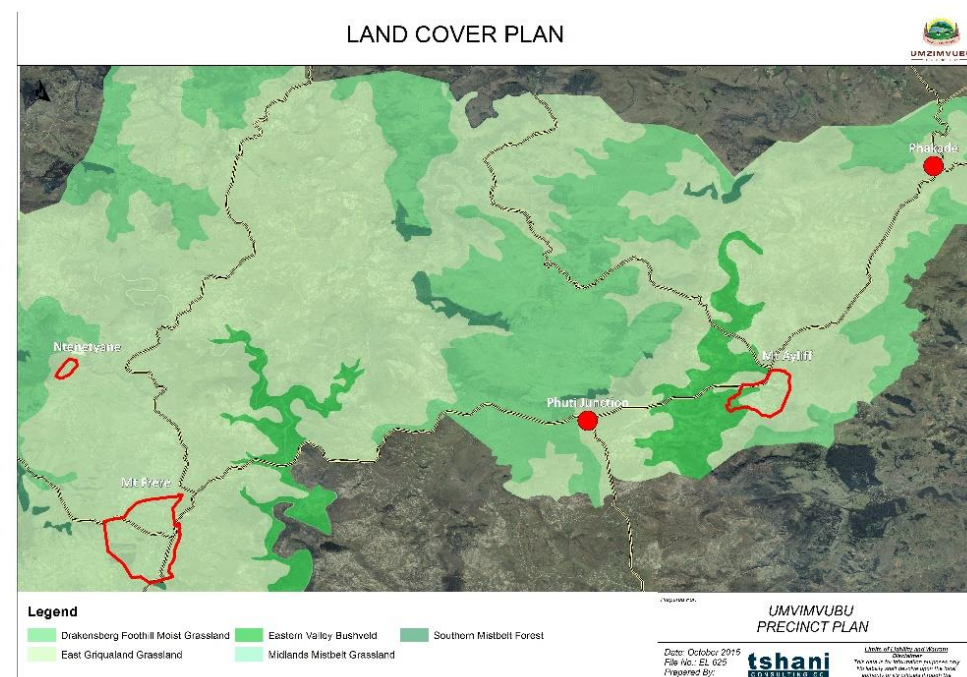
The vegetation in an area represents an integration of climate, soil and a number of other biological factors. Physical factors including geomorphology and geology also act as variables that determine vegetation types and biodiversity. Climate and vegetation in this section are seen as determinants of forestry, livestock farming and crop farming.

Umzimvubu lies in a subtropical climatic zone, meaning that the area is characterized by warm summers and cool winters. The average temperature ranges from 7°C to 10 °C in winter and 18°C to 25°C in summer.

Umzimvubu Municipality is composed of a blend of three biomes (grassland, thicket and forest margin) and has the following main types of vegetation: East Griqualand Grassland (61%), Drakensberg Foothill Moist Grassland (31%), Eastern Valley Bushveld (7%), and Southern Mistbelt Forest (1%).

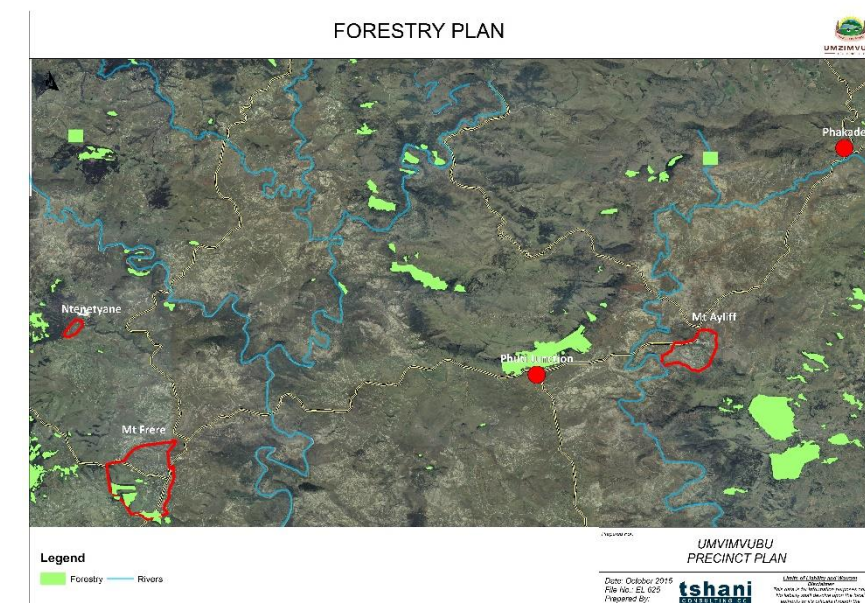
Soils are mostly red–yellow apedal freely drained soils and provide the best cropping lands due to their high levels of iron and other minerals. The soils found widely in this area are however subject to severe erosion with a thin topsoil.

The Umzimvubu municipality does not have an adequate environmental policy framework in place to govern development, and this is further hindered by the lack of human resource capacity that is involved with environmental affairs. This leads to a delay in the pace of development as permits for environmental compliance are often delayed by capacity bottlenecks.



AGRICULTURE & FORESTRY

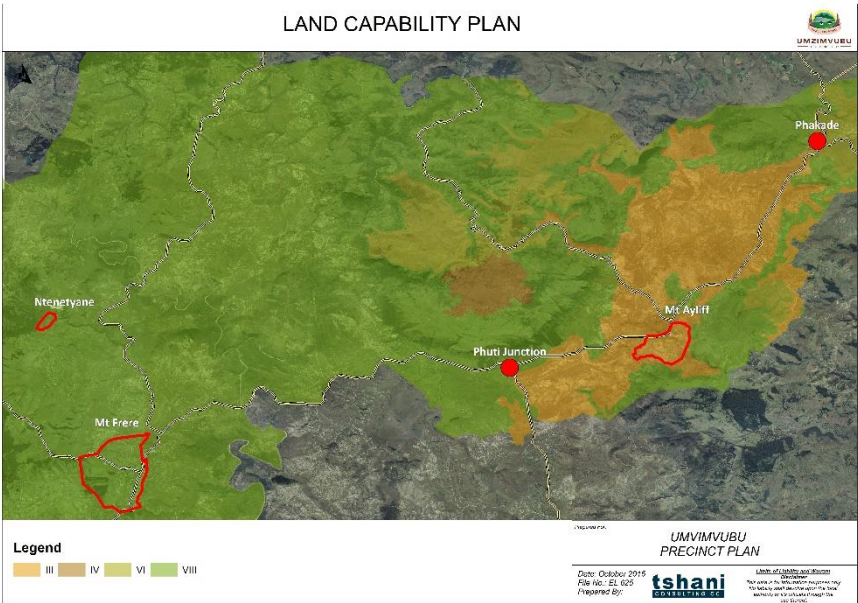
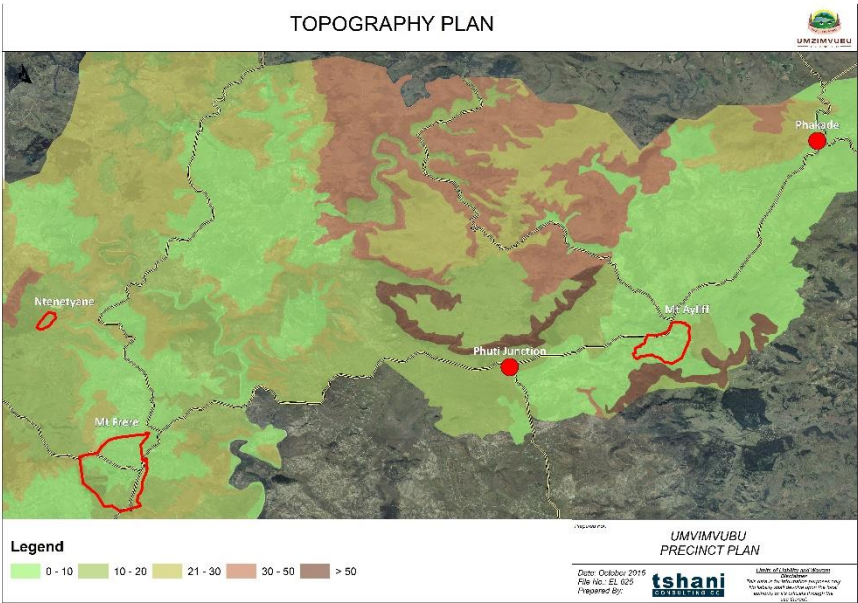
Agricultural activities taking place in the municipal area are in the form of livestock farming (sheep, goats and cattle) and crop farming (maize, potatoes, cabbage and spinach) at a subsistence level. There is no large scale/commercial farming. Some of the land that has been utilized for agricultural has been depleted due to unsound agricultural practise. The major agricultural zones are adjacent to Umzimvubu and Kinira Rivers. It is notable that there are large pieces of vacant arable land within the municipal area. These pieces of land need to be explored and utilized to the fullest. The employed population in the agriculture sector is very low but has potential to growth should the municipality invest more.



TOPOGRAPHY

The topography of Umzimvubu Municipality is directly influenced by two main geomorphological formations i.e. River Valleys and Mountainous formations. The Municipality is mainly drained by the Umzimvubu River Basin, comprised of a number of major rivers including the Umzimvubu River, Mzintlava River, Tina River, the Kinira River, and other small tributaries which traverse through the Municipality.

The river basins range from a low of 600m – about 1400m above sea level, while the Plateau and Steep slopes and ridges in the western side of the Umzimvubu Municipality leading towards the Drakensberg Mountains rise up to above 1800 – 2000m above sea level. A slope map showing the topography of the Municipality shows that large portions of the Municipality lie within fairly steep areas.



AGRICULTURAL STATUS QUO

The current institutional support can be found from the following:

- Alfred Nzo Development Agency situated in Mount Ayliff - Alfred Nzo Development Agency (PTY) LTD is a municipal entity of the Alfred Nzo District Municipality established in terms of 84 of the Municipal Systems Act (MSA). It is also governed by the Companies Act of SA. Its function is to carry out the promotion and implementation of the local economic development initiatives and investment promotions in Alfred Nzo District Municipality.

- Alfred Nzo District Municipality with the Development and Economic Planning Department.
- Umzimvubu Local Municipality LED department that promotes local economic development, entrepreneurship, forestry and agrarian reform.
- Department of Rural Development and Agrarian Reform that has local agricultural offices in Mount Frere and Mount Ayliff that provide an extension service to the Umzimvubu Local Municipality.
- Eastern Cape Rural Development Services that promote agriculture and forestry

The Department of Agriculture has the following programmes in the District;

- Siyazondla Homestead Food Production (Green revolution)
- Siyakhula Step Up Food production Programme
- Massive Food programme (Matatiele only)
- Mechanization Conditional Grant Scheme
- Mechanization Conditional Loan Scheme
- Eastern Cape Communal Soil Conservation Scheme
- Land Care Programme
- Soil Conservation Scheme
- Comprehensive Agriculture Support Programme (CASP)
- Farmer Organisation Development
- Eastern Cape Livestock Production Improvement
- Livestock Production Improvement Programme

The following ECRDA initiatives also exist:

- ECRDA Massive Food
- ECRDA Livestock Improvement Programme
- ECRDA Forestry Programme

There are commercial forestry plantations in the area, the largest plantation is privately owned namely Ntabana and measures approximately 1 049 ha and Amanzamnyama measuring 1 007ha.

The current agricultural/forestry activities are limited to state and privately owned forestry plantations and woodlots, livestock and dryland cropping on a subsistence level. Some commercial programmes in maize production. The Umzimvubu Goat project was initiated in 2000 and developed started in 2005.

In addition, given the potential of livestock production, the Alfred Nzo District Municipality has also set up a plan to support the development of the livestock industry in the area. This program is led by Mr M.C. Mbangeni, Regional Livestock Co-ordinator of the Alfred Nzo District Municipality.

The mission of the Alfred Nzo Livestock Improvement Programme is to develop a sustainable and economically viable livestock industry with full participation of the farmers and all other stakeholders.

EXISTING STRUCTURES

UMZIMVUBU GOATS

Umzimvubu Goats: Adding value to an under-utilized indigenous resource in South Africa has developed value addition to locally produced goats in the form of leather work and meats as well as providing a tourism restaurant in Mount Ayliff. The South Africa case describes a government-led initiative to generate income for farmers in a disadvantaged part of the country. It involved a major investment in infrastructure (an abattoir, tannery and restaurant), research, training, extension activities and institutional development, as well as developing new products (leather handicrafts, meat cuts and sausages) and market linkages. The process of turning a goat into steaks, salami and sandals begins with the goat breeders. Over 3 000 breeders in the surrounding area, organized into six regional cooperatives, raise goats under contract with Umzimvubu Goats.

The facility has undergone some major challenges namely:

- Branding of livestock was a prerequisite to the sale of animals to the facility.
- Funding was mainly undertaken through the municipal structures.
- Business decisions by the board are hindering the management of the operation due to lack of understanding of roles and responsibilities.
- Due to traditional value of goats mainly and the facility only being allowed to source goats locally the facility does not acquire sufficient produce for the facility.

The facility has to seriously relook at its business and management operations to get the facility back on track.

NGUNI PROJECT

The IDC Nguni Cattle Development Trust ("the Trust") is a development orientated partnership of the Eastern Cape Department of Agriculture and Rural Development (DARD), the Industrial Development Corporation (IDC) and the University of Fort Hare (UFH). The primary objective of the Trust is to re-introduce the Nguni Breed into the black farming communities in Eastern Cape, with the long term objective of developing an international niche market for producing Nguni cattle products by these communities.

The Nguni is indigenous to Southern Africa and is known for its high fertility, short calving intervals and long reproductive lifespan. It is tolerant to tropical diseases as well as internal and external parasites, and is also highly adaptable to poor quality grazing and conditions of excessive heat and humidity. This adaptability provides the Nguni with the unique potential to produce high quality meat and hides under ecologically controlled free ranging conditions without the use of chemicals.

The success of this Project depends largely on the provision of extension services, training of livestock managers and project management. This is critical in order to ensure that purebred Nguni retains its genetic value through accurate administration of registered animals. To this end, partnership is forged with tertiary institutions and Provincial Departments of Agriculture who offer these services in their respective provinces.

Selected farmers receive 30 pregnant Nguni heifers and one bull as a loan that must be repaid within 5 years. They need to meet certain criteria.

NWGA WOOL IMPROVEMENT PROJECT

The NWGA provides on-going producer driven research and marketing, inform farmers about current news and trends in wool and mutton farming and there is also a section dedicated to new farmer development.

In creating an effective production environment and also develop the communal farmers the NWGA supports a wool improvement project in the ANDM and this project is implemented through the supply

of good quality Rams by the NWGA to the Alfred Nzo District Municipality sheep farmers. The NWGA has employed a local staff member located at Alfred Nzo namely Mr Makaula. He is responsible for training the sheep farmers on how to look after their sheep for good quality wool production, wool classification, sorting, bailing and marketing.

The NWGA, through Mr Makaula, therefore assists the farmers to organize themselves into associations (shearing sheds) for collective wool marketing and also by supplying them with good quality rams for the production of good quality wool. Mr Makaula also works very closely with the animal health services provider to facilitate access to adequate vet services complementary to good wool production. He also identifies the farmer's challenges and addresses them together with the local Department of Agriculture.

A Mount Frere Wool Growers Association has been formed with other wool growers associations throughout the area. The members sell their wool in bales to BKB either in Port Elizabeth or Durban. BKB organizes transport to collect the wool bales from the shearing sheds. At least there must be 20 bales of wool per shearing shed for BKB to provide transport. If no shearing shed meets the minimum number of 20 bales, the farmers then transport the bales at their own cost to a central place in Mt Frere at the Department of Agriculture (under the supervision of Mr Nkehle) and BKB will collect from that point.

UMZIMVUBU LIVESTOCK FARMERS ASSOCIATION

They have been with local authorities to improve the infrastructure for livestock farming. It comprises a number of cattle and goat farmers. Also involved in the area is the National Emerging Red Meat Producers.

EXISTING STRUCTURES

The selection of an enterprise needs to take a number of factors into cognisance:

- High value crops require high levels of management and skill;
- The cost of development of the enterprises is generally high with medium returns;
- Marketing unless a fixed market channel is available requires specialised input and takes years to develop;

- High value crops normally take a number of years to come into full production;
- A support industry (input supplies and technical advice) is very necessary to ensure the success of the operation;

Taking into account the above it is recommended that:

- The importance of partners particularly those that have developed markets cannot be over emphasised;
- Land title is an issue in particular with regard to security for finances;
- A single enterprise is earmarked that can be developed in a localised area;
- Economies of scale not only must the single farming operation be large enough but the local industry must be large enough to support a support industry;
- A mix of farming operations is used with an anchor enterprise with a short term crop such as vegetables;
- Linkages are made with the available industries in the country.

Vast differences exist with Alfred Nzo District Municipality particularly with regard to temperature that ranges from Sub tropical close to the coast to extremely temperate close to the Drakensberg Mountains. This implies a range of enterprise potential from Sub- tropical to deciduous crops can be produced.

The enterprises that is suited to the Umzimvubu Local Municipality area as follows:

1.1. DECIDUOUS FRUIT

Generally are grown in the cooler climates with some of the fruit like apples and cherry requiring extreme winter temperatures.

1.1.1. APPLES

Apples are temperate zone fruit requiring cold winters and warm summers, best adapted to dry sourveld areas. They require deep well drained soils with a clay content of 10 to 35%. The areas with potential include the upper reaches of Mzimvubu Catchment and the northern areas of the Kei Catchment as well as portions of the Orange River Catchment.

1.1.2. CHERRY

Require a cool frost free spring with mild summer and a cold winter. The production areas are similar to the areas identified for apple production.

1.1.3. PEACHES & NECTARINES

Require a cool, frost free spring and require warm summers.

1.1.4. PLUMS

Plums have similar climatic requirements to apples and cherries.

1.1.5. BERRY PRODUCTION

Berry production has never been a major industry in South Africa.

1.1.6. BLUEBERRIES

Blue berries are deciduous plants which lose their leaves during the winter. They flower in spring and bear fruit in the summer months. They prefer acid growing conditions which are well drained. They do not like "wet feet" and will die if the roots remain waterlogged for any length of time. Blue berries prefer to grow under lower light intensity conditions, therefore often grown under shade cloth but can be grown successfully outdoors. They also have a chill factor requirement which varies according to the variety being grown. They have a compact root system so require frequent irrigation. The plants requirements differ significantly through the year depending on the stage of production. Requirements per plant also increase with age until the plants reach maturity at 5 years old. As a general rule one can work on irrigating 3 times per week applying an amount of 2 litres per plant per irrigation at peak demand. Blueberry farming is however labour intensive, requiring 3 permanent staff and 26 seasonal staff per hectare.

1.1.7. RASBERRY & BLACKBURY

Spring bearing Raspberries and Blackberries have similar climatic requirements to apples. They require a long over wintering period to allow for the initiation of flowers. Autumn bearers have a low chilling requirement. Raspberries are ideally suited to the colder and more remote areas of the province, for the production of processing fruit. Raspberries can be certified organic to

increase market premiums and penetration. Blackcurrants are also ideally suited to colder more remote areas for the production of processing fruit.

1.2. HAZELNUT

Hazelnut production is new to South Africa with a small area being planted for the chocolate production. It is suited to the climates where apples can be grown.

1.3. PECAN NUTS

The crop is well adapted to areas with short cold winters and long very hot summers with a low humidity and relatively low rainfall.

1.4. CASH CROPS

Generally take 6 months to produce a crop and are grown under dryland conditions, irrigation has the potential to increase yields. These crops are adapted to a wide range of climates and include crops such as maize, wheat and soya beans.

1.4.1. POTATOES

Potatoes are a cool season crop either grown under dry land conditions in the high rainfall areas or under irrigation in the drier parts of the country. South Africa plants some 65, 000 hectares of potatoes per year with a production of 160 million 10 kg pockets. The potato is very susceptible to a number of insects and diseases. A high management and financial input is required to ensure adequate financial returns. As any other perishable product (longer shelf life than most vegetable crops) the potato is influenced but seasonal and yearly fluctuations due to supply and demand. Large plantings of potatoes take place in the Ugie Elliot area of the Eastern Cape. No formal industry exists in the Eastern Cape.

1.5. ESSENTIAL OILS

Essential oils are a new and growing industry with limited information available, with an increasing interest in essential oils a lot more studies and research have been taking place recently. A large list of plants can be used for the production of essential oils. Some of these plants are indigenous and some of

them are classified as weeds. These will require a secondary process of distillation varying from plant to plant. Investigations will be required into the potential of various crops that are adapted to the natural resources.

1.6. PYRETHRUM

Pyrethrum is an insect repellent that is produced from the flowers of *Chrysanthemum cinerarifolium* plant. In recent years a large amount of chemical imitations of pyrethrums have replaced the natural pyrethrum. As this a totally natural product a strong interest has recently been developed in these types of natural products. The production of pyrethrum will require specialized processing plants (stills). An added advantage is the requirements for large labour forces for the harvesting of the flowers.

1.7. BEEF

An extensive farming enterprise requiring indigenous grass for the production of red meat.

1.8. DAIRY INDUSTRY

Dairy products are a relatively cheap food being high in protein and other essential nutrients. Numerous products are derived from milk namely: maas, butter, cheese, yoghurt, fruit juices, etc. The commercialization of milk production requires high levels of financial capital and management to ensure competitiveness on the open market. Management is the Archilles heel of successful dairying. The relaxation of the controlled markets has opened up many opportunities with some negative impacts. Some big conglomerates that impact on the farmer price of milk control the formal markets. The farmers that supply these bigger conglomerates are efficient producers with large herds in milk. Smaller producers sell un-pasteurized milk directly to the consumer. This does have health risk implications, but the smaller producer is able to achieve higher and more lucrative prices. To achieve the genetic potential of the dairy animal a consistent supply of high quality food is required. The production of low cost food for the dairy is a key to the sustainability of the operation.

1.9. INTENSIVE LIVESTOCK

Intensive as in name is an enterprise that requires dedicated expertise management at a high level to ensure the successful function of such enterprises.

1.9.1. POULTRY PRODUCTION

The poultry industry has been one of the fastest developed industries of all the agricultural sectors due to the quick turnaround time of the production of poultry. The industry is a highly intensive industry, which requires high volume of turnover with a small unit of profit. Both the broiler and layer have been developed with mainly production parameters in consideration. Thus the modern day broiler or layer has been developed with superior genetics in terms of production parameters, which requires high management inputs in controlled environments. The industry uses a large amount of plant produced feeds in particular maize. The industry is made up of a number of large role-players in all the sectors of the industry. The Eastern Cape is generally a net importer of poultry products and in many instances has been seen as the dumping ground for excess product. The industry requires large capital inputs for setup to adequate sizes of operations with numerous secondary industries that are required to support them. The industry employs the greatest number of people compared to other agricultural industries. The state has identified the poultry industry as an opportunity in terms of creating opportunities for the rural poor to alleviate poverty, through the creation of small poultry operations. The poultry has a quick turnaround time unlike any other agricultural industry and because the units of sale are small capital requirements and input costs can be limited, thus being able to impact on a larger proportion of the rural poor. Some of the failings of this have been the lack of adequate infrastructure, lack of experience and knowledge on the part of both the state and the beneficiaries, lack of adequate marketing ability, lack of adequate support and development of too large a group of beneficiaries instead of individual management units.

1.9.2. PIG PRODUCTION

The outbreak of swine fever in the Eastern Cape has seen the industry almost come to a standstill other than one or two large producers. The outbreak saw the eradication of almost the entire rural population of pigs. A similar industry to the poultry industry requiring high management inputs and large amounts of inputs particularly in terms of high energy feeds. Economies of scale are also being important and thus requiring high capital start-up costs. The siting of a piggery is not determined by natural resources other than the infrastructure must be environmentally controlled with adequate controls for the prevailing weather conditions. It is imperative that similar to the poultry enterprise that an adequate partner is identified if such a venture is envisaged.

1.10. IRRIGATED VEGETABLES

Vegetable production takes place on a fairly large scale where irrigation is available. Vegetables are perishable (they have a short shelf life). The consumption of vegetables is important for the supply of essential vitamins and minerals for maintenance of a healthy body. Little infrastructure organization takes place within the fresh produce production areas as this is done on a more ad hoc basis where farmers plant according to supply and demand. Marketing is limited by distance to markets and the need to sell after harvesting. The marketing of many of these crops is cyclical, dependant on supply and demand. Generally out of season production achieves the best results and thus competition with frost-free areas is difficult. Vegetable production is an intensive farming operation and requires high financial and management inputs to ensure that quality crops are produced. Insects pests and diseases can play havoc with production. Capital infrastructure and input costs are high for successful production.

1.11. FORESTRY

Forestry is identified as a key sector for support by government and should receive specific attention. It is of specific importance for the creation of the value chain, since forestry feeds the downstream processing activities. Ultimately, an effective value chain will have a huge multiplier effect on the Alfred Nzo District, if it is successfully exploited. This sector is largely driven by external agents. Government plays a very important role in the development of local forestry, and they should facilitate the process of converting of some of the plantations into commercial forestry plantations.

Most of the forests, both natural and plantations occur in the mountainous high rainfall areas in the southern region of the district, it is by far the greatest formal agricultural sector with extensive plantations in Umzimvubu Local Municipality.

Commercial plantations in South Africa cover some 1,37 million ha's producing 22 million cubes of wood per annum. Pulpwood makes up 70 percent of the timber with saw logs 23 %. Half of the plantations are made up of pine.

80% of the plantations are found in Kwa-Zulu Natal (39.6%) and Mpumalanga (40.3%) with 11% in the Eastern Cape. Two main categories of plantations are namely hardwood (Eucalyptus and Wattle) and Softwood (mainly Pinus patula). The growing period is dependent on the use of the wood either for pulp wood (short rotations of 10 to 15 years for soft wood and 6 to 10 years for hardwood) or saw logs (long rotation for softwood 27 to 30 years and hardwood 20 to 25 years).

Sawmilling mainly requires softwood with Eucalyptus only making up 3.7% of the saw log industry. Softwood is more prominent in Mpumalanga, Limpopo, Western Cape and Eastern Cape and makes up almost 50% of the timber grown in South Africa.

Both softwood and hardwood can be used for the pulping industry. Eucalyptus is mainly grown in Natal.

Due to its shorter rotation and higher production hardwood outstrips the total production of wood products. The industry can be split into the following:

- Pulpwood 64%
- Saw Logs 27%
- Mining Timber 4.1%
- Poles 4.3%
- Other 0.6%

Generally there is a low value addition in the extraction phase thus plantations must be close to processing plants due to high costs of transport to justify profitability. A general rule of thumb that soft wood plantations must be within a 75 km radius of the saw mills and 300 km for pulpwood to justify delivery to the plant. This would depend upon the condition of available infrastructure and roads and the size of plantations in terms of economy of scale. The market for raw wood thus depends on the proximity of the plantation to processing facilities.

Under forestry we will concentrate on Eucalyptus grandis (E.grandis), Pinus elliottii (P.elliottii) and Black Wattle (A.mearnsii). Site requirements, according to the Forestry Handbook, for the aforementioned species can be summed up as follows:

E.grandis: MAP 900mm

Mean annual temperature should be above 16° C

Mean July temperature above 11° C

Minimum temperature in July should not be below 4° C

P.elliottii: MAP 900mm at lower altitudes

Mean annual temperature should be above 14° C

Mean July temperature above 10° C

Minimum temperature in July should not be below 10° C

A.mearnsii: MAP should not exceed 1200mm (delays bark maturation)

Mean annual temperature should be above 16° C

Mean July temperature above 10° C

Mean temperature in January should be below 22° C

Wattle is generally an alien plant and timber markets are limited by distance to the mills. Clearing of alien wattle plants can take the opportunity to clear the wattle and generate some form of an income to cover the costs of eradication/control.

The most prominent markets exist at

- Saiccor on the Kwa Zulu Natal South Coast that will accept pulp wood (Eucalyptus)
- Harding for poles
- PG Bison in Ugie for gum and wattle
- NCT

The following are existing and previous markets for timber:

- Tekwani Sawmills was previously situated in Mount Ayliff.
- HM Holdings (Pty) (Hans Merensky) is situated at Elangeni - 160 km from Mount Frere
- Elangeni weatherboard was situated at Elangeni and has ceased to operate - 160 km from Mount Frere
- Pole preservation plant in Mthatha – 140 km from Mount Frere
- Numerous small movable mills

The following tables indicate the current forestry situation and employment as well as the potential for development. The development of such an industry would have an enormous impact on the economy of the area. The current plantations are not managed anywhere near their potential and have very limited impact on the economy.

The development of such an industry would have to take cognisance of the existing markets and the potential to develop mills in the area as well as accessing of partnerships.

Plantation forestry is considered by DWAF as a Stream Flow Reduction Activity (SFRA), which means that any new afforestation requires a license to be issued by DWAF. The licensing process is comprehensive in that it assesses the impact of the new afforestation on the hydrology of the water

catchment, the natural environment, and the local socio- economy. It requires approval from the Department of Land Affairs (DLA), DEDEA, Department of Agriculture, Forestry and Fisheries.

If a proportion of the 159,000 ha was developed it would have an enormous impact on the economy of Mzimvubu.

Of less commercial although significant economic importance are the varieties of Non-Timber Forest Products (NTFP's) that are associated with the forestry sector.

Such NTFP's include:

- • Beekeeping and honey production
- • Basket-making
- • Picking and packaging of edible plants
- • Ferns, foliage and flowers
- • Hiking trails
- • Medicinal plants
- • Picking and packaging of mushrooms

2. Agricultural Produce Supply to Mount Ayliff and Mount Frere

The production of local produce is very limited to the main centres of Mount Ayliff and Mount Frere. Fresh produce is generally sourced from outside of area from Kokstad or surrounding farms. The produce sourced includes maize meal, maize, meat, eggs, milk, and vegetables that all has the potential to be produced locally. Even though the area is able to be self-sufficient in most agricultural commodities it is a net importer of agricultural produce.

Numerous State hospitals and other facilities require the supply of produce via a tender procurement process, although local suppliers may win these tenders, the procurement is done through suppliers outside the area.

Economically this negatively impacts on the area with the higher cost of produce as well as money exported out of the area.

3. PROPOSED UMZIMVUBU AGRICULTURAL and FORESTRY INDUSTRY DEVELOPMENT

The following enterprises are recommended as key industries for development:

- Forestry
- Dryland Crop Production (Potato, Maize and Soya beans)
- Extensive Beef, Goats and Sheep in the lower potential areas
- Irrigated vegetables where irrigation water is available and soils are suitable

The development of any agricultural/forestry enterprise requires the necessary skills and experience in numerous fields such as finance, business management skills, organisation and markets that very few rural poor possess.

Land title is an issue and is either communal owned by the state or black owned. In the state owned areas farmers have been allocated small tracks of land that are not economically viable.

The South African agriculture economy has little or no room for emerging farmers; **with no strong support system, being an emerging farmer in South Africa can be a hopeless adventure.**

Emerging farmers also need to organise and need support to do so; currently this group is highly disorganised and misrepresented. They can learn a lesson or two from commercial farmers, since commercial farmers' successes can be partly explained by how highly organised and well represented they are. There is a general misconception that cooperatives provide the best way for organising emerging farmers, hence agricultural cooperatives have mushroomed throughout the country, even while such cooperatives have not fared very well, and many have collapsed for a variety of reasons, including in-fighting, free-riding, power dynamics, etc.

Skills development is a major set-back with respect to empowering emerging farmers due to poor quality public extension services. Current farmer training programs miss the mark by either utilising inexperienced trainers that train in the classroom rather than in the field. While the mentorship programs have good intentions and has the capacity to develop agriculture skills, it is mostly limited to teaching production skills, whereas emerging farmers mostly need management skills such as on finance, management and marketing.

Agriculture finance is a highly complicated courting experience: commercial banks are a no-go-area for emerging farmers as they demand several requirements that are difficult for the average rural folk to grasp.

Last but not least, market access, is a huge hurdle facing emerging farmers who are excluded from markets because production is low and inconsistent; they have limited access to market infrastructure (e.g. pack houses, abattoirs, silos, etc.) which are important to emerging farmers to final markets, but such facilities and infrastructure are often dismissed as a non-issue as the perception is that emerging farmers should use the same structures as commercial farmers even though these are monopolised by big business; most agriculture markets are impermeable to small producers, for example processors and retail chains have stringent procurement policies such as international quality standards (GlobalGAP), labelling, exclusive contractual arrangements, etc.

Empowering emerging farmers in this country is very possible with the right recipe of relevant public policies and a pro-poor proactive private sector. However, even though they are entitled to a place in the agricultural economy, emerging farmers also cannot just sit back and wait for the right mix of policies and alignment of government and business practices.



The success rate in South Africa of developing commercial Black Farmers has been particularly poor. The only major success stories have been linked to partnerships where the partnership has access to a market. Examples of this include many partnerships with big sugar companies, share milking in the dairy industry, macadamia nuts and forestry.

A multi-disciplinary and innovative approach needs to be followed to deal with the lack of support and skills transfer. This could be dealt with by a multi-disciplinary team with the necessary expertise in a variety of important fields. Various partnership models definitely are the key to ensuring that agricultural development happens and skills are transferred.

Agricultural development must not be seen as a quick fix as development will take years of skills transfer and mentoring. The development of an efficient Extension Service is vital to the development of the emerging farmer situation in South Africa.

The following key areas are recommended for intervention as priority:

1. Land tenure requires serious intervention and resolution to allow emerging farmers to utilise assets to source funding.
2. Current Forestry Initiatives that exist must be supported and further discussions are required with Forestry Companies such as Sappi and PG Bison as to potential for further development.
3. Sheep, Cattle & Goats although have the lowest employment opportunity their potential is greatest in terms of area. Added to this is a large capital investment already exists. The wool schemes with the support of NWGA have generally been very successful and must be supported. Similar systems for beef need to be developed with partners in the Red Meat Industry.
4. Dryland Cropping

4. Developing Agriculture and Forestry as an economic driver

Agriculture/forestry is viewed as the economic driver of the economy of many Eastern Cape Municipalities, including Umzimvubu; it is the key element of in local economic development strategies. A high population rate is the characteristic of all major towns such as Mount Ayliff and Mount Frere; this implies that the agricultural resources in these areas are also highly taxed. Marginal land is being cultivated and fields overgrazed, which causes large scale erosion and degradation of resources. This phenomenon definitely calls for agrarian reform. There are two areas which require fundamental understanding to start remediation for the situation: firstly, understanding of environmental resource

management (sustainable resource use) and secondly, land use should take place with the natural resource capacity. Land use management should be addressed through various tenure models which would lead to accountability for mismanagement.

Large portions of land have been left derelict by erosion with little potential to contribute to the local economy through crop production and livestock. There has been much research and debate regarding the reasons for the devastating erosion that occurs. Common conclusions among researchers are that the resources are too few to cater for the needs of the population and that income sources from other sectors of the economy urgently need to develop. It is also noted that the system of land allocation and land administration in general has broken down, Site allocation is now in the hands of sub-headman and the Department of Agriculture is no longer involved in the process. As a result, a number of sites have been allocated on land that is not suitable for settlement, either on steep slopes, water ways, etc. This has also resulted to prime agricultural land being lost to new residential sites. Agriculture Development has the ability to sustain the livelihoods of the population in this municipality.

The potential for agriculture depends on a number of factors, namely:-

Soil properties
 Availability of water: cost, quality and quantity
 Climatic conditions and their influence on enterprise selection and production costs
 Markets and their influence on enterprise selection and profitability
 Land value/cost
 Farm security
 Support structures; technical support and funding mechanisms
 Skills levels and production preferences of producers
 Ownership of land

While most of these items can be modelled to predict land potential for farming, issues like security, opportunities costs and approval of water extraction rights, even if water resources are available, may render seemingly high potential land unproductive for farming.

Upgrading tenure security is very important for this area, particularly providing more secure rights for people that already occupy land. The current status of land administration needs to be reversed and regulated if the latent potential is to develop. It has been observed that much of the legislation

regarding sustainable resource protection is directed at commercial agriculture rather than communal or smallholder systems.

Natural resources are, however, minimal to cater for the area's growing population. Restructuring of land use and management through appropriate land reform models has the ability to increase productivity of agriculture. It is recommended that land and agrarian reform that will entrench ownership and more secure tenure is a prerequisite for more responsible land use. Such a process would not only lead to increased productivity but could also reverse some of the devastating land degradation that is taking place.

Agricultural development should be promoted based on latent potential with high production potential land being reserved mainly for agricultural purposes. The following agricultural activities are prevalent in the area:

Timber plantations should be established in areas where impact on the environment could be mitigated; otherwise the area is too environmentally sensitive for timber plantations.

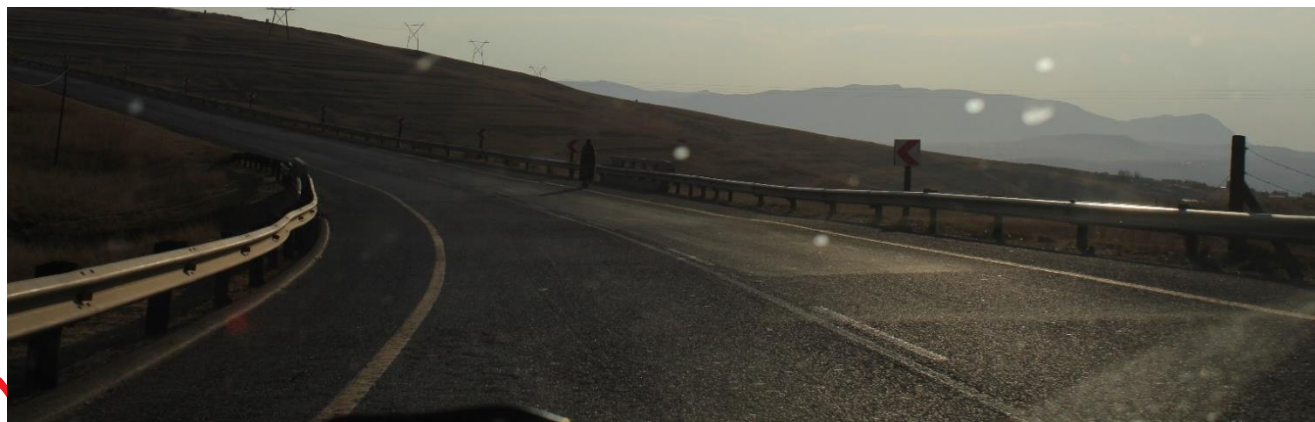
Extensive livestock farming should be promoted, particularly in communal areas, but grazing land management programmes should also be introduced to address the increasing problem of soil erosion.

Crop production (irrigated and dryland) should be promoted in low lying areas and irrigation along the main river tributaries.

Irrigation estates along the major rivers.

Farms say within a five to ten kilometre radius from Urban Centres should be considered for the establishment of smallholdings where limited processing of agricultural products facilities should be allowed. The same applies to farms located immediately along development corridors.

Unfortunately very limited agricultural skills are available to manage competitive and profitable agricultural enterprises and will require partnerships with markets to assist with the



development of agriculture. Such partnerships exist with the likes of Forestry, Sugar, Macadamia and Dairy Conglomerates. Other partnerships need to be developed within the other enterprises.

The areas where these various enterprises can be developed are determined firstly by climate and thereafter soils and the potential to irrigate if rain is inadequate. A number of enterprises have been identified utilising the climate, soils and potential irrigation have been identified spatially.

Betterment planning was implemented in the former homelands and other so-called black areas from the 1930s onwards, in an attempt to regulate these areas and control land usage. Under betterment, designated areas were divided into distinct land use zones - for residential, arable and grazing usage - and all people were forced to move into the demarcated residential zones. Furthermore, people were also dispossessed of arable and grazing land through the process of betterment. As Govan Mbeki wrote in the early 1960s:

"Those who were being pushed off the land were bitterly resentful. They forfeited the right to graze stock and had to abandon the one form of security to which they clung - the occupation of an arable plot with the right to share the common pasturage."

Agriculture traditionally was one of the most important forms of feeding the local household before the betterment schemes. The betterment schemes discouraged investment in agriculture and moved towards a reliance on migrant labour and grants and increase the levels of rural poverty.

Subsequently people have lost the will and ability to produce their own agricultural produce for own use. Various interventions have made use of commercial agricultural principles that are costly and sometimes technically difficult. They make use of principles of monoculture where man fights against the environment to feed and protect his crops/animals and not making use of natural environment and ecology to produce his food. Commercial agriculture after years of raping the land has come to realise that fighting with nature is not the answer and more environmentally friendly methods can be used where working with nature is the more preferred method of agriculture for mankind's ultimate subsistence.

To allow for the redress of the lack of knowledge and will to be involved in agriculture it is being proposed that permaculture is utilised at household level through an extension and education process to assist people to produce their own household food. This in time will at least encourage the agricultural spirit and assist in developing the agricultural knowledge allowing interested people to expand to more commercial agricultural operations.

5. PERMACULTURE

Permaculture is a system of agricultural and social design principles centred on simulating or directly utilizing the patterns and features observed in natural ecosystems. The term permaculture (as a systematic method) was first coined by Australians Bill Mollison and David Holmgren in 1978. The word permaculture originally referred to "permanent agriculture" but was expanded to stand also for "permanent culture," as it was seen that social aspects were integral to a truly sustainable system as inspired by Masanobu Fukuoka's natural farming philosophy.

It has many branches that include but are not limited to ecological design, ecological engineering, environmental design, construction and integrated water resources management that develops sustainable architecture, regenerative and self-maintained habitat and agricultural systems modelled from natural ecosystems.

Permaculture is a philosophy of working with, rather than against nature; of protracted and thoughtful observation rather than protracted and thoughtless labor; and of looking at plants and animals in all their functions, rather than treating any area as a single product system.

The three core tenets of permaculture are:

Care for the earth: Provision for all life systems to continue and multiply. This is the first principle, because without a healthy earth, humans cannot flourish.

Care for the people: Provision for people to access those resources necessary for their existence.

Return of surplus: Reinvesting surpluses back into the system to provide for the first two ethics. This includes returning waste back into the system to recycle into usefulness. The third ethic is sometimes referred to as Fair Share to reflect that each of us should take no more than what we need before we reinvest the surplus.

Permaculture design emphasizes patterns of landscape, function, and species assemblies. It determines where these elements should be placed so they can provide maximum benefit to the local environment. The central concept of permaculture is maximizing useful connections between components and synergy of the final design. The focus of permaculture, therefore, is not on each separate element, but rather on the relationships created among elements by the way they are placed together; the whole becoming greater than the sum of its parts. Permaculture design therefore seeks to minimize waste, human labour, and energy input by building systems with maximal benefits between design elements to



achieve a high level of synergy. Permaculture designs evolve over time by taking into account these relationships and elements and can become extremely complex systems that produce a high density of food and materials with minimal input.

The design principles which are the conceptual foundation of permaculture were derived from the science of systems ecology and study of pre-industrial examples of sustainable land use. Permaculture draws from several disciplines including organic farming, agroforestry, integrated farming, sustainable development, and applied ecology. Permaculture has been applied most commonly to the design of housing and landscaping, integrating techniques such as agroforestry, natural building, and rainwater harvesting within the context of permaculture design principles and theory.

Twelve Permaculture design principles are listed below:

1. Observe and interact: By taking time to engage with nature we can design solutions that suit our particular situation.
2. Catch and store energy: By developing systems that collect resources at peak abundance, we can use them in times of need.
3. Obtain a yield: Ensure that you are getting truly useful rewards as part of the work that you are doing.
4. Apply self-regulation and accept feedback: We need to discourage inappropriate activity to ensure that systems can continue to function well.
5. Use and value renewable resources and services: Make the best use of nature’s abundance to reduce our consumptive behaviour and dependence on non-renewable resources.
6. Produce no waste: By valuing and making use of all the resources that are available to us, nothing goes to waste.
7. Design from patterns to details: By stepping back, we can observe patterns in nature and society. These can form the backbone of our designs, with the details filled in as we go.
8. Integrate rather than segregate: By putting the right things in the right place, relationships develop between those things and they work together to support each other.
9. Use small and slow solutions: Small and slow systems are easier to maintain than big ones, making better use of local resources and producing more sustainable outcomes.
10. Use and value diversity: Diversity reduces vulnerability to a variety of threats and takes advantage of the unique nature of the environment in which it resides.
11. Use edges and value the marginal: The interface between things is where the most interesting events take place. These are often the most valuable, diverse and productive elements in the system.
12. Creatively use and respond to change: We can have a positive impact on inevitable change by carefully observing, and then intervening at the right time.

Technologies that are utilised include:

1. Exclusion of chemicals
 - a. Compost and manure are utilised to fertilise soil
 - b. Inclusion of farm animals (ducks, chickens) to control insects and fertilise
 - c. Companion cropping to reap benefits of certain plants (legumes for nitrogen, plants repel insects etc.)
 - d. Use of organic remedies for treatment and prevention insects and diseases. (Garlic, pepper, onion, egg shells etc.)
 - e. Weed control with no cultivation or chemicals. Use of mulches
 - f. Encouraging predators of pests
2. Soil health principles
 - a. No digging
 - b. Manuring or compost
 - c. Vermiculture
 - d. Cover cropping
3. Rain water harvesting
 - a. Swales
 - b. Tanks
 - c. Dirty water
4. Companion cropping
 - a. Variety of different plants from trees to shrubs

Permaculture is not used in general in general for commercial agriculture. Although similar principles are utilised such as zero till, cover cropping, improving soil health etc.

Permaculture would be utilised at household level to supply household food and would be undertaken through training sessions to assist the households in implementing the principles of permaculture.

To implement this dedicated people with an agricultural background would require to be trained in the practical principles of permaculture and to supply an extension service to encourage people to adopt these principles and encourage them to grow their own food. This could be undertaken through local demonstration plots and providing advice to interested parties.

The principal proposed is that households must invest in their own agriculture and not be subsidised, that has proven over and over not to be successful model. This principal takes a bottom up approach where people are allowed to develop themselves rather than a top down approach.

6. SKILLS TRANSFER

Current formal training opportunities for agricultural skills qualifications are available from:

- Formal schooling
- Universities
- Agricultural Colleges

Other forms of skill transfer are the Department of Rural Development and Agrarian Reform through their extension services. Unfortunately the skills level is extremely low as well as motivation levels. After the new democratic South Africa the focus on agricultural extension service changed from supporting the commercial farmers to ignoring commercial farmers and concentrating on the previously disadvantaged farmers. The Department ignored the fact that former extension officers who had University Agricultural degrees relied very heavily on the commercial farmers to develop their agricultural skills and experience.

The Agricultural Colleges were well recognised and still are in their practical hands on approach to developing skills by operating a fully-fledged farming operation and combining practical with theoretical training.

In agriculture there are numerous skills required, to name but a few:

- Technical production skills of the enterprise
 - Soils
 - Water
 - Insect & disease control
 - Plant production requirements
- Machinery & equipment

- Labour management
- Financial Management
- Organisational management
- Project management

The formal education received is generally not adequate to cover all fields that a farmer needs and many of these skills are learnt from on the job work experiences. Very few of the local inhabitants have seen any commercial operations functioning and have little or no experience with such operations.

The lack of job opportunities in the agricultural sector sees few youth furthering their education in agriculture.

It is obvious from the levels of education within the area that very low levels of skills are available. The availability of management skills is very scarce and the outsourcing of these skills must be seriously considered. Skills are more easily learnt from hands on, on the job training.

Joint Venture partners are available in the industries such as the forestry industry and the dairy industry. Through there assisted management of the operations they pass across much needed technical skills.

7. RECOMMENDATIONS

Umzimvubu Local Municipality area is not being used anywhere near its agricultural and forestry potential.

The following enterprises are recommended as key industries for development:

- Forestry
- Dryland Crop Production (Potato, Maize and Soya beans)
- Extensive Beef, Goats and Sheep in the lower potential areas
- Irrigated vegetables where irrigation water is available and soils are suitable

The report has highlighted a number of reasons for the lack of economic activity as follows:

- Dealing with tenure security
- Lack of financial capital

- Lack of experience of commercial agriculture and forestry
- Poor extension services
- Low skills transfer base

The massive food programmes have generally never dealt with skills transfer as outside officials decide on the crop production programmes and contractors undertake the production of the crop.

A multitude of programmes exist for various agricultural industries as has been described above.

A multi-faceted approach is recommended namely:

- Dealing with local household basic knowledge of agriculture with the use of permaculture with an extension service promoting the production of household food.
- Ongoing research and proposals to deal with land tenure.
- Identifying potential areas for forestry, identifying market partners to assist with community development of forestry.
- Identifying areas for crop production and irrigated vegetables and developing models that the areas are successfully managed according to the most up to date agricultural technologies. These model farms must be used as skills development programmes where extension personnel and potential farmers can be taught hands on approach of various technologies in terms of

dryland farming/irrigation farming. For them to be successful a high level of management is required that will needed to be outsourced

- The current extensive livestock programmes to be continued with but they need to be co-ordinated in a manner that they complement each other.

If agriculture and forestry are kick started in the area numerous support facilities will be required in the towns of Mount Ayliff and Mount Frere dealing with:

- Financial aspects
- Animal health medicine and vaccination suppliers
- Animal Feed suppliers
- Seed, chemical and fertiliser suppliers
- Machinery and equipment suppliers
- Mechanics
- Market agents
- Storage Facilities
- Processing Facilities
- Accountants/Auditors
- Extension Services





SOCIO- ECONOMI C

SOCIO - ECONOMIC

THE RED PERSPECTIVE

SOCIO-ECONOMIC & ECONOMIC PROFILE

This section provides for a baseline assessment of the socio-economic characteristics of the five precincts selected for this study, namely: Mount Ayliff, Mount Frere, Phuti, Phakade and Ntenetyana which are located in the Umzimvubu Local Municipality (LM). This chapter seeks to provide an analysis of the key demographic, economic and infrastructure needs of the communities which are located within immediate vicinity of the said precincts. Through socio-economic analysis of the given area, insight is gained into the specify development needs of the local area. It identifies socio-economic issues that need to be addressed for developments to overcome potential hurdles such as skills and education limitations which can either aid or hinder local developments going forward.

The focus areas for this analysis are divided into two categories, that of the primary and secondary study areas. The primary study areas are Mount Ayliff, Mount Frere, Phuti, Phakade and Ntenetyana, while the secondary area constitutes the Umzimvubu LM as a whole

THE FOLLOWING COMPONENTS WILL BE ANALYSED IN THE PROFILES PRESENTED:

Demographics

This section includes the population, population growth, population density and number of households of the study area at the district and local municipality level.

7 279	22 065	1 367	4 967	6 202	191 620
1 443.0	1 103.6	186.7	583.1	668.6	74.4
2 391	6 545	421	620	1 297	46 891
3	3	3	8	5	4

Age and gender distribution

The age-gender composition gives an indication of the population and the way it is distributed according to gender and age.

Education

This section looks at the level of education attained. This gives an indication of the skill set available.

Employment

This section looks at the employment, unemployment and not economically active levels. The not economically active levels are of importance to consider, as those who fall within this bracket are discouraged, no longer looking for employment.

Income

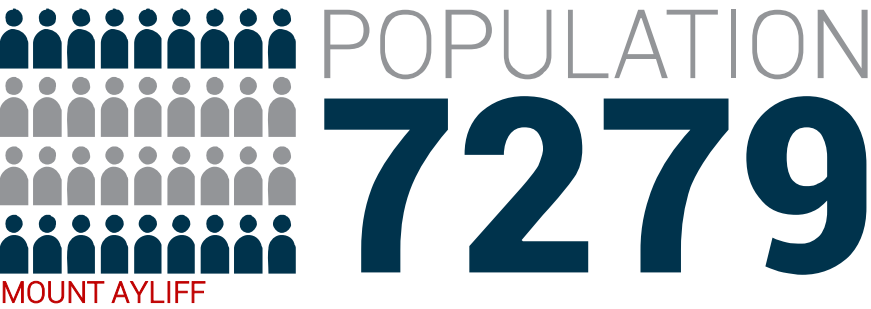
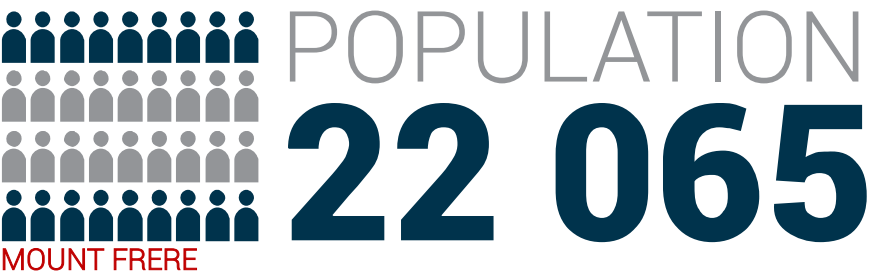
This section is mainly concerned with the average monthly household income and the income poverty levels. This shapes the way in which household are able to spend and the types of good they are able to spend on.

Infrastructure

This section looks at the access to toilet facilities, access to electricity, access to piped water and access to refuse removal by local authority. These are basic services which should be provided.

Umzimvubu Local Municipality is a largely rural area and comprises of two major urban areas, Mount Frere and Mount Ayliff.

The population densities of the study areas are significantly greater than the local municipality's, and this is said to be expected. The two urban areas Mt Frere and Mt Ayliff have population densities which exceed 1 000 and this is due to being large and urban.



Mt Frere (6 545) and Mt Ayliff (2 391) have the most number of households amongst the five precincts. The number of households has an influence on the local market which will be available for retail centres,



The average household sizes for Mt Ayliff (3), Mt Frere (3), Ntenetyana (3) and Phakade (5) are in line with those of the district municipality (5), while Phuti's average household size (8) is double that.



MOUNT FRERE



MOUNT AYLIFF

DEVELOPMENT IMPLICATIONS

The households in ULM are in a rural setting which makes it important that any development which is focused on ULM should take cognisance of this accordingly. The large densities affect the rate at which basic services are provided, it is also important to ensure that these essential services are actually provided and in a timely manner.

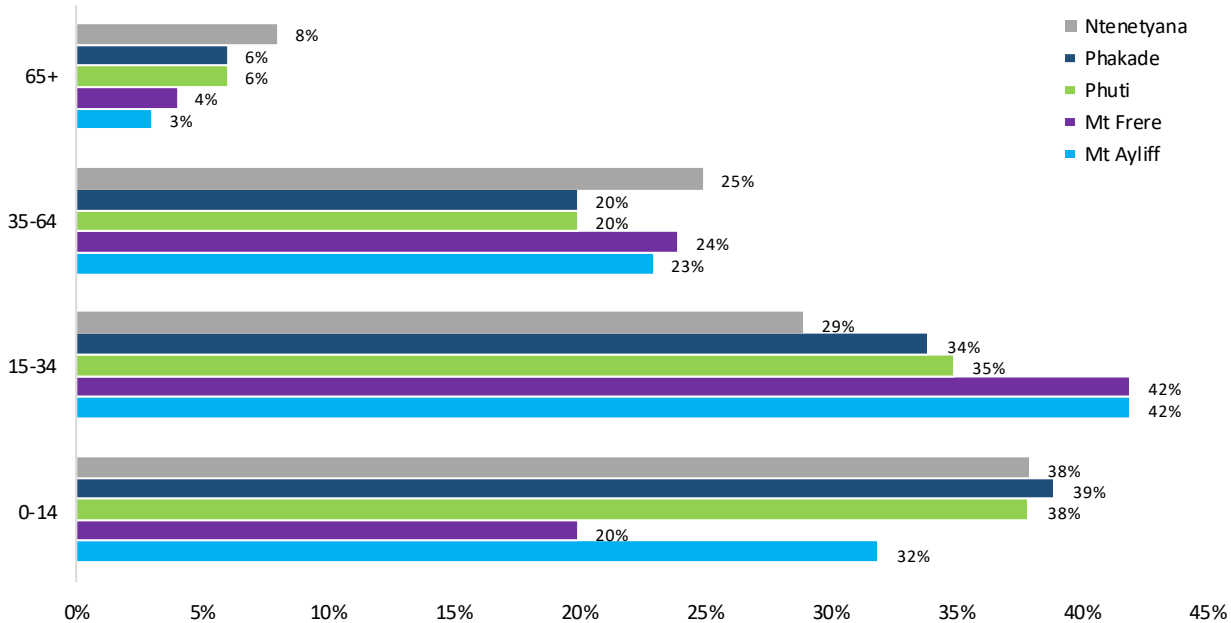
The five precincts have a high level of representation from those aged 0-14 with Mt Frere (20%), Mt Ayliff (32%), Phuti (38%), Phakade (36%) and Ntenetyana (38%). This age group is considered to be the primary school going age and indicates rather youthful populations. The youthful population indicates the migration of skilled workers from the precincts to other nearby areas such KZN etc.

The other dominant age group is the 15-64 which is known as the working age population, which is potentially those who are also economically active. The age group is important as it responsible for the 0-14 and 65+ age groups (not economically active), in addition it aids the growth of the economies of the study areas.

DEVELOPMENT IMPLICATIONS

The population of the study areas is young and this is in line with the local and district municipality averages. This young population presents an opportunity for skills development and training in the future which would be beneficial for projects which are undertaken. The young population also makes it necessary for employment and economic initiatives to be initiated in these areas.

6%	8%	9%	4%	3%	8%
10%	11%	28%	27%	30%	24%
4%	5%	8%	8%	10%	8%
33%	36%	36%	43%	43%	38%
27%	25%	15%	14%	14%	13%
21%	15%	4%	4%	4%	6%



MOUNT FRERE



- No schooling
- Some primary
- Completed primary
- Some secondary
- Matric
- Higher

MOUNT AYLIFF



- No schooling
- Some primary
- Completed primary
- Some secondary
- Matric
- Higher

The education levels in any given area will influence economic and human development potential. It is clear that low education levels lead to a low skills base in an area. A skilled labour force is able to drive up demand for higher end products and services, which is favourable for the economy of that particular area.

The two urban areas, **Mt Ayliff (48%)** and **Mt Frere (40%)** have relatively higher levels of education attainment (matric and higher) than **Phuti (19%)**, **Phakade, (18%)** and **Ntenetyana (18%)**. This higher figure for the urban areas could be attributed to the availability of greater economic opportunities, where formal private and public sector jobs are located.

DEVELOPMENT IMPLICATIONS

The low education and skill set of Phakade, Phuti and Ntenetyana present a challenge for economic development as they affect the employability of the labour force. It is therefore important that these individuals are trained to gain such skills which are essential for the growth of an economy.

MOUNT AYLIFF



- Employed
- Unemployed
- Not economically

MOUNT FRERE



- Employed
- Unemployed
- Not economically

Over 60% of the working age population of Phakade (75%), Phuti (67%) and Ntenetyana (69%) are considered to be unemployed or not economically active. The 'not economically active' proportion of the population consists of individuals who are not working and/or not actively seeking employment, this can be due to numerous reasons such as lack of employment opportunities, education level, skills and general discouragement due to in the area. These figures also indicate the reliability of these individuals on those who are employed.

The two urban nodes of Mt Ayliff (36%) and Mt Frere (34%) have the largest proportion of individuals who are employed in the formal sector.

DEVELOPMENT IMPLICATIONS

It is important to note that the figures above only represent the formal sector and do not include the informal sector which includes communities living as subsistence farmers, taxis, and hawkers etc. which make up a large component of the areas. As a result of this, the employment figures may be understated.

The general lack of discouragement by the working age populations could result in these individuals migrating to larger towns and cities and even other provinces such as KZN which results in the loss of potential labour.

R 5 064	R 5 177	R 2 914	R 1 595	R 1 679	R 4 083
20%	35%	45%	47%	46%	62%

MOUNT AYLIFF



MOUNT FRERE



The average monthly household income of an area influences the spending on household goods.

The urban areas of Mt Ayliff (R 5 064) and Mt Frere (R 5 177) are the only two precincts which have an average monthly household income greater than the LM average. The other precincts namely Phuti, Phakade and Ntenetyana with have low average monthly household incomes when compared to Mt Frere and Mt Ayliff which would mean their spending is even more limited and concentrated on non-durable goods.

Income poverty refers to the households which earn an average monthly household income of R 800 or less. These households are said to be living below the poverty line. As income influences spending this means that households who are living below the poverty line spend even less than those who are not in income poverty. All of the precincts; Mt Ayliff (20%), Mt Frere (35%), Phuti (45%), Phakade (47%) and Ntenetyana (46%) have a lower income poverty than the local municipality (62%). Although this may be the case a large number of the household are poor.

DEVELOPMENT IMPLICATIONS

The number of households which earn R 800 and less ranges between 20% and 62% in the precincts considered which indicates that a high percentage of the populations depend on social grants, subsidies and other payments from government for their livelihoods. This has a negative effect on the economy and translates to a low purchasing power for any new commercial activity which may be developed.

85%	96%	85%	94%	90%	89%
99%	74%	90%	34%	93%	62%
56%	70%	85%	82%	2%	46%
84%	14%	1%	0%	0%	8%

Over 80% of households in the five precincts have access to toilet facilities. This figure resembles that at local level. This speaks to the fact that Mt Ayliff and Mt Frere are urban areas, while Phuti and Phakade are closely located to Mt Ayliff and Ntenetyana to Mt Frere.

In all of the precincts except Ntenetyana more than half of the households in the study area have access to electricity. This portion is significant and exceeds that of Umzimvubu LM.

Mt Ayliff is the only precinct where a majority (86%) of households have access to refuse collection by local authority. This figure is the highest and is even greater than at local level. The other precincts have very low refuse collection by local authority, where Phakade (0%) and Ntenetyana (0%) have non-existent refuse collection services.

In **Mount Frere** all but access to refuse collection and piped water have increased since 2001. Refuse collection has decreased by 26%, whilst access to piped water has decreased by only 2%.

In **Mount Ayliff** access to all services has increased by at least 10% since 2001. The greatest increase can be seen in the access to refuse collection, this has increased by 53% which means 53% more households have access to this service.

In **Ntenetyana** only access to piped water has had any significant change since 2001. In 2001 no households had access to piped water in this precinct and in 2011 93% of the households have access to piped water.

In **Phakade** access of basic services has also been on the increase where over 20% of the households which did not have access to piped water, electricity and toilet facilities in 2001 now have access. All services have been on the increase while refuse collection has remained the same at 0%.

In **Phuti** access to all the above services has either increased or stayed the same since 2001. This is a positive for the precinct. The most significant increase is the access to electricity were 85% of households now have access to electricity, whereas in 2001 only 35% of households had access to electricity.

DEVELOPMENT IMPLICATIONS

Access to basic services for households in the region has been largely positive with only a few of the indicators not increasing between 2001 and 2011. Although this may be the case, access to refuse collection is still an issue for Mount Frere, Phuti Junction, Phakade and Ntenetyana as less than 20% of the households have access to this service. The non-collection of refuse can be a potential hazard for the areas.

The Umzimvubu Local Municipality has made basic services accessible to a majority of the population. This is important as any potential development requires basic services to be in place first.

Economic Profile

This section provides for a detailed sector analysis of the local Umzimvubu regional economy. The performance of the local economy over time is considered, as is its current configuration. The objective of this analysis is to profile the economy in order to provide a baseline assessment for the Precinct Plans.

Classification of economic activity in this report shall be based on the South African Standard Classification of all Economic Activities (SIC) approach, under which similar forms of economic activity are organised together.

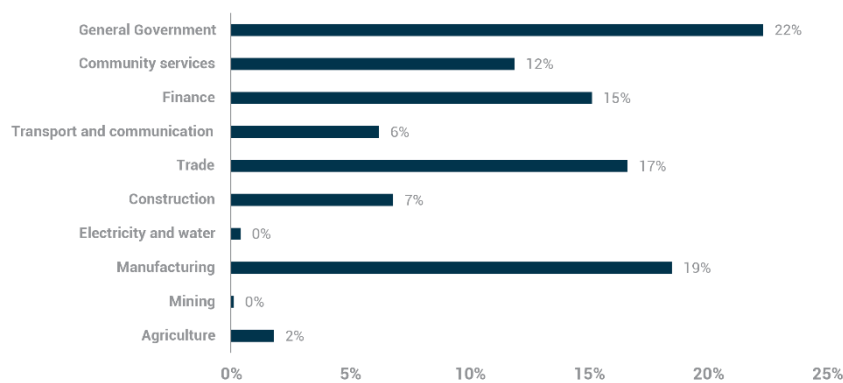
This section also considers the individual economic compositions of the precincts as well as looks at the preliminary development opportunities within each precinct.

LOCAL ECONOMY OUTPUT AND PERFORMANCE

The economic performance in the region is usually evaluated by means of the Gross Domestic Product in the region (GDP-R), which is a measure of the value of final goods and services produced within the specific geographical area, and in this case the Umzimvubu Local Municipality.

The growth rate of Umzimvubu LM was on the increase from 2004 until 2006, however this increase was halted by the global recession which began from 2007 and continued into 2009. From 2010 to 2011 the growth rate was once gain on the increase, however since then it's been on the decrease. In 2013 the GDP-R at current prices was estimated at R 6.7 billion, which was the second highest in the Alfred Nzo District.

Figure Umzimvubu Contribution by Sector, 2013



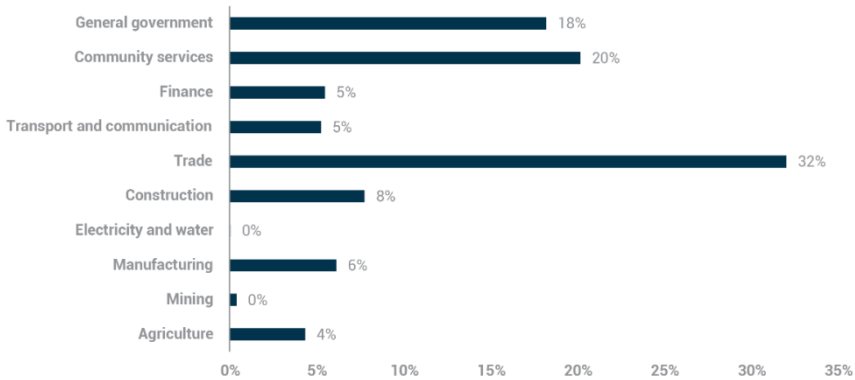
The largest contributor to GDP-R is the public sector represented by the Government and Community Services Sector which contributes 34% in total to GDP-R. This is followed by the manufacturing (17%), Trade (17%) and Finance (15%) sectors. The high contribution of the public sector to GDP-R indicates that a significant concentration of the region's economic output is derived from a non-value adding sector i.e. it is directly state funded. This underlines a high degree of dependency on the government sector to initiate economic activity. Due to the high degree to which the area was under-invested in for many decades government interventions are required to develop infrastructure and institutions in order to develop a conducive environment for growth.

Agriculture is widely undertaken in the area on a small scale as part of a subsistence livelihood strategy by households. Although there is activity in this sector of the economy due to it being subsistence it is almost entirely within the informal sector and is thus not represented in Figure 4.2. Interventions that develop market access, improve quality of produce and develop economies of scale could assist small scale farmers to earn larger incomes from their activities and contribute towards the sector contribution to GDP-R.

It is important to note that the tourism sector is not a stand-alone sector and falls under the trade sector, which is the second highest contributor to GDP-R, illustrating its importance to the economy.

It is also important to note that Umzimvubu is a dual economy where as a largely rural area, access to urban areas, markets, and formal sector business is limited for most residents of the municipality. This means that while Figure 4.2 reveals official output statistics, the existence, importance and value of the informal second economy in Umzimvubu must not be neglected.

Figure Employment per sector



The public sector, government and community services (38%), is responsible for the majority of the employment in the local municipality. Trade is responsible for the second highest employment (32%).

Mining and water and electricity sectors contribute the least to the employment of Umzimvubu Local Municipality, and this is in line with their contribution to GDP-R.

Figure Economic Performance 2013

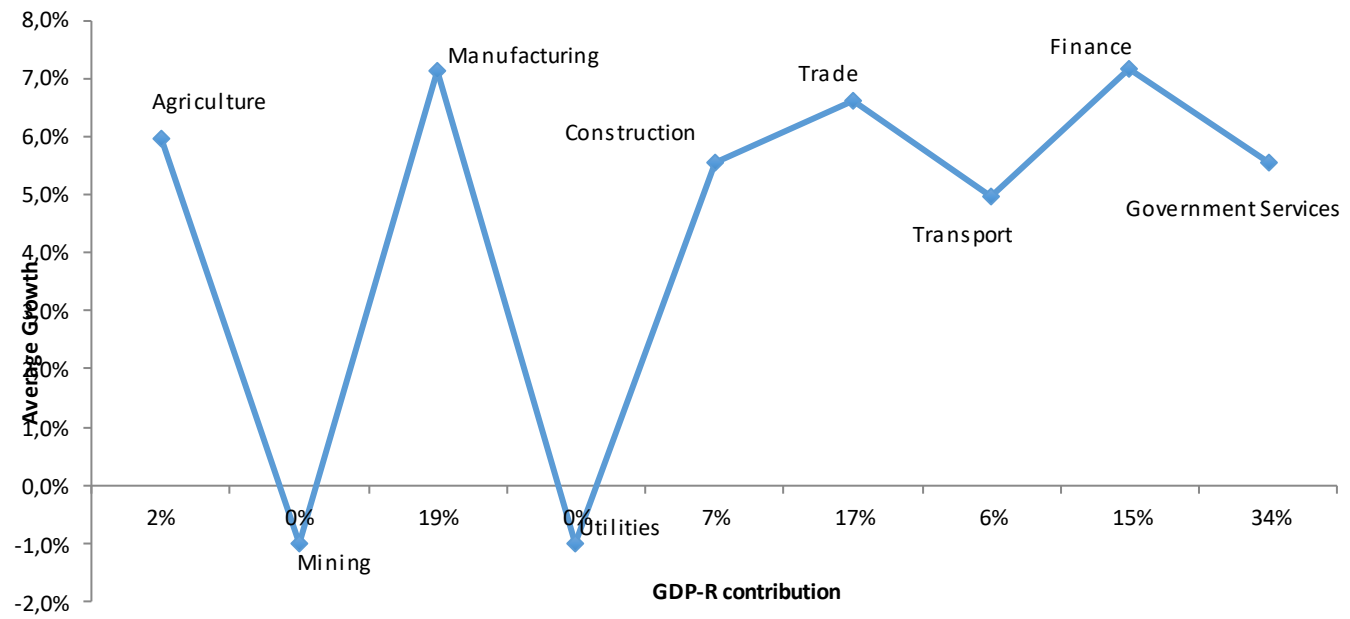


Figure represents the ten Standard Industrial Classification (SIC) formal economic sectors represented in terms of GVA contribution on the horizontal axis, sectoral growth rate on the vertical axis and the size of the bubble the employment numbers. The sectoral growth rate represents the average annual GDP-R growth rate for the local economy between 2003 and 2013 at constant prices. The sectors which are positioned higher up the vertical axis indicate high output growth while those that are positioned further right along the horizontal axis indicate a greater sectoral contribution towards the total GDP-R output. Ideally a sector should be situated on the upper part of the graph, indicating high average growth rates over the period. The size of each circle is based on the employment contribution of each sector towards the district's total employment figures.

A high growth situation for the local municipality would be one in which the sectors are of a similar size clustered at the end of the x-axis and high up on the y-axis. This would indicate a highly diversified economy that is characterised by high output growth and a balanced distribution of employment opportunities.

The government and community services sector is the largest employer, 38% of the total employed persons and highest contributor to GDP-R, which also shows the importance of public expenditure in sustaining the economic activity of the local municipality.

It should be noted however that this sector is based on public expenditure and is considered a non-value adding sector

The agriculture sector in the Umzimvubu Local Municipality is one of the smallest (4%) employer in the economy. This sector experienced growth of 6 % over the same period.

The manufacturing (7.1%) and trade sectors (6.6%), revealed positive growth rates, which were the second and third highest between the 2003 and 2013 period. The trade sector is the second largest employer in the region and this may be attributed to the small trade businesses situated in the major settlements in the local municipality.

The public sector and trade sector play a crucial role in the economy as the two largest contributors to the economy and being responsible for the majority of the employment in the LM. Trade is the only real private sector economic driver in the region.

All the sectors in the region barring mining and electricity and water have experienced positive growth during the 2003-2013 period, but overall this is off a very small base and therefore any small change in investment is going to reflect positively on a micro-economy such as this.



SECTOR ANALYSES

This section will unpack the production elements of some of the key sectors within the Umzimvubu Local Municipality. The sectors which have been identified are based on those prioritised in the LED strategy. These include:

- Agriculture
- Construction
- Trade
- Finance and Business Services
- Government Services
- Tourism

AGRICULTURE

The agricultural activity within the local municipality is on a commercial, emerging and subsistence level. Although agriculture is one of the most important activities (mentioned as one of the key priority areas in the IDP) in the economy it only contributes 2% to GDP-R and 4% to the employment of the local municipality.

Commercial agriculture relates to activity that is motivated by financial gain and the profit motive, and operated on a large scale for economies of scale, and this is represented in the economic data. Subsistence agriculture in this profile relates to community and household based activity that is undertaken to supplement incomes and livelihoods. Emerging agriculture in this profile relates to an intermediate phase between the above discussed forms, and is primarily engaged in by previously disadvantaged individuals (PDIs). This form of agriculture is seen as being more informal and its numbers are not recorded by StatsSA

It is however noted that individual agricultural concerns that are run commercially are not represented in the economy and therefore the small commercial agricultural sector is understated. It is however mostly centred on external NGO and government agents. Some of the projects which have been identified, in the IDP, for the local municipality include:

- Agriculture fresh produce market development
- Sheep dipping tanks
- Egg production
- Maize production

- Ploughing and ripping of maize fields.

The location of all the projects in the local municipality can be seen in the map below **Map IDP Projects in the Umzimvubu Local Municipality**

The funding departments of these projects are DEDEAT, Department of Agriculture and Rural Development, Alfred Nzo Development Agency, Department of Social Development and the Umzimvubu Local Municipality.

Due to the subsistence nature of agriculture in the region, agriculture accounts for only 2% of formal GDP-R. Thus although Umzimvubu is a rural and subsistence agricultural based economy it is not formally productive due to the small scale nature and survivalist farming strategies of the agricultural activities. The agriculture sector does make a significant contribution to the employment in the region by employing 4% of total employed persons. This is formal employment and does not include informal employment that characterises the subsistence sector.

Key impediments to agriculture are:

- Low levels of technical and business skills
- Need for more extension services
- Land ownership model does not allow for economies of scale and the extension of farms. It also prevents the use of land as a form of security to access finance for improvements.
- Poor quality of stock
- Lack of access to markets
- Poor road infrastructure increases the cost of transport of raw materials and goods to market.

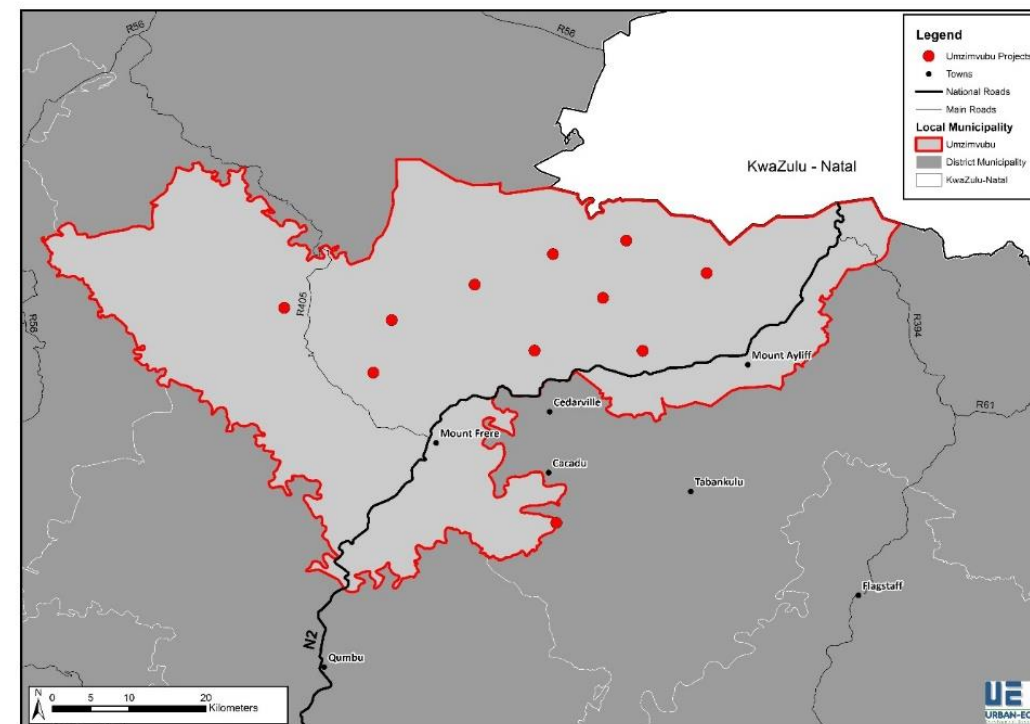
ECONOMIC POTENTIAL OF AGRICULTURE

Training of those involved in the sector especially is essential in order to reliaise growth and move towards a commercialisation.

Medium to long term opportunities will arise within the agro-processing sub-sector once primary agriculture outputs are increased and subsistence farmers move towards more commercialised forms of farming.

CONSTRUCTION

The construction sector is defined as having a 'derived productivity'. The performance of the construction sector can thus be taken to be an indicator of the general amount of investment



developmental activity taking place within an economy. The sector contributes 7% to GDP-R and 8% of the total employment in the local municipality is in this sector.

The Umzimvubu construction sector is underdeveloped, as a result of relatively low levels of public and private sector investment into the area. The area however has seen an increase in investment in public funded infrastructure in the past decade and thus the sector has grown notably in recent years.

A high degree of output in the construction sector is lost to other areas due to construction firms working in the area having their base/head offices located in other LMs causing an economic leakage. This is due to a shortage of qualified and registered firms offering construction services within Umzimvubu.

Umzimvubu has an excess supply of construction firms with basic building skills such as bricklaying and the construction of simple buildings. In accessing tenders and work for more complicated projects required competencies including plumbing and electrical wiring, there are a few to none suitably qualified construction firms in Umzimvubu. Contractors are graded from 1 to 9 depending on the type of work they are capable of doing, based on this grading there's a maximum value which the contractor is deemed capable of performing and this ranges from R 650 000 to no limit. There are no construction firms in Umzimvubu which are members of the Eastern Cape Master Builders Association (MBA) in 2014, however in future these firms should consider sub-contracting larger firms with a higher grading, in doing so firms in the region will be able to increase the size of larger developmental projects where they will also benefit.

The result is that local enterprises often cannot take part in large or high value construction projects (such as major infrastructure provision and road construction), as they do not have training in areas such as plumbing and electrical wiring. The result is that such projects are often handled by companies situated in other localities such as Kokstad and Mthatha. Even in cases where joint ventures with local companies are formed the partnership needs to be analysed in terms of the share of work conducted by local firms.

Although this sector is not large in the local municipality there has been some notably significant projects which have been undertaken by private investors in the past few years. One of the most recent projects includes the shopping centre development in Mount Frere. Construction on the centre began in 2012 and was completed the following year. The centre comprises several national retail stores such as Pep, Ackermans etc. and has been a welcomed addition to the retail sector of the town and local municipality. Another shopping facility is on the cards and planned for Mount Ayliff and although construction is yet to commence. The Umzimvubu IDP indicates that there is a housing project planned for Mt Frere and has a total cost of R 9.54million. There are also minor road maintenance projects which are ongoing in the local municipality.

As a whole, the performance of the construction sector in Umzimvubu faces a number of structural market factors; the private sector is experiencing autonomous growth, with some retail expansion and the expansion of housing programmes. There is government driven expenditure on EPWP, RDP housing and bulk infrastructure provision and upgrading.

The industry has capacity limitations in terms of technical, financial and project management skills.

Sectoral growth is stunted by a skills mismatch, limited land available for private sector investment, negative private sector preconceptions and the high leakage of income from the area.

ECONOMIC POTENTIAL OF CONSTRUCTION

There is economic potential to grow the sector based on the development of more highly skilled contractors. Through training and mentorship programmes. The expansion of housing programmes, public sector investment, urban redesign and development and private sector retail expansion are possible opportunities for the sector.

Recently the Eastern Cape Department of Public Works (ECDPW) has undertaken a large office precinct plan to address the lack of adequate office accommodation within Mt Ayliff. The office precinct is planned specifically for all the various provincial governments which are currently housed in a disjointed

manner within the LM. The actual development of the project would present an opportunity for contractors in the area.

There are however key challenges to such programme and these challenges are of relevance to the development of property in Umzimvubu. They include the current lack of office space within the towns, the lack of serviced land for office developments, concern of the adequacy of water, electricity and ICT services and the lack of middle income housing.

TRADE SECTOR

The retail trade sector is the second largest economic sector (contribution of 20% to GDP-R) in Umzimvubu and largest privately operated sector in the economy. It is also responsible for the second largest employment (32%). The sector is centered mostly in Mt Frere which functions as a service centre (with Mt Ayliff also of importance) for rural households' shopping needs. The local retail sector is supported by the residents of Mt Ayliff, Mt Frere and the villages in close proximity to these two service centres.

The retail trade sector is dominated by the sale of lower order services (hairdressing, medical, banking services etc.), perishables (basic food stuffs) and semi-durables (lower to medium priced clothing ranges) with very limited provision of durables and high-order services (i.e. limited banking and business services, lower priced furniture retailers).

The trade sector, also known as a derived demand, is dependent on the amount of income the consumer has at his/her disposal to engage in a trading transaction. Trade, in its turn, is not only a function of the amount of money available within a population, but is also influenced by non-economic considerations such as personal taste, availability of alternatives and the current fashions. For this reason, the sector can be used as a crude measure of economic performance and the confidence the people and industry have in the local economy.

It is important to consider what households spend their income on. This can indicate what kind of goods or services to locate in a particular area. Examining the expenditure can reveal whether new retail developments are needed in the area. Umzimvubu with its high levels of poverty, households' ability to spend on retail goods and services is limited. In addition to this, there is a significant amount of expenditure leakage to other towns (which are thought to have better services) as those that do have relatively high levels of income often choose to spend in Kokstad and Mthatha. In the ANDM Leakage study it was found that commodities that experienced the highest expenditure leakage were durables goods such as furniture

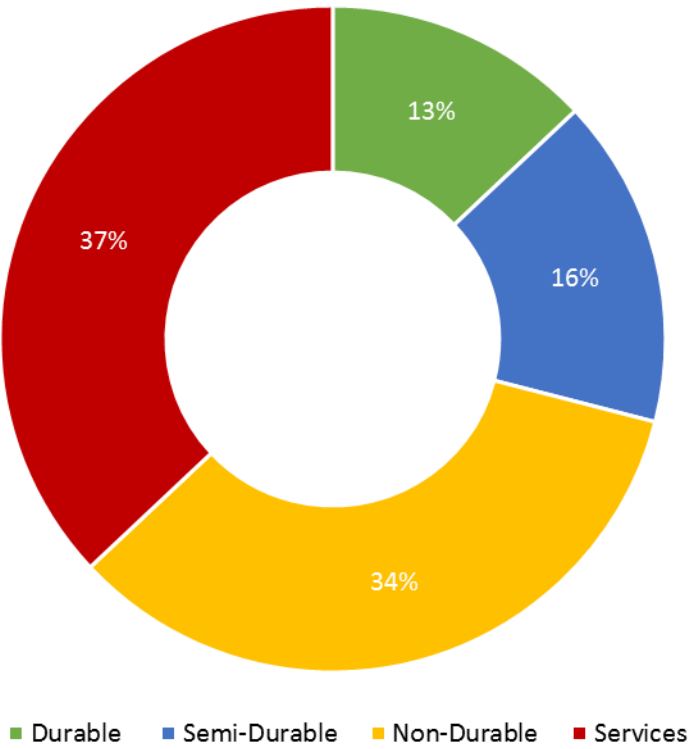
and semi-durables such as clothing. In Umzimvubu the most popular shopping destination is Mt Frere followed by Kokstad.



As seen above the two largest categories that households spend their income on is services (37%) and non-durable goods (34%). Durable and semi-durable goods account for 29% of the households' expenditure. Generally the lower the Household incomes in an area the less they will spend on durable and semi-durable goods. A household with low income will spend a greater proportion of its income on non-durable goods such as food, beverages, tobacco, alcohol, personal care and pharmaceutical products as well as services such as rent, transport and schooling. The household income of Umzimvubu is R 4 083 which is relatively low. It is therefore understandable why households spend a large portion of their income on services and non-durable goods.

Households with higher income can devote a smaller proportion of their income to essentials and thus have more disposable income available to direct towards durable and non-durable goods.

Most businesses in Umzimvubu are located in the urban nodes of Mt Frere and Mt Ayliff. Mt Frere has a stronger business sector presence than Mt Ayliff, serving a larger population. Small businesses are also sparsely distributed throughout the rural extent of the municipal area, although their contribution to the overall functioning of the local business sector is small. These businesses include general dealers and Spaza shops. The most popular shopping destination for residents of Umzimvubu is Mt Frere and Mt Ayliff, with Kokstad being the 3rd most popular.



Source: Quantec Standardised Regional (2013)

The majority of businesses in Mt Frere are locally owned and a majority of these have been operating for more than ten years. Key markets targeted by business include the retail of clothing, furniture, agricultural supplies and various vegetables. This points to a stable sector that has reasonable levels of local representation, consumer profile alignment and continuity. (BREA, 2011). A challenge of business operation in Mt Frere is the lack of parking in the town centre, and this is a major constraint of doing business as the city centre is congested and there's lack of customer parking.

A frequently cited means of improving the local business sector, is the improvement of the skills base of the local population.

Unlike in Mt Frere, a majority of the businesses in My Ayliff are not locally owned. There is a low number of formal sector business organisations operating in and around Mt Ayliff where the majority of business are part of the wholesale, retail and trade sectors. This means that other sectors such as business services make small contributions to the local business sector. One of the major disadvantage of **locating in Mt Ayliff** is the slow growth of local markets and small market share. This may in part be as a result of competition from Mt Frere and Kokstad, given the town's geographic location.

The local retail sector is characterised by owner-managed shops such as liquor stores, butcheries, cell phone retailers and hair salons. There are also some national retailers involved in the sale of furniture,

cosmetic products, groceries, hardware, clothing and take-aways. Wholesalers also make up a significant amount of the retail supply as they supply retailers and spaza shop operators. General dealers are often foreign owned, and vend extensive product assortments that cater to basic demands. Semi-specialist stores target the low end of the market for items such as furniture, clothes and food. These target the low-income market given the area's socio-economic profile.

Lower income consumers are moderately well serviced in terms of the supply of standardised and routine convenience goods and services (although competition is limited). It was found that the middle-income brackets are somewhat underserved in terms of specialist and shopping goods such as restaurants and designer apparel. These are goods which are bought irregularly and infrequently. Given the small middle income population, location by providers of such goods and services would probably not be financially sustainable. And as a result this forces middle income earners to shop outside the borders of the local municipality, district and even province.

Informal activity in the form of hawkers that operate from pavements, markets and taxi ranks (formal and informal) also make up a large percentage of retail activity in the district. These vary in merchandise options, offering products such as clothing, hair products, fruits and vegetables and toys, which makes for a vibrant, robust and resilient sector. Informal trading also includes spaza shops in more isolated areas that do not have easy access to urban centres. Such informal activity plays a vital role in diversifying income sources for the sustenance and maintenance of rural livelihoods.

Economic Potential of Trade

It is important that trade expands beyond the larger service centres of Mt Frere and Mt Ayliff, as this will also expand the sector as a whole. As a sector of great importance for the local municipality there lies potential for investors to establish convenience commercial developments within the secondary precincts to cater for the needs of locals and in doing so minimise the amount they currently need to spend on transportation to the major centres. **nance and Business Services**

The Finance and Business services sector supports primary and secondary sectors of the economy by providing the 'soft' components of the economy. The sector is the third largest contributor to GDP-R and also responsible for employing 5% of the employed individuals in Umzimvubu LM.

The majority of the sector consists of financial service providers with organisations that cater both to mainstream banking needs (such as FNB, Standard Bank and Capitec) and community-oriented lending facilities (through entities such as Finbond microfinance, Eyethu community finance and Marang financial services).

The more business oriented services such as accountants, estate agents, architects and lawyers and other professional entities do not have a presence in Umzimvubu and this is due to the low levels of demand for such services. Business services in Mt Frere are therefore often provided for by firms in nearby Mthatha, Matatiele and Kokstad. (Mgubuli, 2010).

Telecommunications play a vital role in the growth of the finance and business sector. Therefore as the telecommunications infrastructure improves the possibility exists for more professionals to be in a position to work from home and base themselves in rural areas, which is beneficial for the economy as a whole.

ECONOMIC POTENTIAL OF FINANCE AND BUSINESS SERVICES

The municipality is undergoing growth in most of its productive sectors. Services which were usually not of great importance such as real estate agents, accountants etc. now have a role to play within the economy as their services are now required. This will reduce the over reliance of such services from other areas which fall beyond the borders of the municipality. This potential can only be realised if telecommunications is also improved as this plays a critical enabling role.

SERVICES

The Government and Community services sectors account for 34% of all economic activity in Umzimvubu Local Municipality. The sectors combined are also the largest employers, accounting for 38% of the employment in the local municipality.

The contribution of the government sector shows the importance of public sector-funded expenditure in sustaining economic activity in the study area. The rural nature of the area means that economic infrastructure and necessary capital that would create a conducive environment for private sector activity does not exist. It is for this reason that government services, through departmental spending and poverty alleviation efforts, makes such a significant contribution to the local economy.

Government in this instance refers to:

- Local governing bodies: The Umzimvubu Local Municipality and the Alfred Nzo District Municipality (whose offices are located in Mt Frere and Mt Ayliff)
- Sector departments: The following departments have office in Umzimvubu:
 - Department of Social Development

- Department of Home Affairs
- Department of Education
- Department of Transport
- Department of Safety and Security

In addition to these departments, government agencies such as SEDA and ECDC. Other facilities which are also included in this sector include education and health ones; from teachers to civil servants to clinic workers.

A growing contribution of Government and Community Services sector to GDP-R is understandable in areas with low levels of development. It is however an indicator of an increasingly dependent economy on a non-productive sector, which is unfavourable for an economy which wants to focus on positive growth.

TOURISM

The Tourism Sector that has been identified at a provincial, district and local government level as a sector to be prioritised and developed within the Eastern Cape. Umzimvubu has also highlighted the sector as one of the priority areas for development and growth.

Despite strategic prioritisation, tourism in Umzimvubu is underdeveloped, with a low number of tourists visiting the area. This is the case for the district as whole, where although the region has tourism products their potential has not been realised or existing products (especially arts and culture ones) are not in a good enough state to attract as many visitors. In addition to being underdeveloped its close proximity to popular tourist spots such as Wild Coast and Kwa-Zulu Natal make it hard to attract as many tourists. The nature of tourism in Umzimvubu is predominantly stop-over and business-oriented, with visitors spending a few weekday nights in the area to conduct business. Contractors also stay in the area for longer periods of time in lower cost accommodation.

Conferencing has been on the rise in Umzimvubu and Alfred Nzo District. The number of establishments which offer conference facilities is growing and this can be seen in the number of facilities which are currently operating. The conference facilities available include: Afrizona Guesthouse, Ilita Bed and Breakfast, BCN Makaula Hotel, Amafana Guesthouse, Amabhaca Craft centre, Lisomma Lodge, Msukeni Community Centre and Tapi River Lodge

A Tourism Sector Plan was devised in 2010 for the Municipality to guide its planning activities. Key infrastructure such as a tourism information assistance office or support post has not been implemented.

On the supply side the area has some sites of natural and cultural interest. The main tourism attractions were identified by the ULM Tourism Sector report as being:

- Historical, culture and people
- Arts and culture
- Adventure and sport
- Events
- Wildlife and nature
- Agriculture

ECONOMIC POTENTIAL OF TOURISM

There is potential for tourism growth in the area, however it is important to note that possible expansion of the industry is limited. The growth is based on several traits that Umzimvubu possesses such as:

- Major travel route, N2
- Business traveller market due to the presence of government departments and government projects, as well as a growing forestry sector
- Contractor market: increased investment in public works in the region
- Forest scenery between the grassland and sub-tropical thicket biomes particularly in the Rode and Ntsizwa areas
- Unique vegetation in the Mdeni-Siroqobeni valley, and the Nkanje valley, north west of Mount Ayliff
- Mountain ranges, such as the 1976m high Nungi mountain range allow for hiking trails at Ntsizwa and Mvenyane
- River systems based on the Umzintlava, Kinira and Mvenyane Rivers which make water sports a possibility
- Development of Ntenetyana Dam, Ludeke Dam and Umzimvubu River
- Wildlife such as rare bat species in the Ntsizwa mine area

Potential markets to target include:

- Contractors and temporary workers on public works programmes and forestry expansion projects in the municipality.
- Business persons visiting the area in connection with the large government sector in the region.

Local tourism events, catering for the broader OR Tambo District and Alfred Nzo market

SUMMARY

The Umzimvubu economy is highly reliant on the government sector as a contributor to GDP-R and employment. The most productive sector in the economy is trade, where tourism falls under this sector. There is great potential for this sector and room for even further growth. Umzimvubu has a small economy that has significant improvements in agriculture.

The tourism sector, as one of the prioritised sectors is under-developed and lacks support and marketing. There are however a growing number of accommodation products and this indicates that there is a demand especially catering for contract, business and transient travellers and visitors. The area is not maintaining its cultural and heritage sites. An improvement on infrastructure is essential for the sector such that there is better accessibility to outlying tourist attractions and better travelling within the area.

The rural economy is highly dependent of government sector interventions as there is little economic or commercial farming activity. Services in agricultural extension, mentorship and business support could empower local communities. Poor infrastructure isolates communities from economic and social opportunities and services and thus is an integral component of enhancing the rural community. The levels of poverty and needs within rural wards are acute and this requires concentration on programmatic interventions that create broader opportunities for rural communities.



Precinct and Opportunity Assessment

MOUNT AYLIFF

Mount Ayliff is one of the primary nodes in the Umzimvubu Local Municipality. It is seen as a primary node due to the economic potential which it possesses and has also been positioned as one of the service centres. The uses of the land range from residential to business to hospital and schools.

With the area being a service centre of the local municipality it houses numerous businesses which include wholesalers, butcheries and take away spots. Although it is a service centre it is not on the same level as Mt Frere and Kokstad which are its larger and the preferred choice in terms of retail, business etc.

It is also one of the main tourism areas with various tourism products such as the Emaxesibeni Arts Centre, accommodation establishments and the ECPTA information centre and is said to hold even greater potential especially in the arts and crafts. This requires the involvement of the local municipality and the district as a whole.

The town also houses the Alfred Nzo District Municipality Offices, where a large portion of the Umzimvubu Local Municipality is employed. The town is therefore important for the economy of the local municipality and the greater district municipality.

There is currently a shortage of public and private office space in the town and this is one of the disadvantages of doing business within the town. There is a demand for office space more especially for the public sector as current available offices are not enough.

MOUNT FRERE

Mount Frere is also one of the primary nodes of the Umzimvubu Local Municipality and the preferred choice of the two towns. The town is responsible for servicing a majority of the district due to its large retail market and many businesses which are available. The town has financial services such as banks (FNB, Capitec etc.) and other financial services. The business activity of the local municipality, both formal such as Cashbuild, KFC, Boxer and Shoprite and informal in the form of hawkers, mainly occurs in this town. The main business is focused on the section of the N2 and roads that feed off the N2.

The land uses of the town include agriculture, residential, institution, business, health and educational facilities. This is an indication that the town is multi-faceted and provides communities with a variety of activities which are essential.

Tourism is another area which holds potential in the area. There are existing tourism products in the town which are functional while others are not due to the poor condition in which they are in. As a sector which is considered to be of importance some of the existing popular locations need to be guarded in order to keep attracting visitors. There's an ongoing Umzimvubu River Project which is said to bring about great prospects for the area not just the business sector but also the tourism one.

The town also houses the local municipality offices which illustrate the importance of the sector in terms of employment and overall contribution to the economy. However there is still a shortage of office space especially space needed for local municipality offices. Therefore there is a need for the expansion of office space and this would be for both public and private sector and benefits those who wish to do business in the town.

As the preferred choice Mt Frere is where most of the regional economy's retail trade activity of the municipality is taking place. Although there is a large presence of traders around the centre these are largely operating in an informal manner where their benefit is not directly realised in the economy. Therein lies an opportunity for some of these traders to be upskilled, enabling them to move into the formal economy.

PHUTI JUNCTION

Phuti Junction is located approximately 18km from Mount Ayliff and lies just off the N2. Phuti Junction is a secondary node of the Umzimvubu Local Municipality. Although it is a secondary node the road network is poor making it difficult to access this location even though it is within close proximity to the N2. This difficulty poses a threat for the area in terms of visitors, ability to do business and the competitiveness of the region as a whole.

In close proximity to the N2 there is a building called the Phuti Eco Hub Centre. This hub could be used by locals to showcase their different artworks which they create. Included with the presentations also some form of entertainment in the form of traditional dancers could entertain the visitors to the hub centre. In addition a kiosk could operate here, where drinks and other small perishable items are available for purchase. Another market which it could attract is the transient market, as the precinct is closely located to the N2.

As a secondary node it is essential that some of the services which are available at the primary nodes are also available here to ease off the congestion in Mt Frere and Mt Ayliff. Currently Phuti commercial offerings are limited in this area, smaller grocery store, ATMs, post office services are some of the other essential services which have the potential to be developed as part of a satellite service node, where

residents and also those from nearby villages would be able to conduct purchases of convenience goods and services locally without the need to frequently travel to the two larger towns.

In order to quantify the extent of the commercial market potential for development at Phuti Junction a market demand calculation is conducted. This potential will be expressed as a quantified value of floor space (m²) that can be sustained by the local market, in addition to what already exists.

In order to establish whether there is a market gap, both demand and supply conditions are established. The demand analysis will measure the potential extent of the buying power in terms of household income. The demand is influenced by the following factors:

- ✓ Number of households
- ✓ Household size
- ✓ Expenditure patterns
- ✓ Trading densities (net selling area in a store/mall which customers have access to)

Based on the above indicators the Net Effective Demand (NED) for the market area is determined and interpreted. The NED is calculated by relating total demand to total supply. For the purpose of this assessment it is estimated that should all households within a 3km radius spend 20% of their disposable income at a new commercial outlet at Phuti Junction, the total demand equated to floor space (GLA) will amount to approximately 400m².

PHAKADE

Phakade is other secondary node in the local municipality. It is located approximately 25km away from the urban centre of Mount Ayliff, along the N2 towards Kokstad (approximately 24km). Although it also closely located to the N2 the road network in and around Phakade is poor, making navigation around the area difficult.

Phakade is known for cultural tourism particularly arts, as it houses the Phakade Cultural Centre. Marketing of the craft centre needs to be a priority so tourists can be drawn to this location, which is en-route to KwaZulu Natal. Tourism around this area would focus on capturing the market which is passing through to KZN. This could work with the Phuti Eco Hub and create a tour which basically showcases the tourism products located nearby the N2.

Currently in Phakade there is a spaza and liquor shop available for residents, which most likely means their basic needs are not catered for and monthly groceries and other necessary month to month errands are

done in either Mt Frere and Mt Ayliff. A retail market is needed here where other services such as ATMs would also be available, with the development residents would not be required to frequently travel to the primary areas for convenience goods and services.

In order to establish the specific market potential for the retail development a market demand calculation is conducted. The calculations used in Phakade resemble those used for Phuti Junction using the same factors such as number of households, population growth etc.

The Net Effective Demand (NED) was also calculated by relating total demand to total supply. It is also estimated that should all households within a 3km radius spend 20% of their disposable income at a new commercial outlet at Phakade, when supply and demand are considered, the estimated NED at Phakade is 428 m².

NTENETYANA

Ntenetyana is a rural area of the local municipality and just like Phuti and Phakade it is located within close proximity to the urban centre of Mt Frere. Residents of Ntenetyana commute to Mt Frere as this is their service centre.

Ntenetyana is home to Ntenetyana Dam which is one of the dams which has been earmarked for development in the near future. The development plans for Ntenetyana consist of a conference and events facility, fishing, picnic and braai facilities, edutourism and in the medium term to long term accommodation. The dam is thought to possess a tourism opportunity and is catering more for locals and their relatives. Its close proximity to Mount Frere, an urban area, makes it ideal for local families residing in the town.

The conference and event facilities are seen as a way to try limit both the local and district municipalities in hosting meetings, conferences and events outside of the district. Instead of driving to the popular conference locations such as Kokstad and Durban the conference facilities at the dam will play host. Furthermore local business people and ordinary residents would have access to these facilities to host meetings, weddings, funerals etc. The development of the dam would bring about a different tourism aspect to local residents.

The development of Ntenetyana requires essential infrastructure which is necessary for any tourism development. Some of the infrastructure is not required initially as these are dependent on the success of the tourism development. Initially Ntenetyana should have access roads, signage and ICT-installation of 3G. In the long term there should also be supporting facilities/amenities, convenience stores and ATMs etc.

developments elements proposed for the dam include:

- ✓ 10x Braai and Picnic Facilities
- ✓ 1x Guardhouse
- ✓ 1x Conference and Events Facility
- ✓ 1x Restaurant
- ✓ 51x Accommodation

CURRENT LED PROJECTS

- Peach Factory – Mt Ayliff
- Aloe Ward 4 – Mt Ayliff
- Tourism Centre – Mt Ayliff
- Trading Facilities (13 Business Units) – Mt Ayliff
- Fresh Produce Market – Mt Frere
- Nursery – Mt Frere
- Pole Treatment Plant – Mount Frere
- Phuti Car wash/Braai Facilities/Restaurant
- Ntenetyana Dam



BUSINESS SURVEY

A business survey was conducted in Mt Frere and Mt Ayliff in order to gain perspectives on business experiences within the towns. The aim of the survey was also to take challenges and comments raised by business owners into cognisance when making planning proposals for the CBD's

MT AYLIFF

Survey Sample: 6 Businesses

Designations: Pharmacy, Retail, Petrol Station

Staffing Labour Issues:

- Most do not experience any labour issues
- One business experienced issues of theft.

Challenges experienced:

- Unable to employ skilful employees
- Lack of financial resources
- Poor access to internet services
- Staff unable to use technology
- Location for business
- Lack of Training for small Business
- Parking Insufficient

Assistance required from Municipality

- Street Lighting
- Electricity and clean running water
- Cater for more dumping sites
- Sewerage pipes – exposure affecting staff health
- Upgrades/Painting of buildings

MT FRERE

Survey Sample: 6 Businesses

Designations: Fast Foods, Hardware Store, Retail

Staffing Labour Issues:

- Most do not experience any labour issues
- One business experienced issues of absenteeism and theft

Challenges experienced:

- Unable to employ skilful employees
- High crime rates
- LED not focused on small businesses
- Lack of support from both LM and District
- Opportunities for small Business
- Parking Insufficient

Assistance required from Municipality

- Loading bays
- Bins in front of stores
- Safer working environments
- Provision of basic infrastructure
- Upgrades/Painting of buildings

TOURISM
ANALYSIS

The following tourism assessment for the Umzimvubu Local Municipality was completed

MARKET

International

According to the World Tourism Organisation global tourism arrivals have been increasing at a significant rate since 1995 and in 2012 surpassed the 1 billion milestone. Currently in 2014 the international arrivals are estimated at 1.130 billion. International tourism arrivals are projected to grow until 2030 by an

average of 43 million a year as indicated in below figure. The red data line shows projected growth using growth forecasts until 2020. Over five years from 2015 arrivals will increase by 87% or increase by 17% per annum.



Provincial

The Provincial Master Plan identifies that the domestic market is the dominating visitor market with 3,7 million compared to the 323429 foreign visitors. Growth is project for this market of 15% over the next five years. Source market for foreign countries were of European origination. The Leisure market was the most dominating reason for visiting followed by business and events. Cultural and Natural feature were identified as the most requested by foreign travellers.

Main domestic market remains as the 'Western Cape' and 'Kwa Zulu Nata'l provinces. The Main reason of travelling was Visiting Friends and Relatives.

According to the Eastern Cape Tourism Master Plan 2014 – Alfred Nzo district identified the following priorities for tourism within the district; -

Commit to developing detailed plan to use existing tourism centres (emphasis on women, youth and disabled)

- ECTB commit to increased exposure for district
- ECTB agree to facilitate beneficiation for potential entrepreneurs to enter tourism industry through:
 - Skills development/training



- o Mentorship
- o Professionalism programme
- o Marketing programme
 - • ECTB agree to facilitate grading and sustainability of tourism products to upgrade quality

Predominantly the market is of domestic origin with a potential foreign market in transit through the municipality has provided very marginal visits. Visitors statistics show that provincial visits dominate 63,4% followed by local 35,2% and 1% foreign. The market shows the dominance and importance of the domestic market accounting for 98,6% of total visits however foreign visitor market can potentially be increased. Similar studies done in surrounding municipalities and within the province show that foreign visitor market growth can be as much as 4 %. Occupancies could not be determined by all local service providers however it was found that the majority of visits were dominated by business travellers.

Recommendations

More needs to be done to create visitor facilities and identify the visitor information centre with appropriate signage and market the offerings to the tourist markets. Visitor markets exist that demand quality offering and value for money.

Potentially the municipality could become a hub for Tourist activity within the greater former Transkei attracting both domestic and foreign tourists. Interests of both markets can be found within the Umzimvubu Local Municipality. Viewpoints can be demarcated and utilised to attract and inform visitors of tourist sites. Events can further be used to prolong or encourage visits to the local municipality.

ACCESS

From an access point of view Umzimvubu can only be accessed by road transport networks of the N2 and R394. The N2 is the greatest contributor of road traffic through Umzimvubu Local Municipality with up to 3500 vehicles passing in a 48hr period*. Taking into account other more remote traffic stations along the N2 it can also be indicated that traffic flows along N2 can account up to 1285 cars. 2215 cars can therefore be accounted for local traffic flows indicating the strong local shopping/trade sector to the town centres.

The N2 connect Mt Frere, Phuti Junction, Mt Ayliff and Phakade Junction and further connect Eastern Cape to Kwa Zulu Natal.

Coaches and main stream traffic flow through the towns. The town centres are able to take advantage of this routing and can enjoy visitation from in transit visitors as well as attract tourists. R394 is an important coastal link (R61) to Port St Johns and also Bizana and Kwa Zulu Natal South coast.

The conditions of the National road are in good state and maintained. Tourist routes also can potentially have an impact on tourist flows within the municipality taking into account the KZN Midlands to the North, the OR Tambo Heritage Route to the East, Maluti Route to the South West of the Municipality. The R56 is known as the shortest most scenic route between Durban and Cape Town and it's important to have associations and linkages made with destinations such as Matatiele or known as R56 Matat. Mhlontlo Routes and the Wild Coast route are to the South of Umzimvubu. Further the R394 also links on to the R61 and N2 which ultimately forms part of the Liberation Route including sites such as Nkantolo and Ngquza Hill and Qunu Birth Place. See larger tourist map.

ANCILLARY SERVICES

The municipality has two offices located in Mount Frere and Mount Ayliff that can potentially serve visitor needs as has developed a visitor guide with essential visitor information. Emaxesibeni Tourism and Art centre along the N2 also serve a tourist information centre. The satellite visitor information centres can also be set up at filling stations that could further extend availability of visitor information.

Local tour guides have been identified however do face challenges of not having a place or platform to operate from. It is recommended that linkages are made with tourism ventures within the municipality such as bed and breakfasts and surrounding visitor information offices to create awareness of such a service. More also needs to be done to create and maintain visitor areas/attraction sites.

Local Economic Development department of the municipality has assisted with the establishment of enterprises such as the aloe plantation. The community tourism structures would require more structure and assistance for upcoming tourism enterprises /SMME's. The current tourism industry needs to support local initiatives to create interest amongst existing tourists of community initiatives. There are no formally zoned or planned dedicated tourist facilities within the municipality.

*based on 2011 DOT traffic counts

ATTRACTIONS

Umzimvubu Local Municipality is rich in cultural and natural assets. The following natural landmarks are identified as significant within the municipality - Ingele Mountain, Ntsizwa Mountain, Noweka Mountain, Umzimvubu River and Ntenetyana Dam (see municipal tourist map.)

These landmarks can be potentially enhanced through providing visitor related facilities i.e. trails, information boards and through a combination of community tourism initiatives i.e homestead stays, pony trails linked to each. This information should be available to visitors. A tourist map is available with basic facilities and services however needs to be accessible and maintained for accuracy. From a short assessment with service providers none had a map of the municipality with the facilities and attractions on.

Potentially linkages can be made with adventure products beyond the municipal boundaries such as the Ingeli Mountain Bike Trails which can be extended or replicated in the Umzimvubu mountains. The Ntsizwa Mountains have characteristic waterfalls, coal mining heritage and forests/plantation and potential trail features. Various adventure associations can be made including rock climbing and abseiling activity.

Additional product development and feasibility studies need to determine sustainability of opportunities identified.

Information boards and signage needs to be reviewed and monitored to ensure accuracy and whether the board clearly indicates the landmarks.

AMENITIES

Madzikane Memorial Hospital is one biggest hospitals in the Eastern Cape and accounts for large number of local and regional visits to the Mt Frere Area.

More formalised facilities have been earmarked for Ntenetyana Dam that will attract more visitors to the area through marketing engagements.

A total of 12 bed and breakfasts can be found in the municipal area. The majority experience repeat business and have indicated the following challenges of marketing, access to basic services etc. the Majority of tourist related infrastructure can be found in Mount Frere with 8 – Mount Frere Mall, Shoprite,

Total Filling Station, Alpha Pharmacy, Spar, Engen Filling Station, Amabhaca Craft Centre, Sophia Park compared to 3 in Mount Ayliff – including Ntsizwa Park, Mount Ayliff Sports Grounds and Engen Filling Station. There is no significant gateway or truck stop in either of the towns or municipal demarcation. Facilities are general located in parallel with the N2 or along main roads connecting thereto and also tend to be located within walking distance of a supporting facility. Mount Ayliff is a smaller centre possibly due to the closer proximity to Kokstad.

Filling stations and banks can be found in the towns of Mount Ayliff and Mount Frere. Basic facilities can also be found in the adjacent Ntanbankulu Local Municipality.

LINKAGES

To the North West lies Matat 56 and Maluti Routes with established products and active visitor markets. To the south to south west is Mhlontlo Tourism Routes, Eastern Cape Midlands to south east Port St Johns and Qunu.

Recommendations

Community Awareness and Involvement is a requirement, and also having tourism champions that can assist with skills development and product development.

Tourism directional sign and information boards are also a necessity as well as linking with other Local Tourism Organisations.

The Umzimvubu area can potentially close the gaps that may exist with regards to cultural offering also developing natural tourism to offer product diversity.

The Umzimvubu LM area can also form important links to access the coast from the interior. Links can also be made to the OR Tambo Heritage route, Mhlontlo routes, liberation routes that would include the Chris Hani Heritage Route

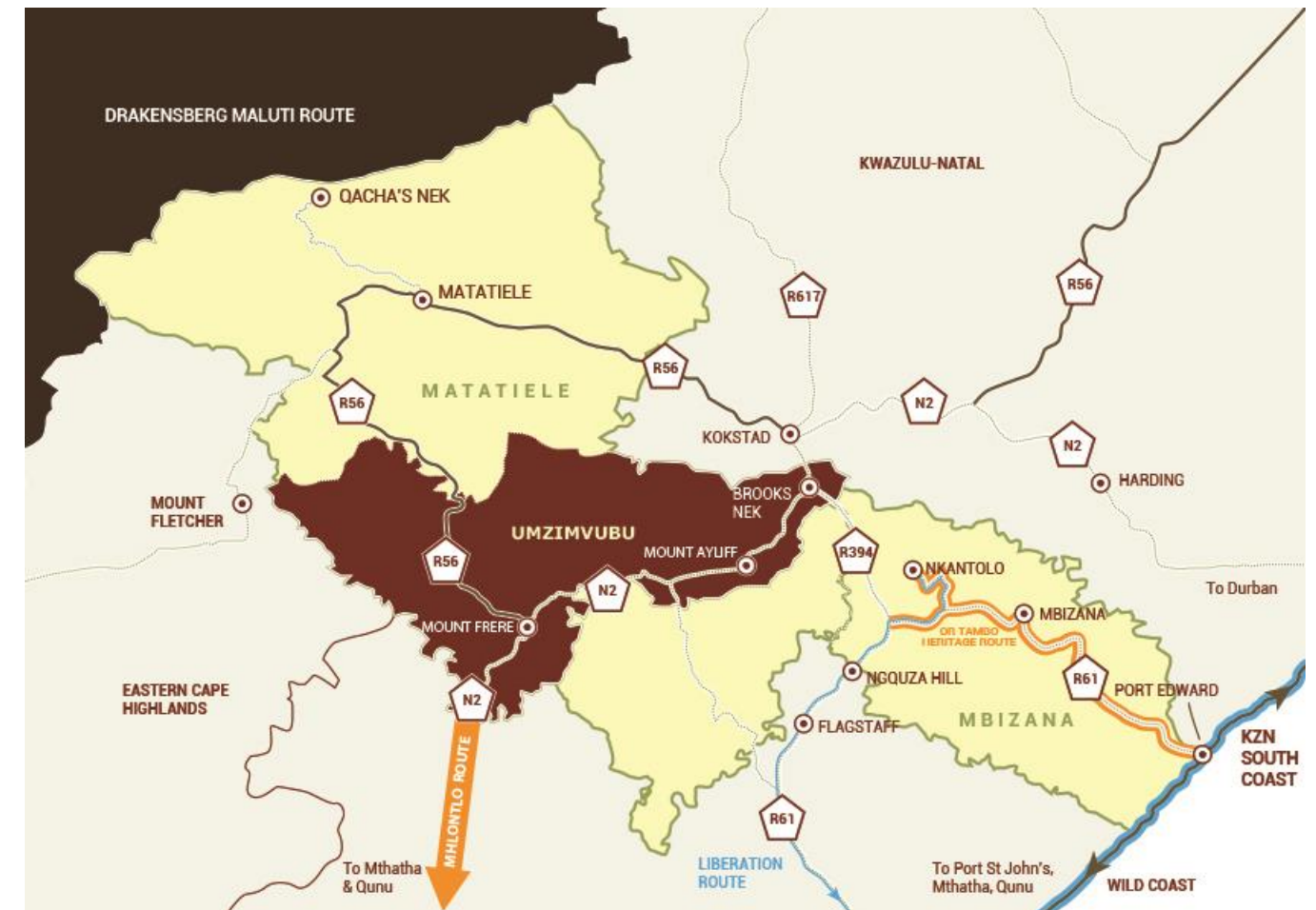
- Despite strategic prioritisation, tourism in ULM underdeveloped
- Region has tourism products their potential has not been realised
- Existing products (especially arts and culture ones) are not in a good enough state to attract visitors
- Competitive tourist spots in close proximity – Wild Coast & KZN
- Tourism mainly Stop-over and business-oriented, with visitors spending a few weekday nights for business
- Contractors stay for longer periods of time in lower cost accommodation

CONFERRING

- Conferencing has been on the rise in Umzimvubu and The Alfred Nzo District
- Establishments offering conference facilities is growing,

Some include: Afrizona Guesthouse, Ilita Bed and Breakfast, BCN Makaula Hotel, Amafana Guesthouse, Amabhaca Craft centre, Lisomma Lodge, Msukeni Community Centre and Tapi River Lodge

Tourism Linkage





BUILT ENVIRONMENT

BUILT ENVIRONMENT

THE BROWN PERSPECTIVE

SMALL TOWN REGENERATION

WHAT IS A SMALL TOWN?

Small towns are a second home for the rural population a sense of civic pride for the locals. Towns such as Mt Frere and Mt Ayliff act as service hubs for rural Communities whilst also been reservoirs for labour (skilled + semi-skilled). Production centres for raw material generally occur within town centres and more often than not the town also plays the role of manufacturing hubs. Diversification is what makes small town so attractive in that they are made up of a range of industries (agriculture, heritage, culture etc.). Government assets such as land, water and buildings are dominant and as small towns expand they become natural growth point areas.

CHALLENGES FOR A SMALL TOWN

- Out-migration of young people,
- Undefined role in economic development (base for resources but limited value-adding)
- A limited role in the local economy to being a conduit for services and goods (spatial issues),
- Diminishing status in the urban economic hierarchy (ruralization of small towns),
- Disinvestment (due to single sector dominance, lack of holistic development approach),
- Economic centres (infrastructure) are neglected.
- No strategic intervention (urban renewal & rural dev) is facilitated.

ARGUMENTS SURROUNDING SMALL TOWNS

As the notion of small towns have gained more popularity new views and ideas have emerged. Some arguments around small towns include:

- They are homes and service centers for the rural population.
- They have a symbiotic relationship with the concentration of services.
- Small town diversity a potential marketing tool for the region.
- They generally have lower levels of crime.
- Functioning small towns reduce outward migration to urban areas.
- They are often seats of local (and provincial) government and hold many assets in the form of land and properties.
- They offer an urban approach towards rural development that allows for a more efficient and effective ways to serve the rural population

OPPORTUNITIES FOR SMALL TOWNS

As seen in the characteristic of small towns various strengths begin to emerge which are underutilised. It is with these ideas in mind that the following opportunities present itself:

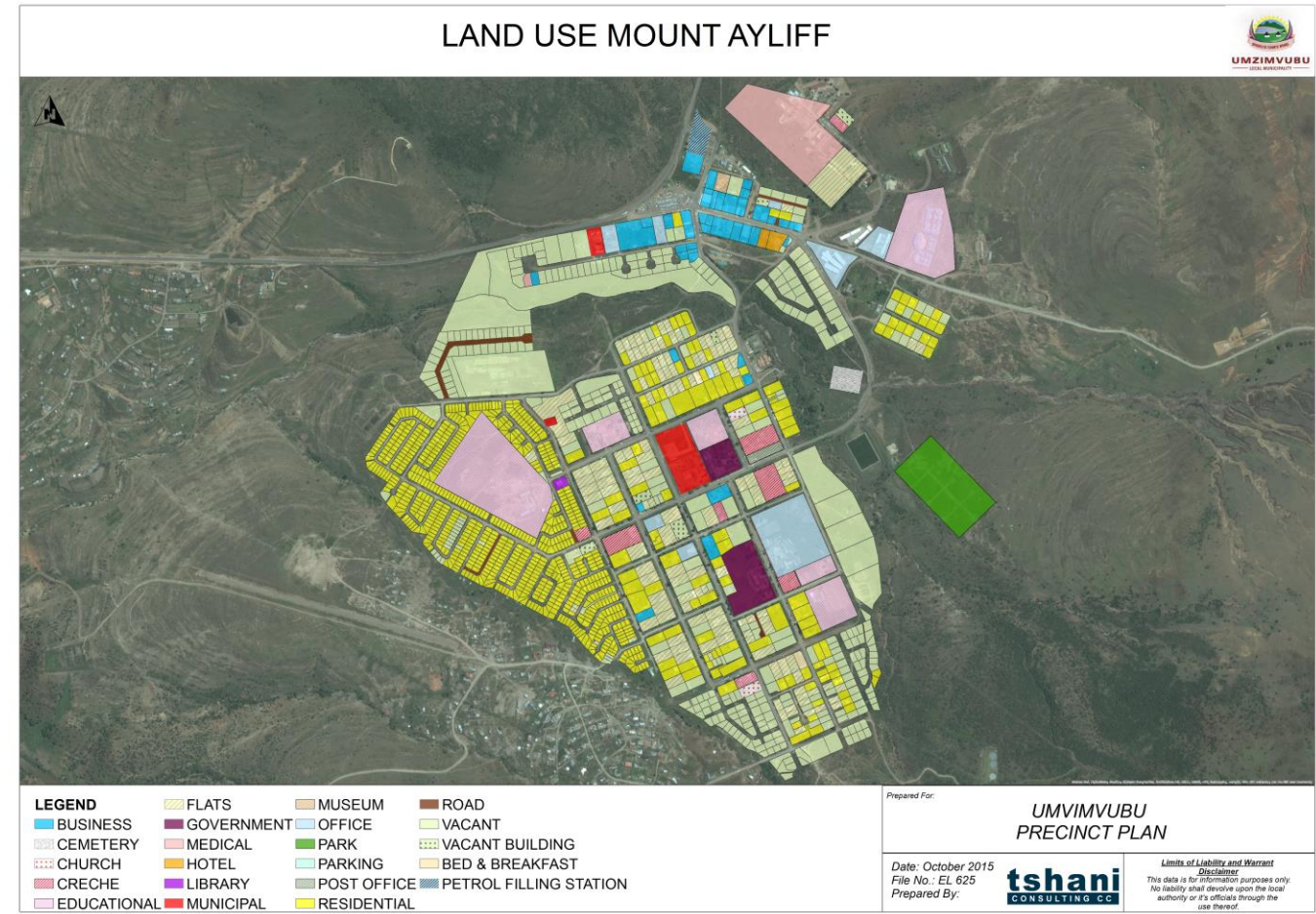
- They can be pilot sites for green technology, energy efficiency and alternative lifestyle.
- For rural development to happen, small towns need to absorb people with skills and expertise
- They can create linkages with urban economies through value chain integration
- They can bring dormant assets alive such as land and buildings, which in many instances are publicly owned.
- They can be launching pads for small businesses
- They can be satellite sites for institutions of higher learning (technology, research)



CBD DEVELOPMENT POTENTIAL

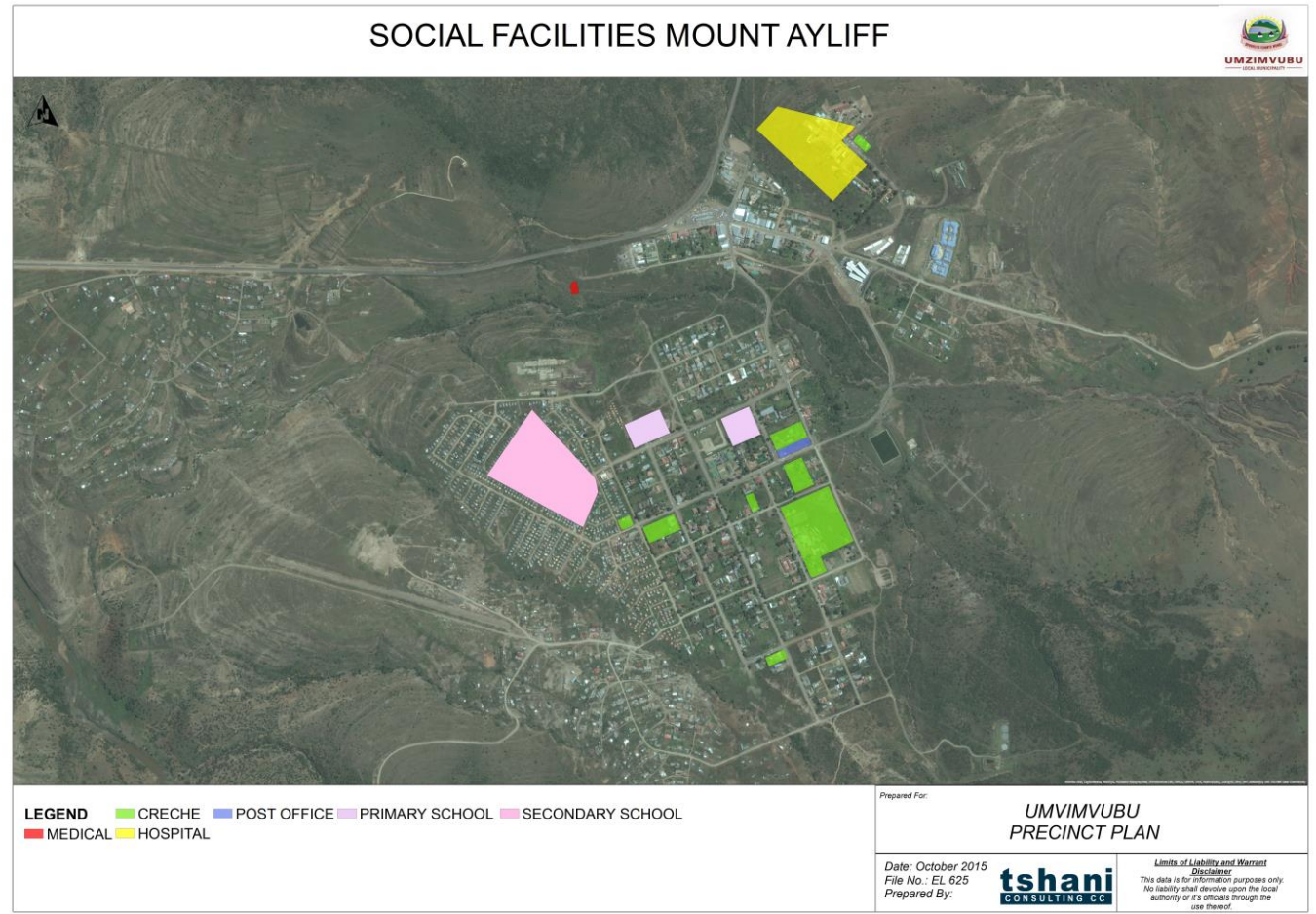
LAND USE ASSESSMENT – MT AYLIFF

The land usage within Mt Ayliff CBD is dominated by Business uses. Such businesses are made up of small retail stores, hardware and building suppliers and large super markets such as Spar and Boxer. The lack of financial institutions within the town in a major challenge and drives locals to other service centres. A major issue that presents itself is the numerous vacant sites which are located the CBD and throughout Mt Ayliff town. Such presents the town with an opportunity for growth, expansion and maximising on development potential. +



SOCIAL FACILITIES – MT AYLIFF

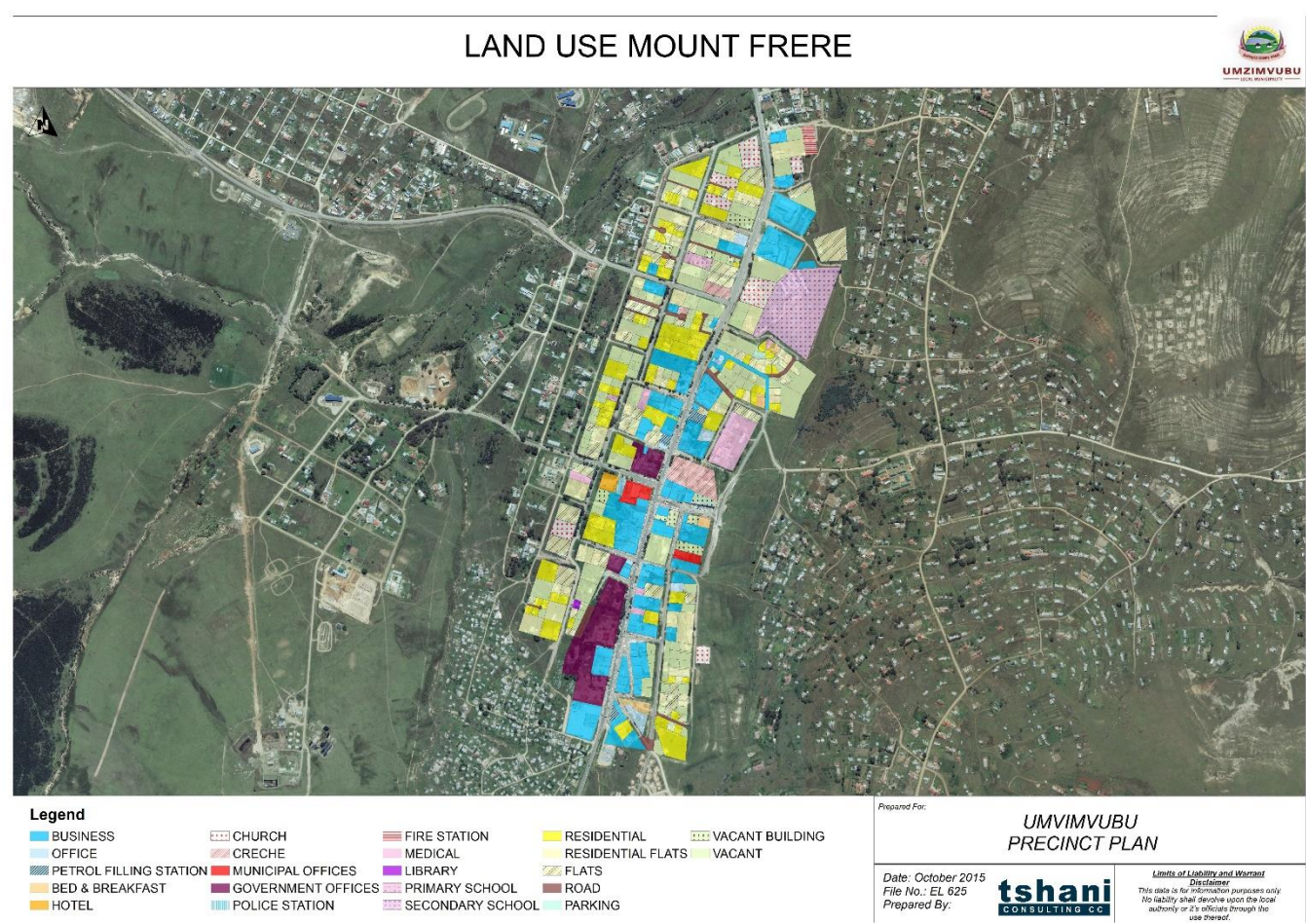
Facilities within the town are made up of many crèches, followed by two Primary Schools, a Secondary School, post office and Hospital. As we have found in the socio-economic analysis majority (42%) of the population are youthful and fall within the 15 – 34 year age category. Such raises the need for adequate facilities been provided such as additional secondary schools, FET and Technical schools, recreational facilities. Places of worship are also lacking which will be utilised by the community at large.



BUILT ENVIRONMENT

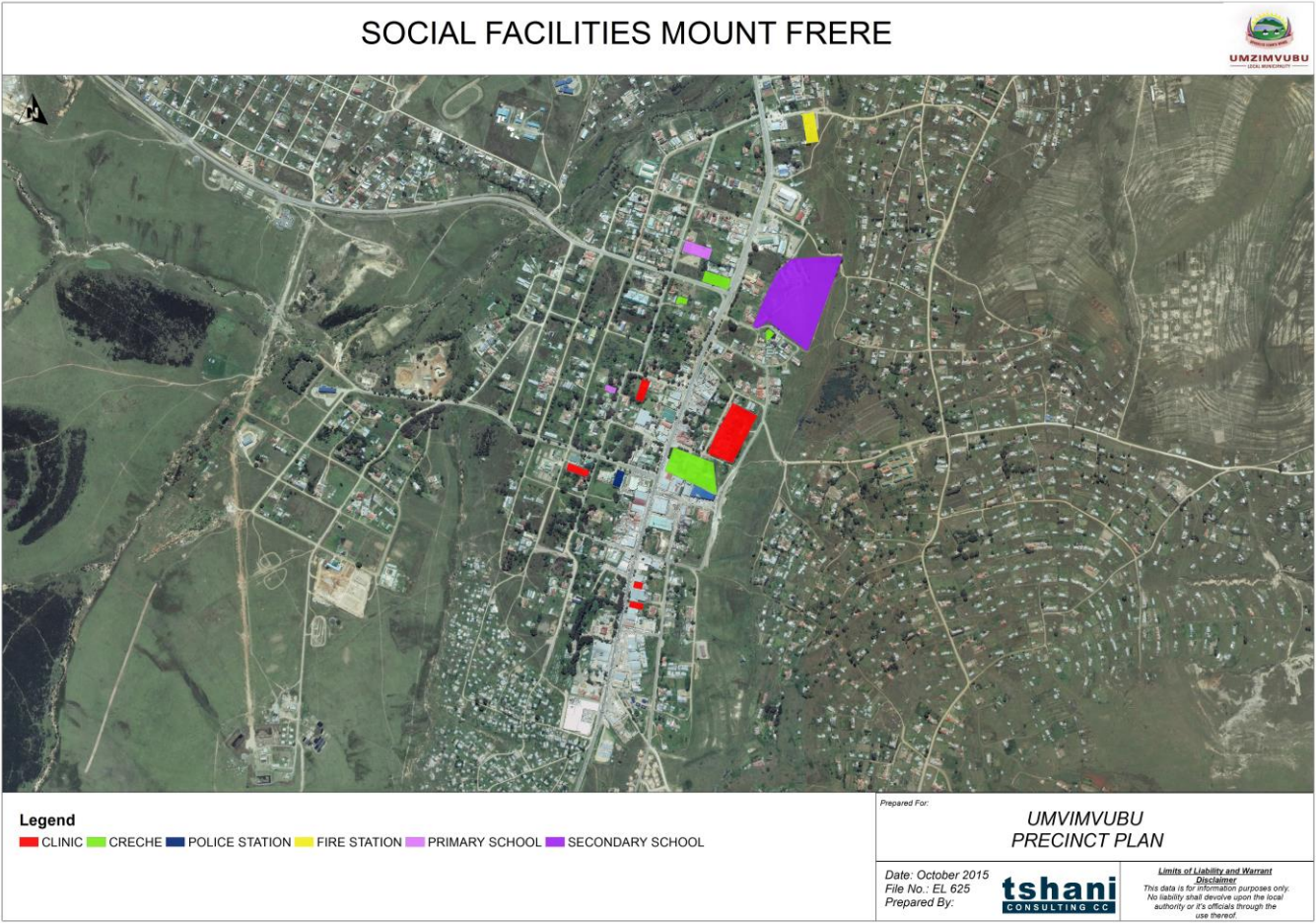
LAND USE ASSESSMENT – MT FRERE

The array of land usages in Mt Frere is considerably wider than Mt Ayliff. The trend of business owners wanting to open up shop along the N2 has resulted in the concentration of business uses of properties in the CBD. Such a trend has resulted in the CBD becoming extremely congested as there is no need for people to move out of the CBD to obtain good and services. As seen in mount Ayliff there is a large number of vacant sites which holds high development potential.

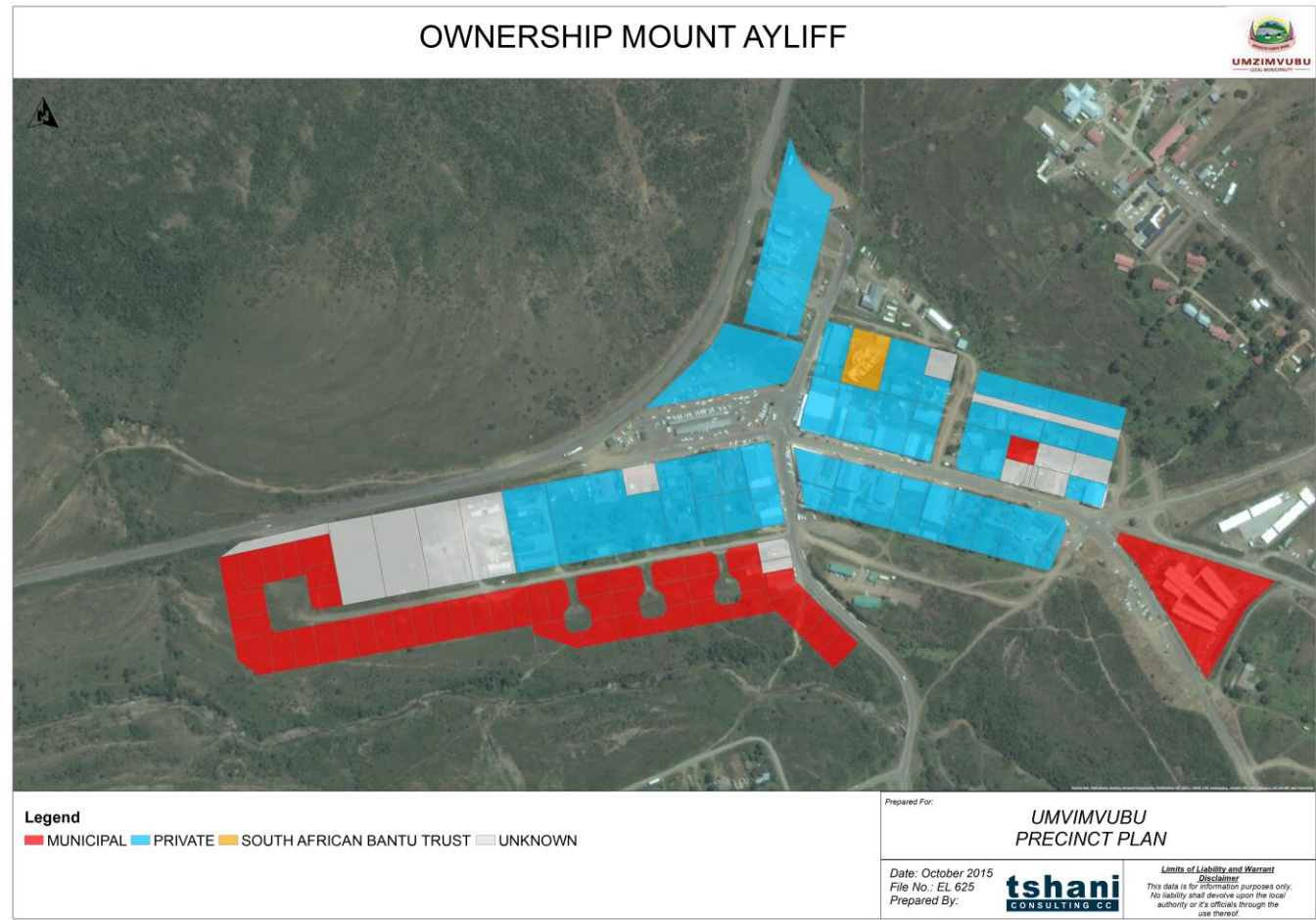


SOCIAL FACILITIES – MT FRERE

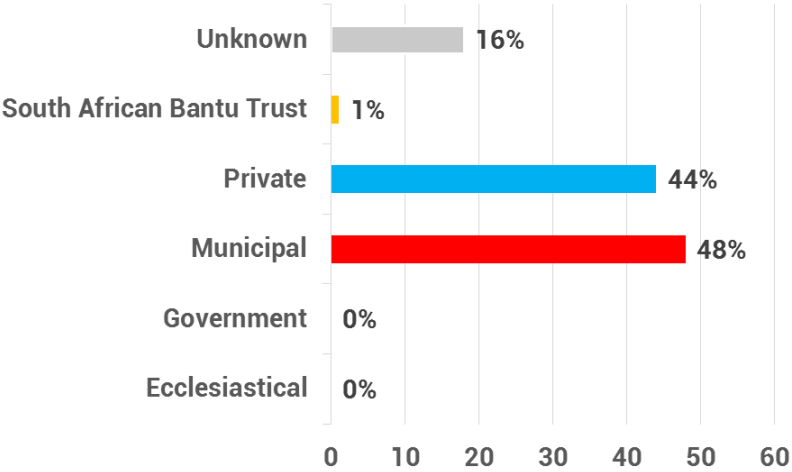
The facilities provided within the town are to some extent adequate however many are in need of upgrade. Once again we find that the largest demographic split (15 – 34) year age group is under catered for . Attention also needs to be directed towards the 20 % of the 34 – 65 year age group. Facilities need adequately cater for their needs. There are a number of clinics within MT Ayliff and a Hospital on the periphery. However facilities such as old age homes and frail care facilities need to be considered.



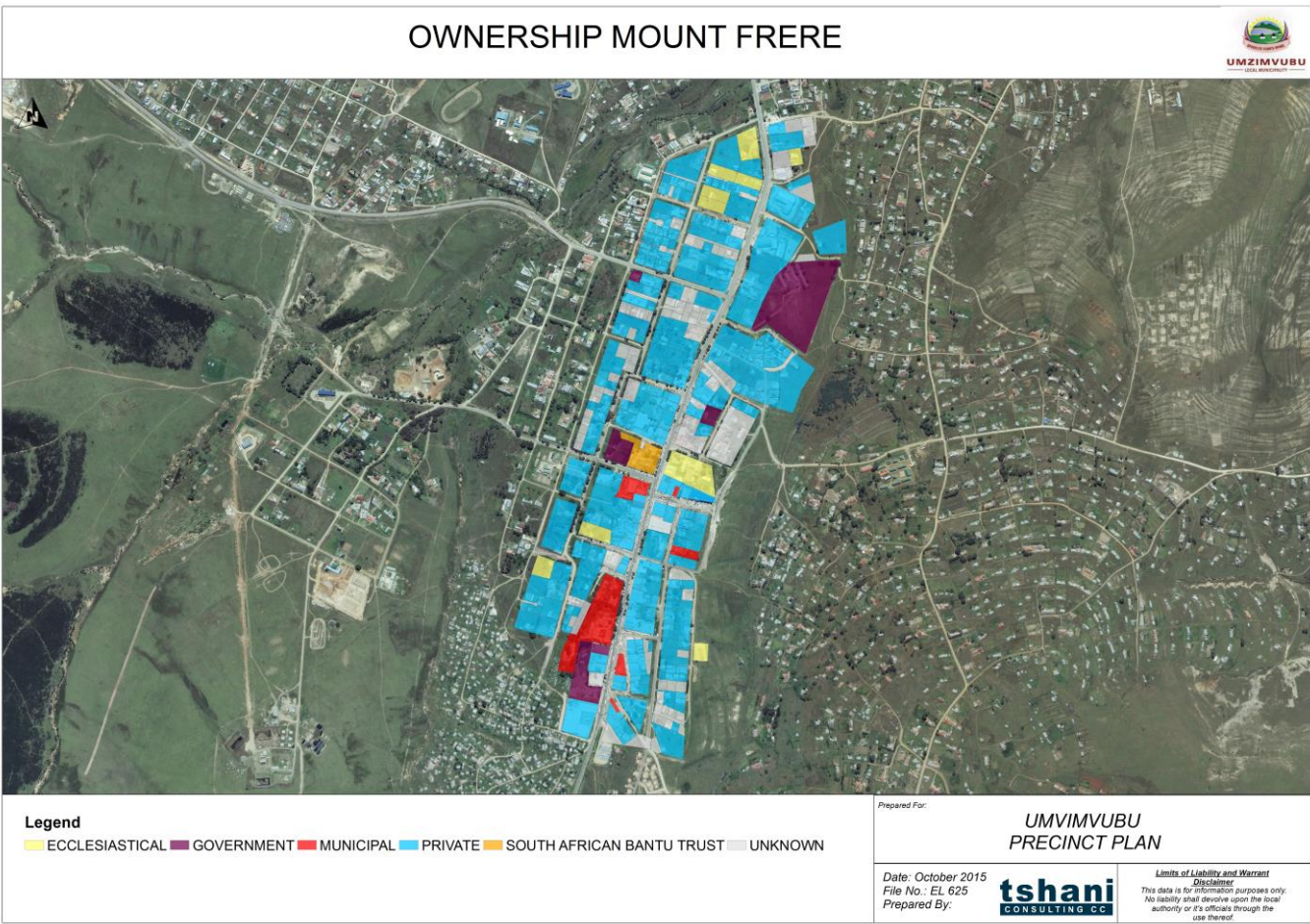
OWNERSHIP – MT AYLIF



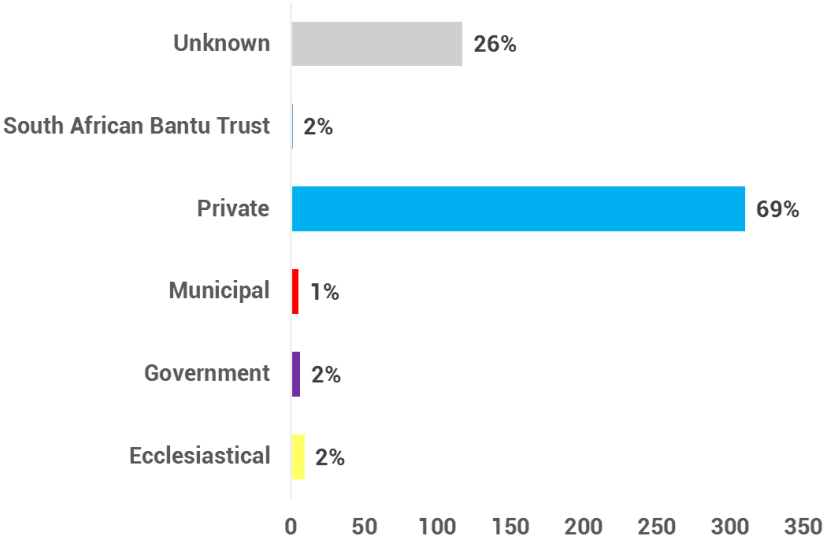
Properties within the CBD are primarily privately owned. Majority of remaining properties within the study area is municipal owned land. The onus lies with the municipality to foster relationships with the owners of property within the CBD to identify ways in which collaborative efforts can drive developments within the CBD. Focus needs to be directed toward mixed use facilities with densified social housing components to them



OWNERSHIP – MT FRERE



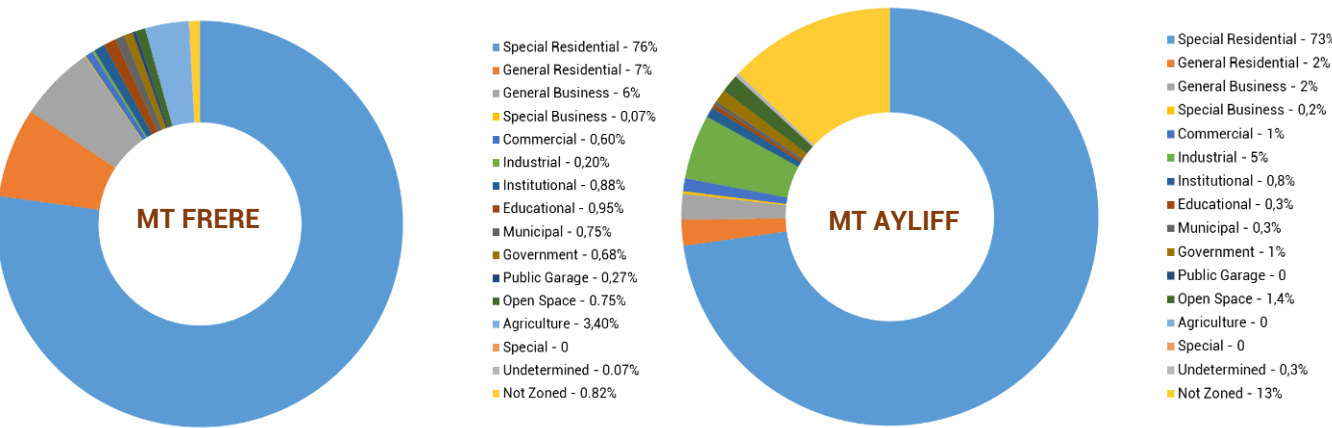
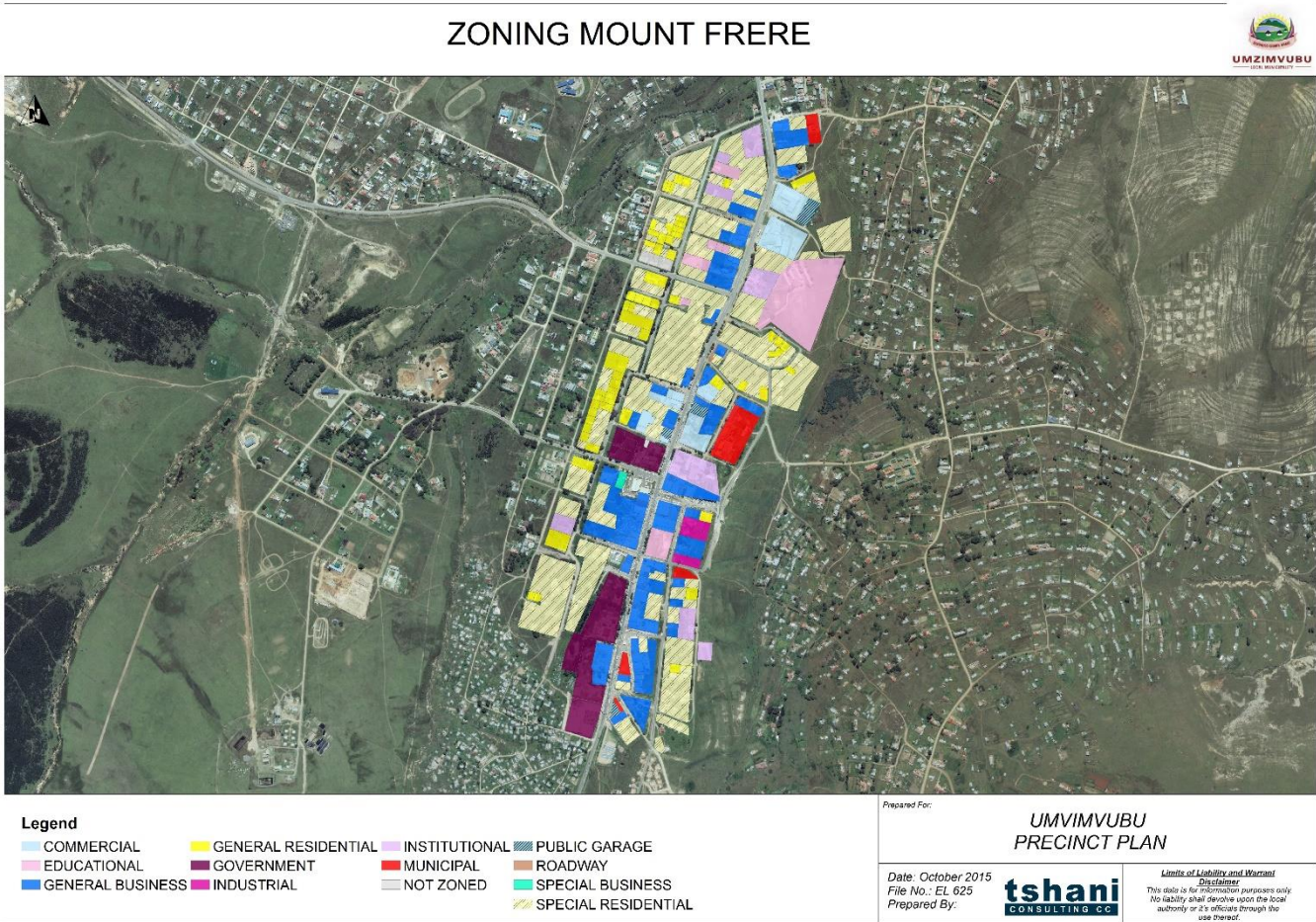
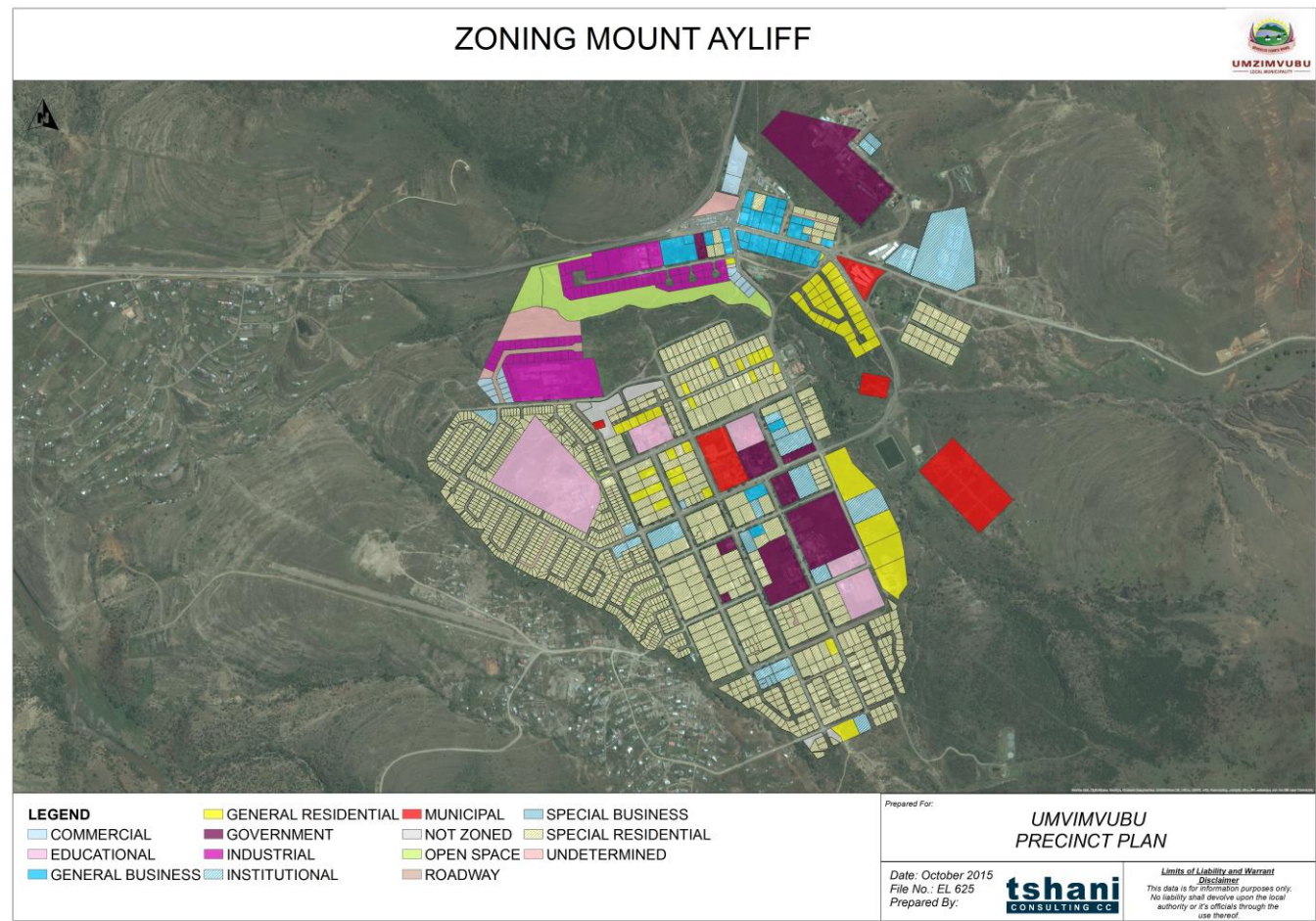
According to Department of Rural Development and Land reform about 1, 15 million land parcels have been surveyed. Fourteen per cent of land in South Africa is state owned, 79% is privately owned and 7% has not been registered. About four million ha of unregistered land in the former Transkei are occupied by citizens and will be transferred either by the State or private owners once the verification process has been concluded.



We once again find the dominance of privately owned land within Mt Frere as is with Mt Ayliff. Umzimvubu LM been located in Mt Frere need to engage with property owners in order to identify key development initiatives and proposals for the town and thereafter determine a synergised way of achieving such outcomes with property owners.

ZONING – MT AYLIFF/FRERE

As per the Transkei Zoning Scheme the plans below captures the current zonings of properties within the towns. The largest group of zonings are Special Residential (73% - Mt Ayliff and 76% Mt Frere). Within the CBD majority of erven are zoned general business which offers a flexible range of uses for the property. A property with General Business Zoning is permitted 80% coverage and a two story Height Restriction. Presently, properties are not been utilised to this development threshold.



BUILT FORM COVERAGE – BOTH TOWNS

It is evident from the plans below that land is not utilised to its full development potential. The scattered black polygons indicate the building footprints. We find that concentrated black portions are nucleated within the CBD, and as one moves away from the CBD, the footprints are more dispersed indicating underutilisation or in some cases properties are not developed at all. CBD's are the primary commercial, retail and public focus areas of the towns and this needs to be further extended and enhanced. Once again the need for planning departments to maximise the use of properties is required. In such cases incentivisation key in order to motivate property owners to capitalise on their assets and in turn contribute to development success of Umzimvubu.



BUILT FORM HEIGHT – BOTH TOWNS

When talking to calculating development potential, vertical expansion is equally as important as horizontal expansion. As identified in the zoning assessment of properties a two story height restriction is applicable to development however consent for more than two stories can be applied for. Based on the plans generated we find that buildings in the towns are mainly single story. A few double story properties can



be found along the CBD but nowhere near the densified potential of the towns. Each town only has one three story building.

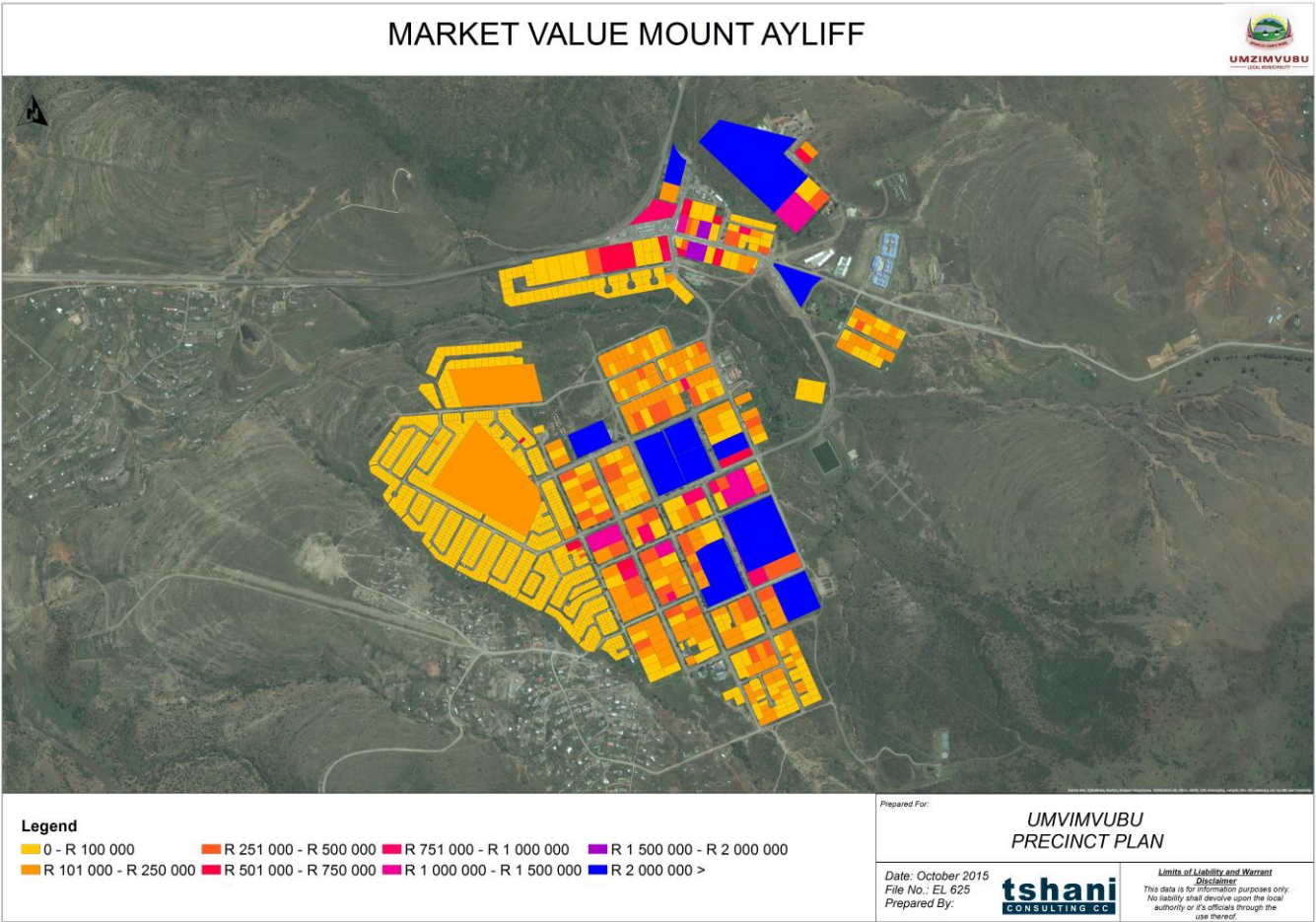


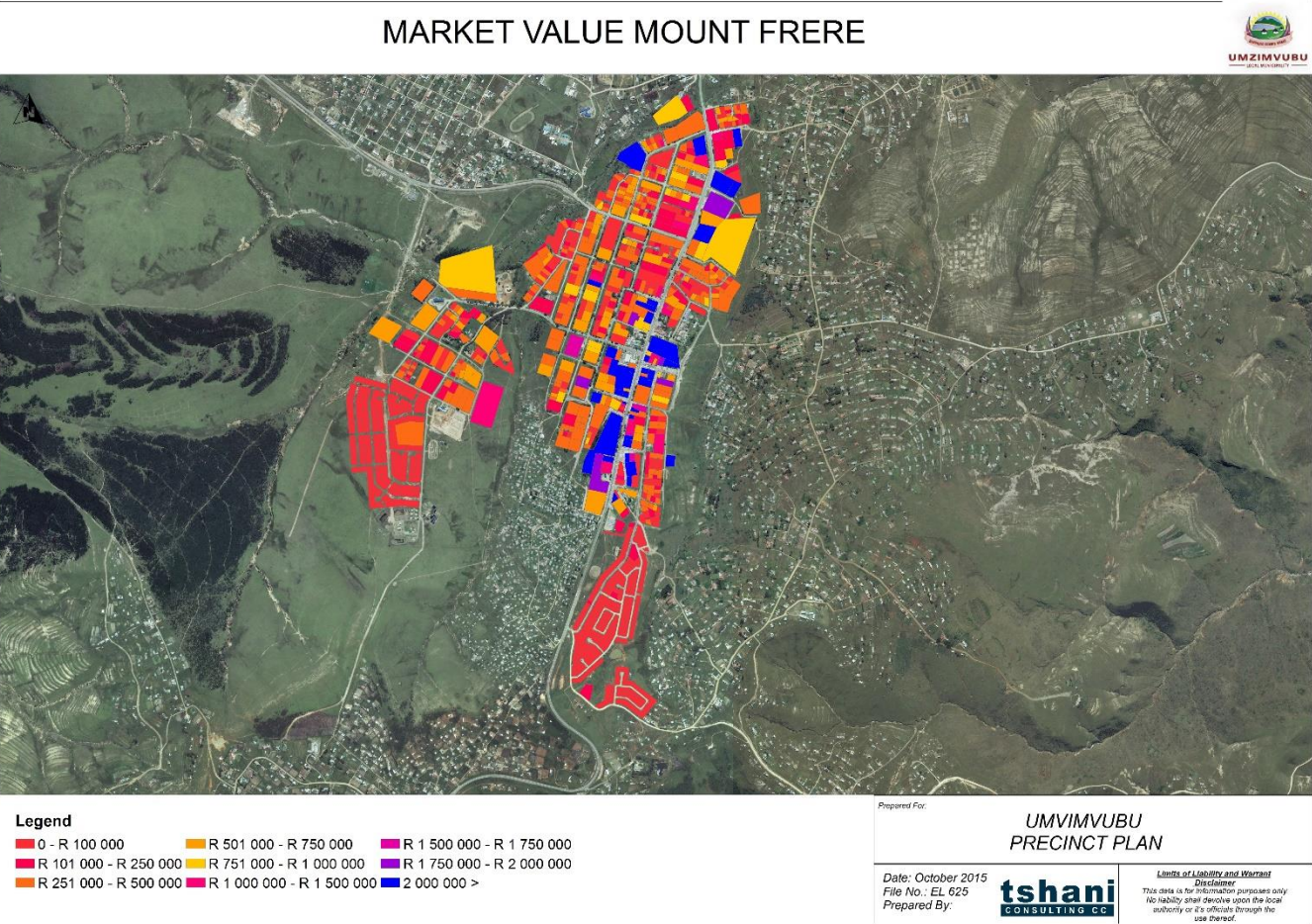
MARKET VALUE – BOTH TOWNS

Market values are evidently lower as we move away from the CBD. The concentrations of business related uses within the town centres can be attributed the higher values of properties.

Mt Ayliff has a large tract of RDP housing on the eastern edge of the town which are relatively lower in market value.

In order for properties to increase its market value there needs to be an increase in the living areas of these properties which directly impact the valuations and ultimately generate rates revenue for the municipality. This once again goes back to the fact that property owners need to be encouraged to develop their properties further.





CBD ANALYSIS

URBAN DECAY –

Buildings within the towns are currently experiencing urban decay and neglect. Such properties have been identified in the plan below. Law enforcement is required from Umzimvubu LM to ensure that buildings are of a particular standard and maintained in this regard. The primary issue stemming from poorly maintained urban character and appearance is the negative impact that it has on investor confidence and the picture it paints of the town.

Mt Ayliff

Buildings in a dilapidated state are located within the CBD and in close proximity to the Municipal offices. Building in such condition cannot be located along the main entrances into the town, as mentioned above investor confidence is diminished and character of the town is poorly envisaged.



Mt Frere

Mt Frere experiences an issue of dilapidated buildings been located in the heart of their CBD. Building have been in this condition or a long time and potential for development within these high demand areas can be achieved through eradication of these unused, derelict plots.



INFORMALL TRADE

Mt Ayliff

There are four main informal trade zones which have been identified within the CBD. One area exists in conjunction with the taxi rank. Trading Facilities are not formalised however the taxi shelters for passengers form a dual purpose for the traders. Traders can also be found along the pavements of the CBD main street (Area 2, 3, 4). Informal traders occupy valuable pedestrian space which results in people having to walk on the road. The urban character of the CBD is also damaged by having informal traders situated at the entrances of shops and retailers.



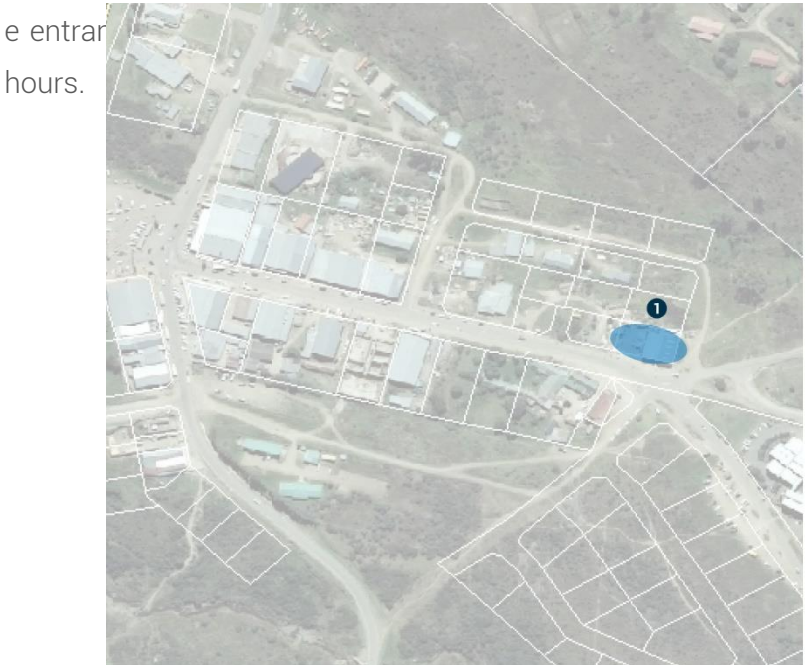
Mt Frere

Informal trade within Mt Frere is a lot more common. The use of pavements for trading is more dominant than that of pedestrian movement. Areas 1 – 5 are particularly chaotic as they are positioned in very busy nodal points of the town. There is a continuous struggle for space and facilities and competition between product offerings are rife. A formalised trading facility is much needed and development proposals will take cognisance of this.

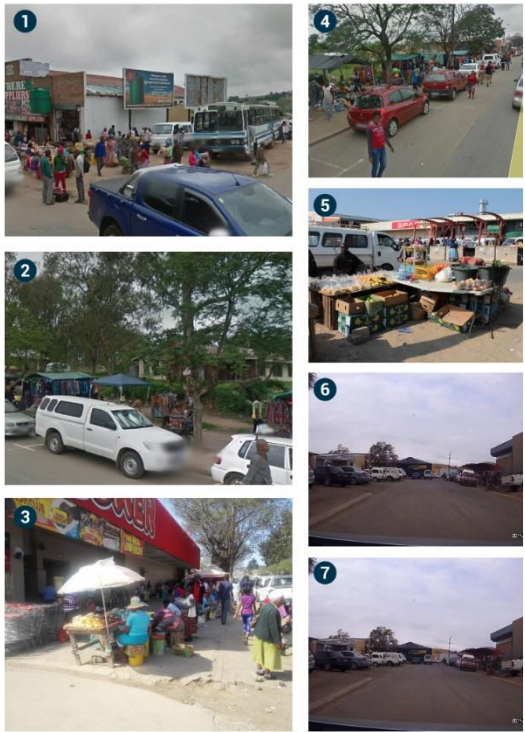


LOADING AND PARKING ISSUES

Mt Ayliff



e entrar
hours.



peak

Mt Frere

Mt Frere experiences a lot more challenges around congestion than Mt Ayliff. This can be attributed to the fact that the N2 dissects precisely through the CBD. There are a number of large chain stores that receive stock on a weekly basis. Loading and offloading takes place on the main street. Bus coaches also use the main street as their pick up and drop off point in the town as see in Area 3.

The congestion created by the hardware stores delivery is a major issue in the town. The congestion does not only affect the main street but the pavements also become occupied with supplies.



URBAN
DESIGN ANALYSIS-
URBAN DESIGN ELEMENTS

A Vision-Led Approach was considered when considering Urban Design of the focus area. At the heart of this approach is the central aim of creating places of beauty and distinct identity by drawing together the many strands of 'place-making' – environmental responsibility; social equity; economic viability. The Urban Development Vision should address the social needs of people living and working in the area now and in the future, and create opportunities to contribute to the establishment of sustainable communities.

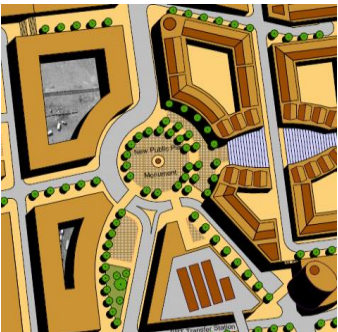
An area of particular concern in relation to the focus areas is the issue of socio-spatial transformation. The data captured in this situation analysis phase will ensure that the Urban Development proposals address in particular the current distorted spatial patterns that exist within Mt Frere and Mt Ayliff. Further to this the following elements for discussion begin to emerge:

- Spatial separation of rich and poor
- Poorly articulated, car dominated public realm
- Impermeable interfaces between private and public spaces
- Bland, sprawling and internalised built form
- Segregation of land uses
- Lack of public transport infrastructure

The following guiding principles are proposed as points of departure in the formulation of an Urban Design Vision and Land Use Strategy:

Accessibility & Legibility

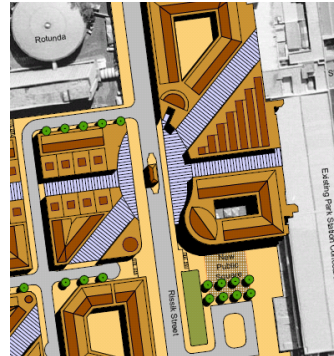
Urban Design and architecture should facilitate ease of movement by foot, public transport or private car, and convenient access to a diverse range of amenities. Pedestrian movement should be prioritised over vehicular movement. Landmarks and the creation of "visual thoroughfares" will aid orientation and make it easy for residents and visitors to find their way around the area. Connections should be made across and between precincts. The historical grid of the city should be



reinforced and emphasised.

A Mix of Uses and Forms

A mix of uses and forms will offer an array of choices to suit different needs and lifestyles within a visually engaging environment, creating architectural character. The location of housing around commercial, transport, entertainment and community amenities will ensure that residents have easy access to the services and opportunities they need to sustain their livelihoods. Mixing uses also helps to ensure a 24-hour human presence in the area.



A Vibrant and Engaging Public Realm

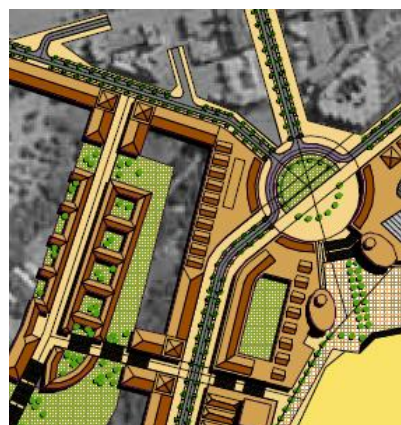
The Public Realm should be prioritised as focus and catalyst for development. It is the public realm that holds the key to the alleviation of poverty through the provision of opportunities for exchange of trade, information and social interaction. It is the Public Realm through which an environment can be built shaped around the needs of human interaction, bringing people together to share our common humanity, offering a variety of opportunities and choices.

Security by Design

Safety and security should be achieved by design rather than by remedial measure. A 24-hour human presence and the creation of “live street edges”, achieved through careful planning of land use, will create an environment in which residents and occupants can watch over one another.

Synergy with Existing Environment

New development should seek to enhance the existing environment rather than to erase and replace it. Existing natural features such as mature trees should be incorporated into the design of the new environment to aid legibility and diversity of experience. Existing structures and places of heritage significance should be retained and adaptively reused wherever possible.



Heritage as a Progressive Force

Heritage, typically considered a constraint on development, should be considered a progressive force for change, whereby the significance of the past and present can provide cues for the shape of the future. Development should seek to enhance and develop cultural and historical significance rather than to

impact negatively upon it. Sites of historical importance should be incorporated sensitively into the Urban Design Framework.

Tight street edges and short street frontages

Tight street edges will define an edge to the public realm and maximise the amount of usable external space created at the rear of buildings. Short street frontages concentrate human presence along street edges, facilitating a safer public realm.

Robust and Flexible Architecture

Building typologies that will accommodate future changes in use, lifestyle or economic circumstances are imperative. The architecture must be designed to change and grow along with the changing needs of the people that live in, work in or use it.

Integration with Context

Land use should be planned in such a way that multiple projects complement one another, precincts are well integrated with one another and with the surrounding city context.



Management of the Investment

For projects to be developable and well cared for they must be economically viable, well managed and maintained. This means understanding the market considerations of developers and investors, ensuring long-term commitment from the community and the local authority, defining appropriate delivery mechanisms and seeing this as part of the design process.

Based on the above guiding principles a precinct plans of the study area will be completed. The precinct will unpack:

- *the proposed public space system and key structuring public /community nodes*
- *the proposed system of parks and open spaces and greening*
- *the pedestrian circulation network*

New buildings developed in the towns need to respond sensitively to the existing townscape and play a role in supporting and defining the public realm. In addition, building typologies that will accommodate future changes in use, lifestyle or economic circumstances are imperative. The architecture must be designed to change and grow along with the changing needs of the people that live in, work in or use it.

With a view both to preserving the townscape of the area and of achieving a more coherent, synergetic and complementary pattern of built form, the following development guidelines are proposed but not limited to:

- **Street Edge Guidelines** which encourage developments along the main streets, encourage street facing verandas, windows and/or low boundary walls along residential streets, build-to lines to encourage development on/close to street edge and discourage high solid blank walls along street edges;
- **Development Grain Guidelines** which discourages stand consolidation within residential areas and Encouragement of new buildings in keeping with fine grained townscape based on 16m x 16m stand dimensions
- **Heritage Conservation Guidelines** if there are any identified heritage buildings, preventing demolition, constraining alteration and adaptive re-use based upon specific historical and cultural significance of each site;
- Build to lines along street edge and encourage double storey with ground floor retail with residential above
- **Proposed residential developments are to:**
 - Encourage street facing covered arcades at ground floor level
 - Encourage street facing balconies at first floor level
 - Encourage ground floor shopfront interface to street
 - Discourage blank solid walls facing onto street
 - Discourage garages and off-street parking at ground floor level
 - Encourage location of landmark buildings on corner sites
 - Encourage corrugated steel pitched roofs with east-west ridge
 - Encourage plastered and painted external wall finish.
- Height Restrictions
- Density Guidelines

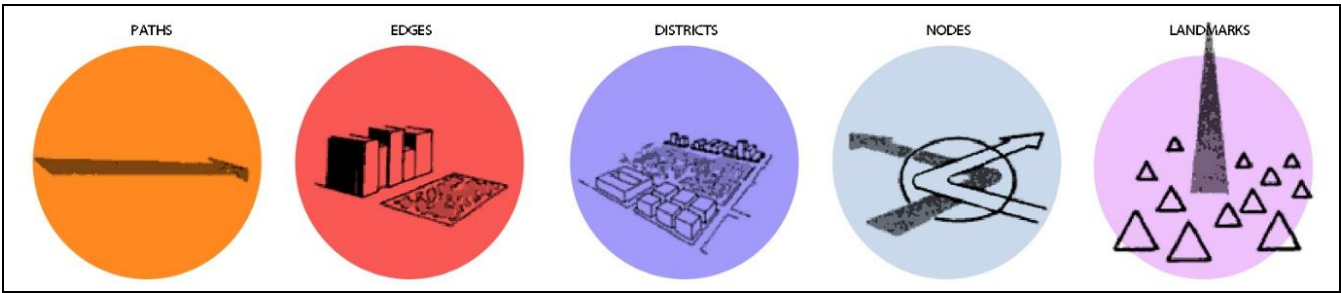
CURRENT DEVELOPMENT SITUATION

Lynch Analysis

A valuable tool to determine the character of the area is Lynch Analysis. Tshani Consulting CC will employ such studies in order to guide the planning process from the very outset of the project. The process also identifies areas of activity. This is valuable in order to inform the development potential of specific regions.

The Lynch Analysis will encompass the following five (5) STRUCTURING elements:

- Paths** - the streets, sidewalks, trails, and other channels in which people travel.
- Nodes** - intersections where paths cross. These focal points and intersections become the hub of everyday street-life.
- Edges** - the walls that define and contain streets, nodes and all other public space.
- Districts** - deal with the precinct size and character. A nice size for a precinct is an environment that fits into a 400m radius. This is easily walkable in 5 minutes.
- Landmarks** - Are iconic natural or man-made features which people can identify their location with

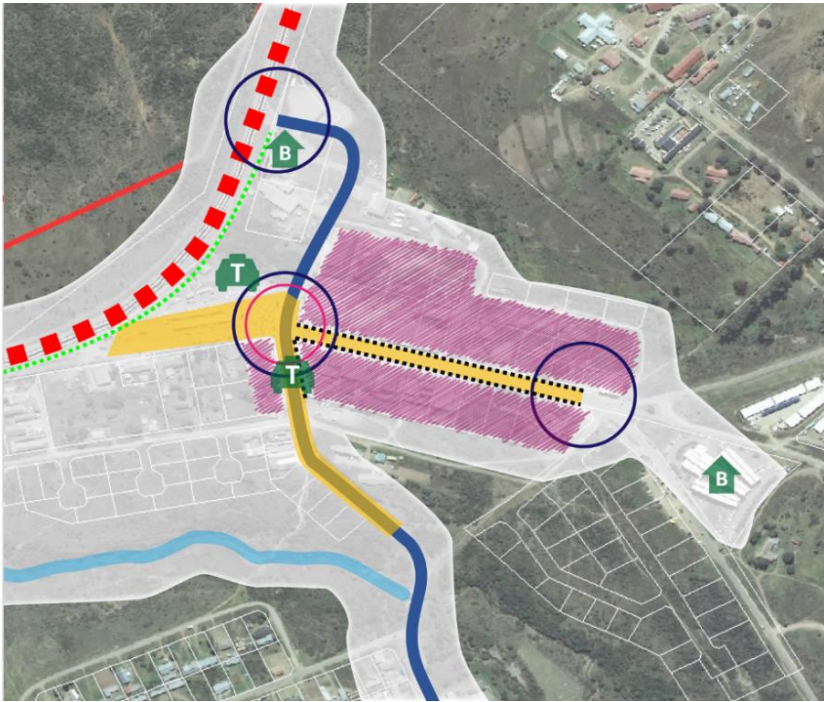


Utilising the above structuring elements, the following lynch analysis plans have been prepared for the towns of Mount Ayliff and Mount Frere:

Mt – Ayliff

MOUNT AYLIFF
SPATIAL ANALYSIS

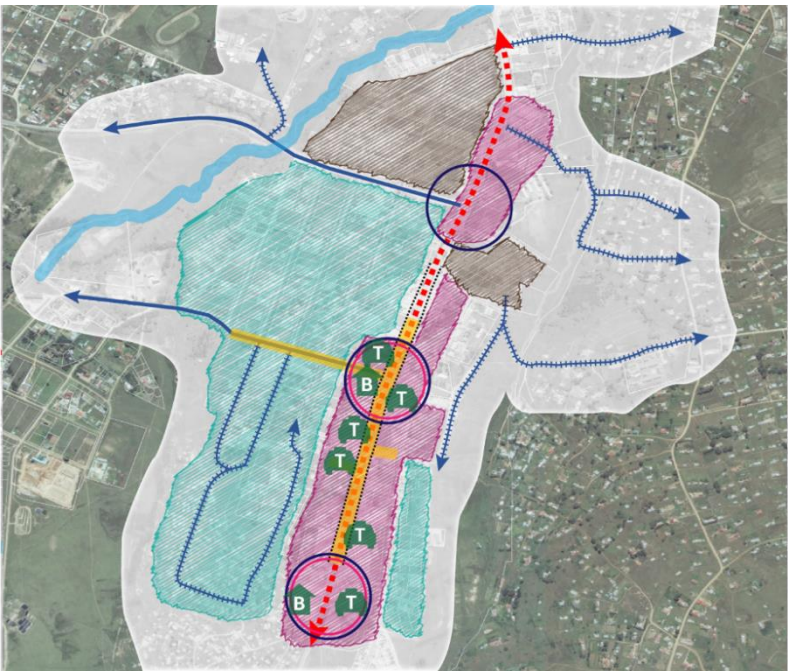
- PATHS**
 - Major
 - Minor
 - Pedestrian
- EDGES**
 - Hard
 - Soft
 - Natural
- LANDMARKS**
 - Building
 - Taxi Rank
- DISTRICTS**
 - Business Districts
- NODES**
 - Traffic Node
 - Pedestrian Node



Mt – Frere

MOUNT FRERE
SPATIAL ANALYSIS

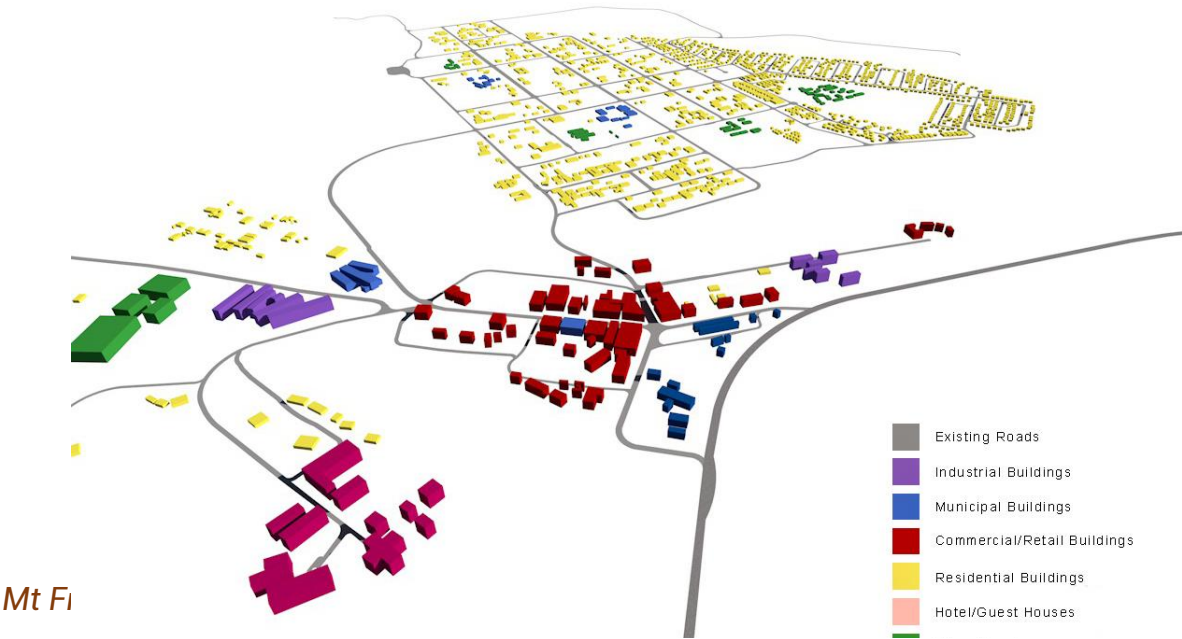
- PATHS**
 - Major
 - Minor
 - Pedestrian
- EDGES**
 - Natural
 - Hard
- LANDMARKS**
 - Building
 - Taxi Rank
- DISTRICTS**
 - Business
 - Residential
 - Mixed
- NODES**
 - Transport
 - Pedestrian



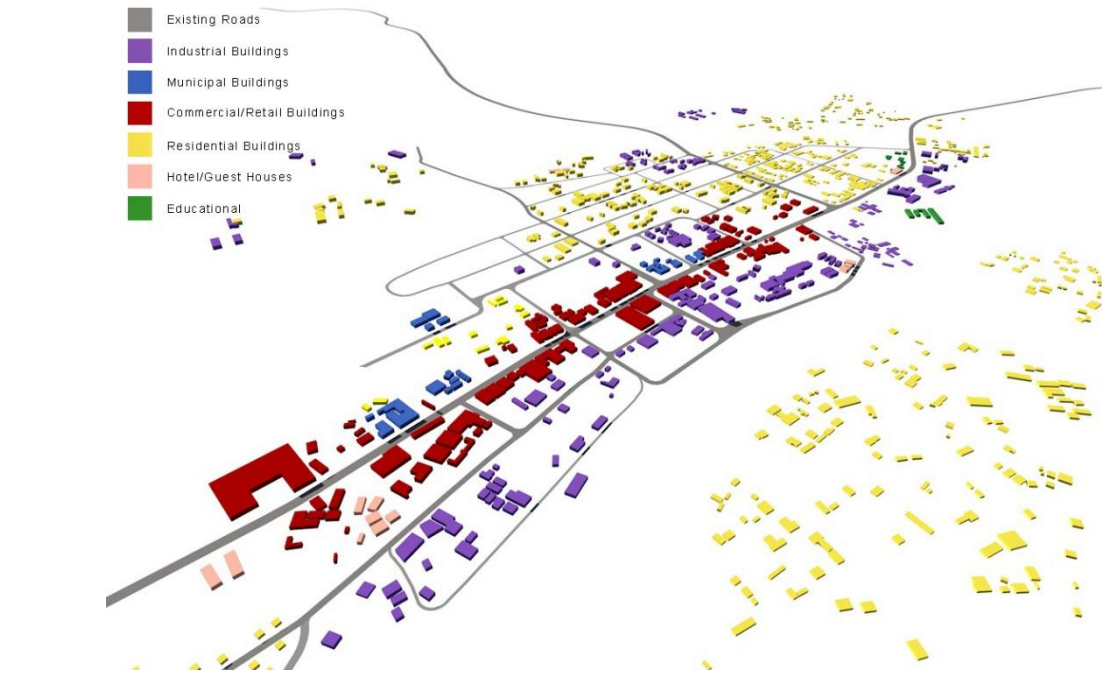
3D Models rendered depicting situational analysis

3D models of the towns were created in order to get a an understanding of the spatial design of the towns from 3D perspective in order to ensure spatial representation is delivered in a way that allows it to be as close to reality as possible and reduces margins for error. Working at his scale will be particularly useful in the next phase went conceptual analysis plans are being completed. .

Mt Ayliff



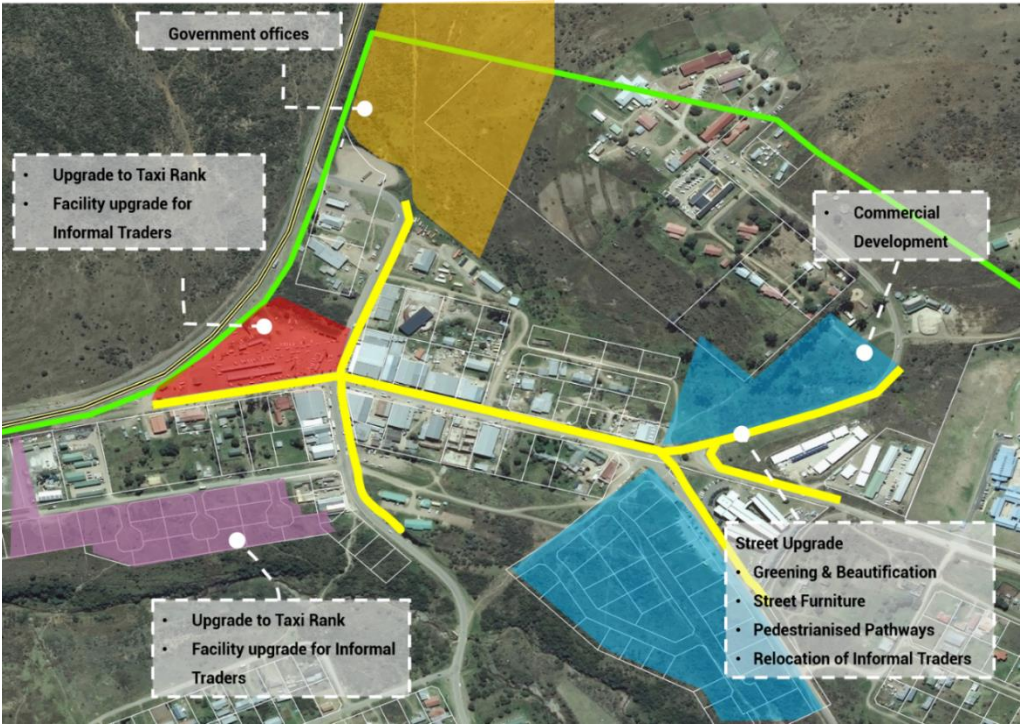
Mt Fi



FUTURE DEVELOPEMNT SCENARIO

Based on the finding of this phase and from public participation sessions the following outcomes for proposed scenarios were considered at a high level:

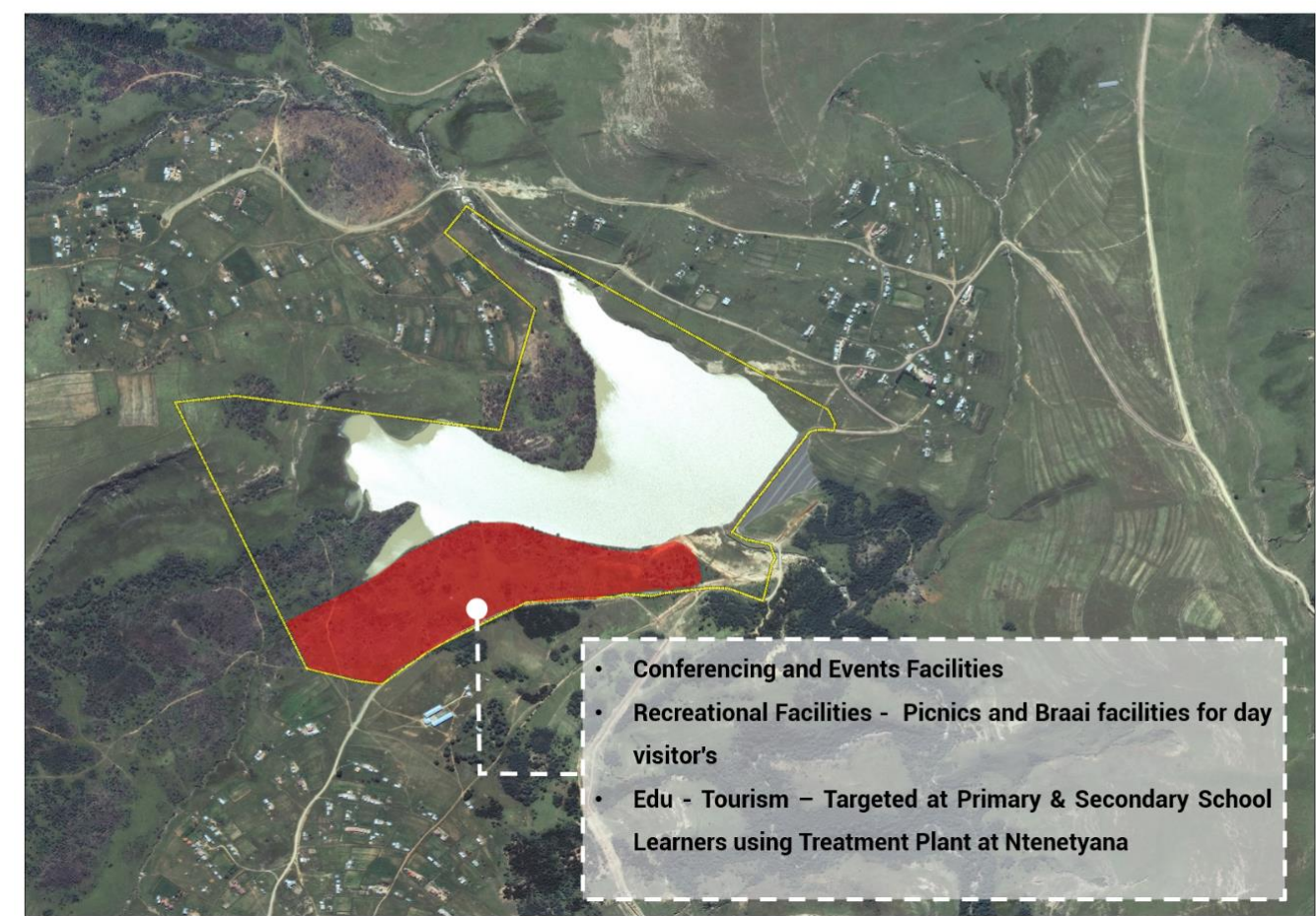
Mt – Ayliff



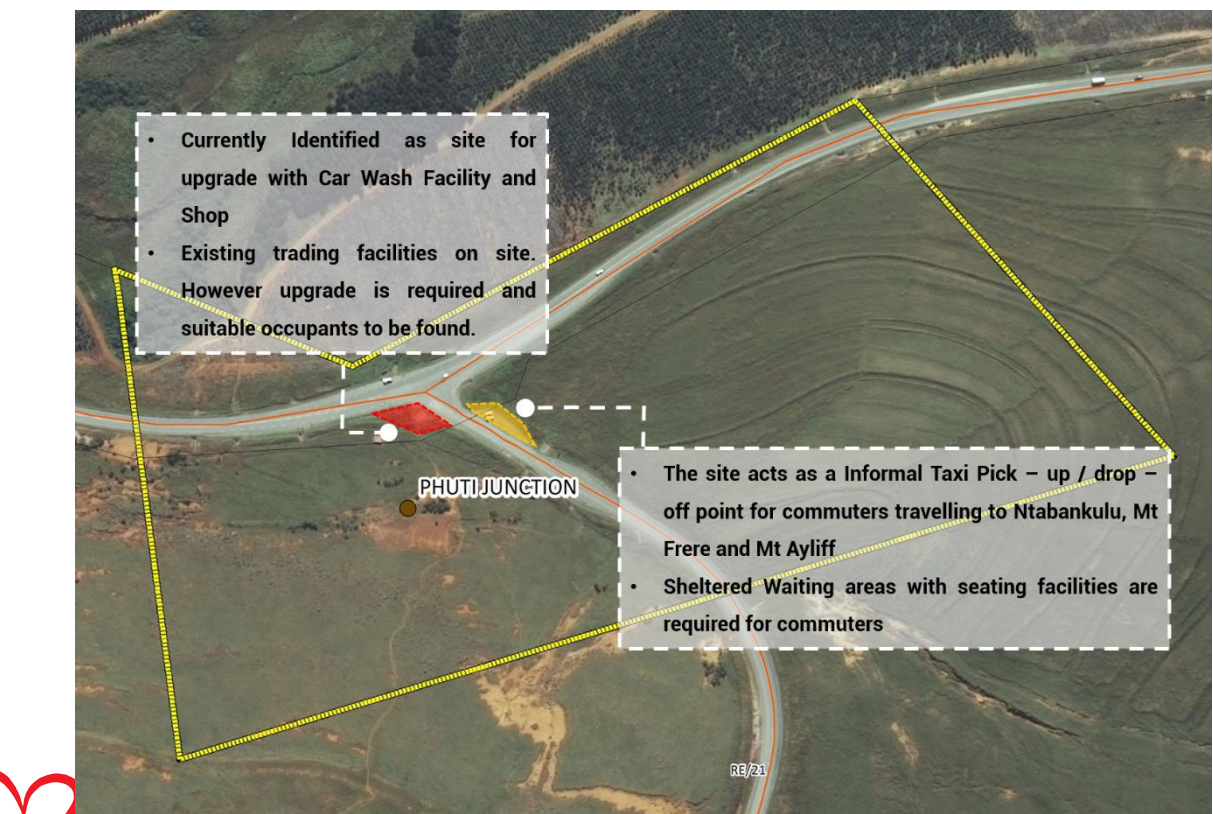
Mt – Frere



Ntenetyana Dam



Phuti Junction



Phakade Junction



TRANSPORT ASSESSMENT

BACKGROUND

In 2012, Emonti Consulting engineers undertook a traffic impact study for Mount Ayliff and Mount Frere. The study went into great detail in terms of the status quo analysis, identifying a number of existing operational issues.

In light of the above, it was decided that this status quo will supplement the findings from the Emonti study with particular focus on the following:

- Public transport operations;
- Traffic movement patterns;
- Pedestrian movement patterns

RELATED TRAFFIC STUDIES

Mt Ayliff Traffic Study

In March 2012, Emonti Engineers undertook a traffic study for Mount Ayliff. A detailed status quo analysis was undertaken. The outcome of this study was a series of recommendation and a list of projects to be implemented. The recommendations from the Emonti study is summarised as follows:

- Improvements at the following intersections once they are warranted:
 - N2/Hlanekela Street intersection
 - Hlanekela Street/Ntsizwa Street intersection
- The formalisation of pedestrian crossing and informal traders at the Hlanekela Street/Ntsizwa Street intersection;
- The construction of public transport laybys at the intersection of N2/Hlanekela Street;
- The converting of the three lanes along Ntsizwa Street to two lanes (one in each direction) with on-street parking and loading;
- The prohibition of parking on the southern side of Ntsizwa Street for a distance of approximately 50m on its eastern approach to the Ntsizwa Street/Hlanekela Street intersection;
- Reconstruction of speed humps to an acceptable standard and construction of new speed humps;
- The provision of pedestrian scoops at all crossing points within the CBD;
- Rectification of stormwater channel along Hospital Road;
- The levelling of the stormwater channel along Church Street;
- Construction of pedestrian sidewalks along Church Street and Ntsizwa Street.

The projects are listed in Table 1. As part of this study Arup undertook a site visit to determine whether the recommendations made in the Emonti study are relevant and if the identified projects have been implemented. The visit indicated that by-and-large the recommendations are indeed relevant. The site visit also indicated only a few of the upgrades identified have been implemented.

The table below provides a summary of the Status of these projects.

	Hospital Road sidewalks	Rectify stormwater drains crossing sidewalk	The drain still creates discontinuity along the sidewalk.	Not Implemented
	Church Street/Ntsizwa Street sidewalk	The extension of the sidewalk from Church Street to Ntsizwa Street in the CDB		Not Implemented

	Raised pedestrian tables-Ntsizwa Street	Construction of two raised pedestrian tables in Ntsizwa Street		Not Implemented
	Ntsizwa Street/HlanekelaStreet intersection	The formalisation of pedestrian and informal traders, including lane configuration	There are informal trading but no formal stalls	Not Implemented
	Ntsizwa Street lane configuration	The conversion of the3 lanes to 2 lane with on-street parking/loading including prohibition of parking on the eastern approach to the Hlanekela St intersection	3 lanes, no formal on street parking/loading areas.	Not Implemented
	Ntsizwa Street sidewalk	The construction of the sidewalk along the southern side of Ntsizwa Street in the CDB		Not Implemented
	Speed hump standardisation	The re-construction of all speed humps to comply with standards (approximately 21 speed humps)		Not Implemented
	Relocation of electrical pole	Relocation of electrical pole to outside of roadway		Not Implemented
	Additional speed humps	The construction of additional speed humps (approximately 5 speed humps)		Not Implemented
	Stormwater channel in Church Street	Piping of the stormwater in Church Street to create additional on-street parking	The stormwater channel has been corrected and parking implemented.	Implemented

Mt Frere Traffic Study

- In March 2012, Emonti Engineers undertook a traffic study for Mount Frere. A detailed status quo analysis was undertaken. The outcome of this study was a series of recommendation and a list of projects to be implemented. The recommendations from the Emonti study is as summarised as follows:
- Improvements at the following intersections once they are warranted
 - N2/Mngcisane Road (DR08015) intersection
 - N2/Solis Street intersection
 - N2/Ngcwabe Street
 - N2/Ngcingwana Street
 - Parking bays on the N2 to be narrowed;
- The prohibition of parking on the side streets (e.g. Ngcingwana Drive, Solis Street, Ngcwabe Street and Zeme Place) for a distance of approximately 30m from their intersection with the N2;

- Pedestrian sidewalks along the N2 to be rehabilitated to acceptable norms;
- The extension of the sidewalk on the eastern side of the N2 to the N2/Nkevulana Road intersection;
- Provision of raised pedestrian crossing;
- The construction of a public transport facility to a sufficient size to accommodate approximately 40 taxis and 10 buses;
- Construction public transport laybys along the N2;
- The construction of the N2 by-pass.

The projects are listed in Table 2. As part of this study Arup undertook a site visit to determine whether the recommendations made in the Emonti study are relevant and if the identified projects have been implemented. The visit indicated that by-and-large the recommendations are indeed relevant, however based on the findings from this study, the recommended size for the public transport facility is adequate for the taxis and buses and does not make provision for LDVs and cars.

The site visit indicated only a few of the upgrades identified have been implemented. Table 2 provides a summary of the status of each project.

The table below provides a summary of the Status of proposed upgrades:

	N2 litter bins	Relocation of litter bins on the N2 sidewalks	Uncertain of the location of this upgrade	Uncertain
	Standardise parking on the N2	Parking bays along the N2 to be narrowed to standard widths		Not implemented
	Parking restrictions on side streets	Prohibition of parking on the side streets		Not implemented
	N2 CBD sidewalks and informal trader stalls	Pedestrian sidewalks along the N2 to be rehabilitated to acceptable norms and to include additional informal trader stalls	Sidewalks - No upgrades, but there are sidewalks Informal Traders -no formal stalls	Not implemented
	N2 pedestrian ramps	Provision of pedestrian ramps at all kerb crossing points in the CBD		Not implemented
	N2 sidewalk extension	The extension of the sidewalk on the eastern side of the N2 to the N2/Nkevulana Road intersection		Not implemented

	Right turn lanes on N2	The introduction of a right turn lane at the N2/Solis Street intersection		Not implemented
	Right turn lanes on N2	The introduction of a right turn lane at the N2/Ngcingwana Drive and N2/Ngcwabe Street intersections		Not implemented
	Off-street public transport facility	Construction of a public transport facility		Not implemented
	On-street public transport bays	The demarcation of public transport bays along the N2		Not implemented
	Roundabout	Roundabout at Mngcisane Road/N2		Not implemented
	Roundabout	Roundabout at access to new shopping centre and public transport facility		Not implemented
	Solis Street extra lane	The introduction of an additional lane in Solis St at its intersection with the N2		Not implemented
	Street lighting	Upgrading of street lighting along the N2 in the CBD		Not implemented
	Raised pedestrian tables	Two raised pedestrian tables on N2 in CBD		Not implemented
	N2 Rehabilitation	Surface/layer works rehabilitation of N2 in CBD		Not implemented
	Speed humps	Installation of approximately 20 speed humps	Observations show no speed humps being constructed on any of the road in the study area	Not implemented

N2 Transportation Study

Aecom was appointed by SFC Engineer on behalf of SANRAL to undertake a traffic study of the N2 between Mount Ayliff and Mount Frere. The objective of the study was to assess whether any localised road widening is required at intersections along this corridor.

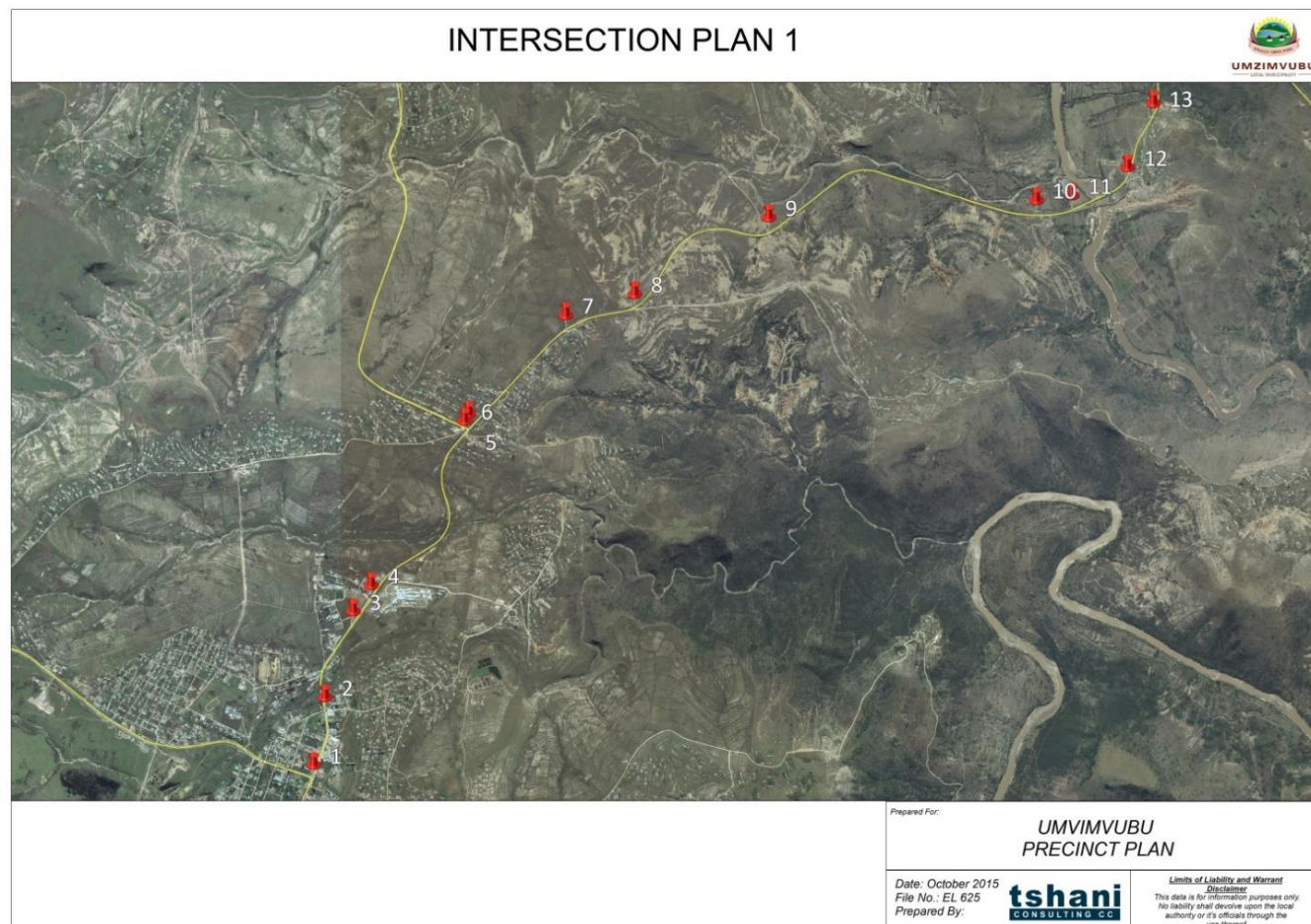
In total 33 intersections (3 major intersection and 30 minor intersections) were analysed. The recommendations for each intersection is summarised in Table 3. Included in Table 3 is Arup’s comments based on our site visit and inspection of aerial photography.

No mention has been made in this study regarding a future Mount Frere N2 by-pass road.

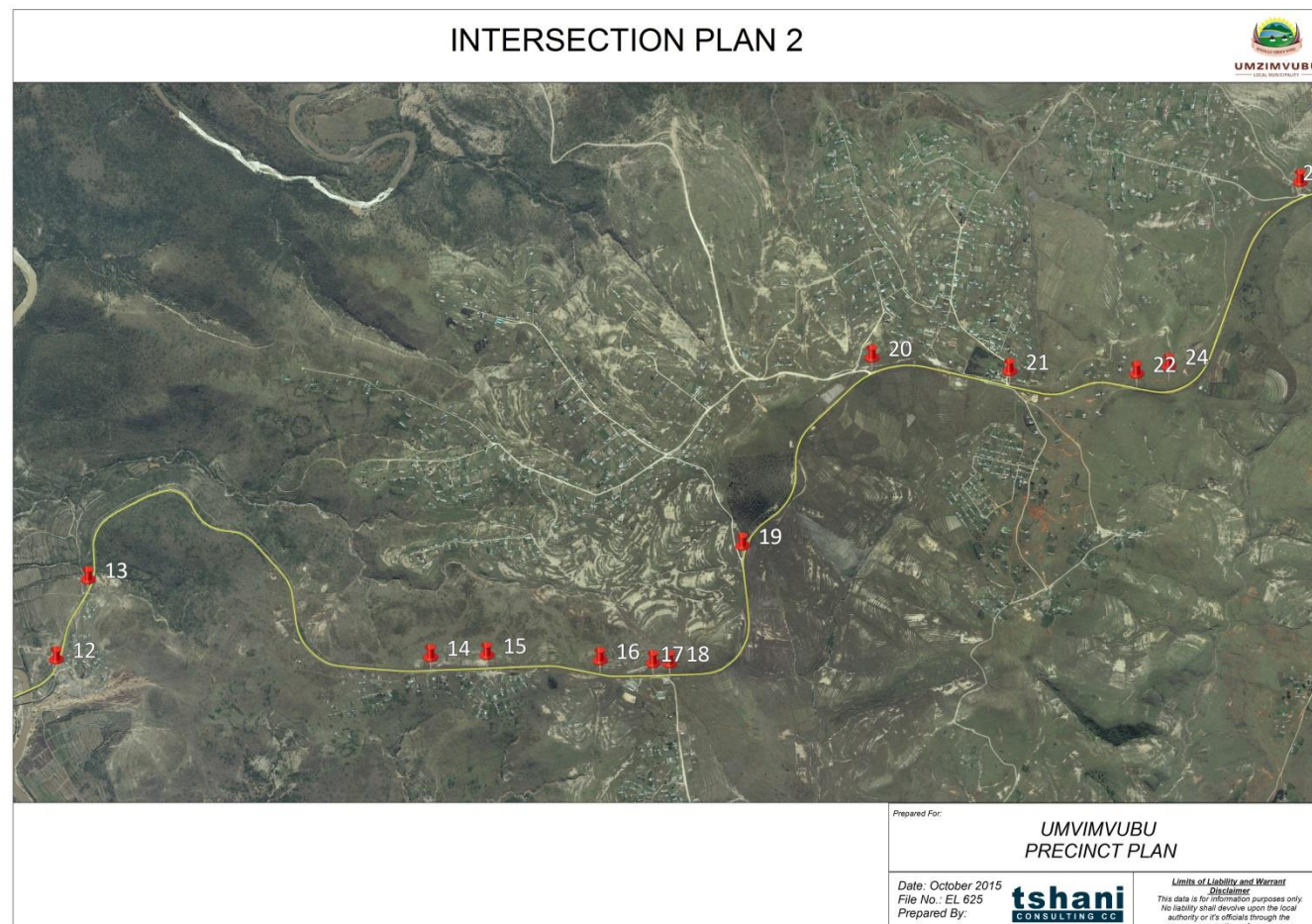
	1	A right-turn refuge lane on the southbound approach of the N2, this will allow for through traffic to pass a vehicle waiting for a gap in the opposing traffic flow to turn right.	Right turn refuge southbound of N2 exists.
	4	No improvements are recommended for this intersection during the base year. A passive taper rate of 1:25 is recommended on all approaches.	Along the N2 two exit lanes are provided in both directions. Eastbound approach is a dirt road.
	30	A right-turn refuge lane on the north-west bound approach of the N2, this will allow for through traffic to pass a vehicle waiting for a gap in the opposing traffic flow to turn right. A passive taper rate of 1:25 is recommended on all approaches.	A right-turn refuge lane Northbound approach on the N2, exists.
	2	A right-turn refuge lane on the east- and south-west bound approach of the N2, this will allow for through traffic to pass a vehicle waiting for a gap in the opposing traffic flow to turn right. A passive taper rate of 1:25 is recommended on all approaches.	A right-turn refuge on the east and south bound approach of the N2 exists.
	3	No improvements are recommended for this intersection during the base year.	
	5	No improvements are recommended for this intersection during the base year.	
	6	No improvements are recommended for this intersection during the base year.	
	7	No improvements are recommended for this intersection during the base year.	
	8	A passive taper of 1:25 is recommended on all approaches.	
	9	A right-turn refuge lane on the north-east bound approach of the N2, this will allow for through traffic to pass a vehicle waiting for a gap in the opposing traffic flow to turn right.	A right-turn refuge on the northbound approach of the N2, does not exist.
	10	A passive taper of 1:25 is recommended on all approaches.	
	11	A passive taper of 1:25 is recommended on all approaches.	
	12	A passive taper of 1:25 is recommended on all approaches.	
	13	A passive taper of 1:25 is recommended on all approaches.	
	14	A passive taper of 1:25 is recommended on all approaches.	
	15	A passive taper of 1:25 is recommended on all approaches.	
	16	A passive taper of 1:25 is recommended on all approaches.	
	17	A passive taper of 1:25 is recommended on all approaches.	
	18	A passive taper of 1:25 is recommended on all approaches.	
	19	A passive taper of 1:25 is recommended on all approaches.	

	20	Eastbound - Additional right turn lane of 30m in length.	No Westbound Right-turn refuge has indicated in the analysis.
	21	A passive taper of 1:25 is recommended on all approaches.	
	22	A passive taper of 1:25 is recommended on all approaches.	
	23	A passive taper of 1:25 is recommended on all approaches.	
	24	A right-turn refuge lane on the eastbound approach of the N2, this will allow for through traffic to pass a vehicle waiting for a gap in the opposing traffic flow to turn right.	No right-turn refuge currently exists.
	25	A passive taper of 1:25 is recommended on all approaches.	
	26	Recommended - Eastbound - Additional right turn lane of 30m in length.	No right-turn refuge currently exists.
	27	Recommended - Eastbound - Additional right turn lane of 30m in length.	No right-turn refuge currently exists. Bus layby located in vicinity of intersection.
	28	A passive taper of 1:25 is recommended on all approaches.	
	29	Recommended - Eastbound - Additional right turn lane of 30m in length.	No right-turn refuge currently exists. Bus layby located in vicinity of intersection.
	30	A right-turn refuge lane on the north-west bound approach of the N2, this will allow for through traffic to pass a vehicle waiting for a gap in the opposing traffic flow to turn right.	Right-turn refuge currently exists.
	31	Recommended - Westbound - Additional right turn lane of 30m in length.	No right-turn refuge currently exists. Bus layby located in vicinity of intersection.
	32	Recommended - Eastbound - Additional right turn lane of 30m in length.	No right-turn refuge currently exists.
	33	Recommended - Westbound - Additional right turn lane of 30m in length.	No right-turn refuge currently exists.

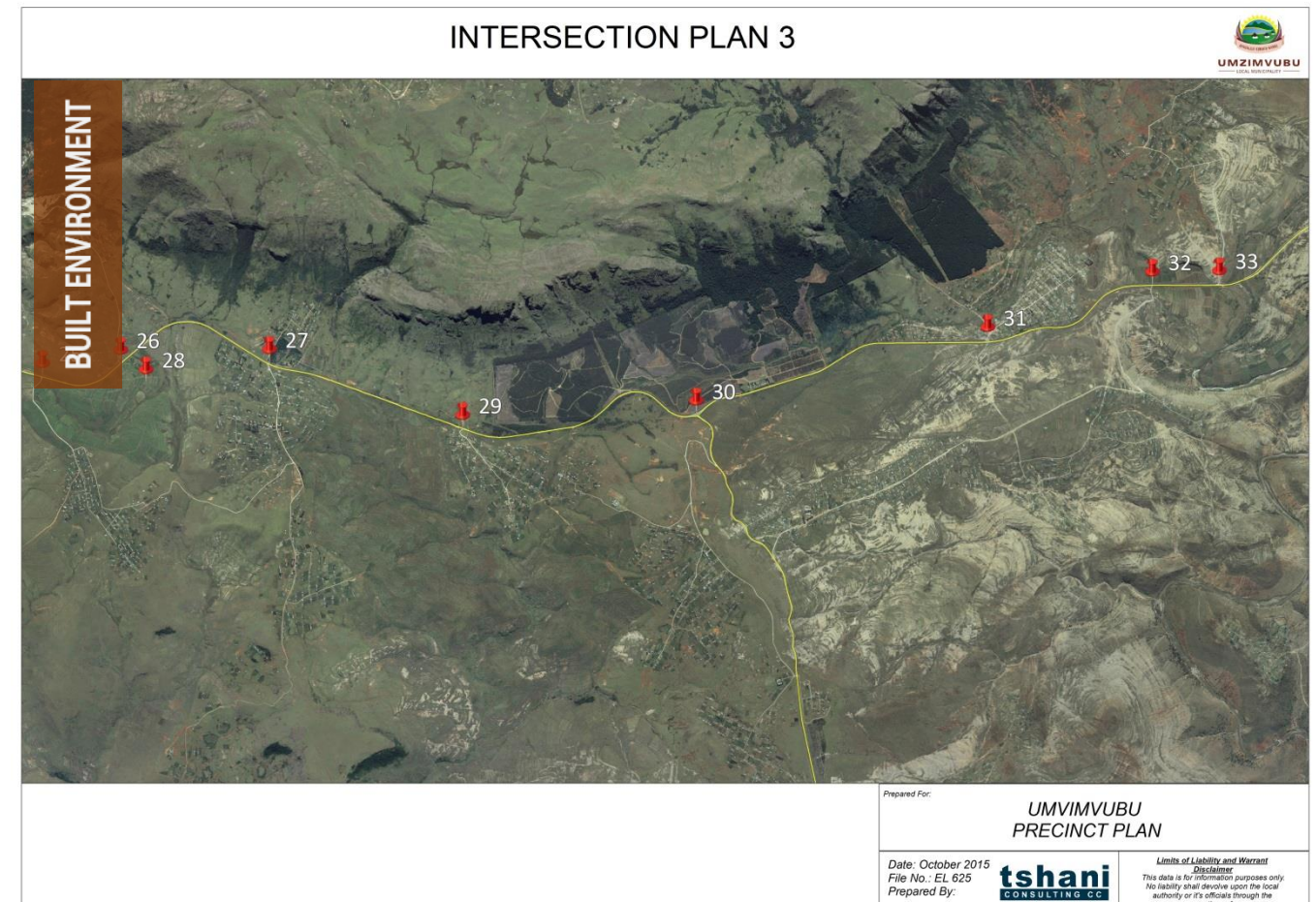
INTERSECTION PLAN 1



INTERSECTION PLAN 2



INTERSECTION PLAN 3



LINKAGES

Regional

The N2 is the main spine in the Umzimvubu Municipality linking the municipality with neighbouring municipalities and provinces and also linking the large rural areas within the municipality with the two main towns viz. Mount Ayliff and Mount Frere.

The N2 is aligned in the north-east to south-west direction. It is a Class 1 single carriageway road (within the study area) consisting of a two lane cross-section with localised widening at intersections. There are no grade-separated intersections along the N2 within the study area

Radiating from the N2 are four regional access roads, two providing access to the east areas and two to the west areas. The two to the east are located on the north-eastern side of the N2 and are the R394 and the Tabankulu/Flagstaff access roads. The two providing access to the west are located to the south-western side of the N2 and are the Mpendla Road and the R405.

East Linkages

The R394 is located approximately 20km north-east of Mount Ayliff. It links the R61 and the town of Bizana with the N2.

The Tabankulu/Flagstaff Road is located approximately 10km south-west of Mount Ayliff. It links Tabankulu and Flagstaff with the N2.

West Linkages

The Mpendla Road is located four kilometres north of Mount Frere, it provide a mountainous route to Cedarville.

The R405 Matatiele Road is located on the northern outskirts of the Mount Frere CBD. It links the N2 with the R56 and onwards to Matatiele

Local

Local linkages between the outlying rural areas to the N2 are primarily gravel roads. These are located all along the length of the N2.

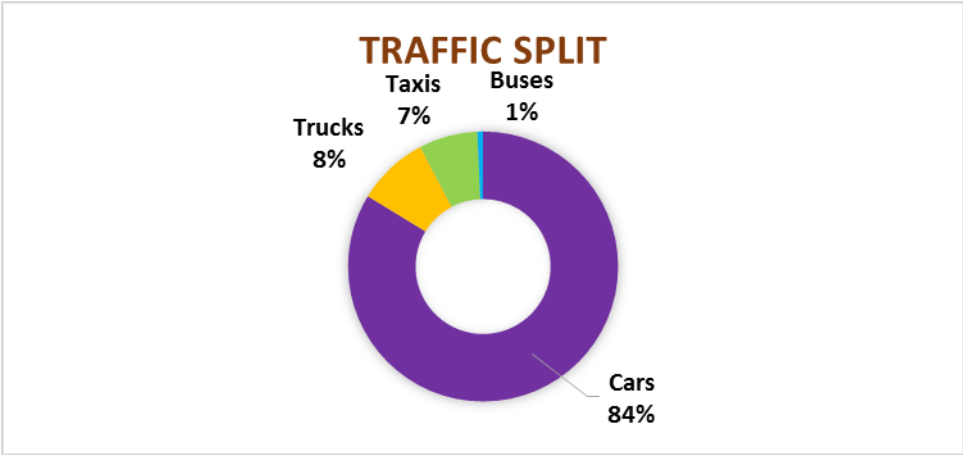
The Mount Ayliff CBD consist of a grid road network that provides local reticulation. The roads are single carriageway two lanes roads with localised road widening in and on-street parking certain areas. Intersections are mainly priority controlled or all-way stops, there are no signalised intersections.

The Mount Frere CBD consists of a grid network as well, however the primary difference with Mount Ayliff is that the N2 is part of this grid network. The roads are single carriageway two lanes roads with localised road widening in and on-street parking certain areas. Intersections are mainly priority controlled or all-way stops, there are no signalised intersections.

TRAFFIC MOVEMENT PATTERNS

Traffic Split

Twelve hour traffic counts undertaken at the N2/R405 intersection was assessed to determine the traffic split for the study area. The results, as shown in Figure 4, indicate that majority of traffic consist of cars/LDV (84%) followed by trucks (8%) and taxis (7%). Buses only make up 1% of the traffic.



Traffic Profile

An assessment was undertaken of the traffic profile at the aforementioned intersection to understand the temporal distribution over a typical 12-hour period. The analysis, as illustrated in Figure 5, shows that the average 15-minute traffic volume through that intersection is approximately 200 vehicles. The morning peak hour is between 07:30 and 08:30 whilst the afternoon peak hour is between 16:00 and 17:00. Whilst the profiles shows a distinctive morning and afternoon peak hour, the traffic volume during the inter-peak periods is relatively high. Hence, traffic volumes in the study area is relatively similar through the day.

Local Traffic vs. Through Traffic

An inspection of traffic counts undertaken in the Aecom and the Emonti studies revealed the following:

- Majority of the traffic along the N2 are regional trips passing through the study area;
- An assessment of the Mount Frere traffic counts indicate that approximately 50 to 60 percent entering the CBD during the morning peak hour are through trips;
- An assessment of the traffic passing Mount Ayliff during the morning peak hour indicates that approximately 45% are by-passing (through) the CBD with the remaining traffic entering the CBD.

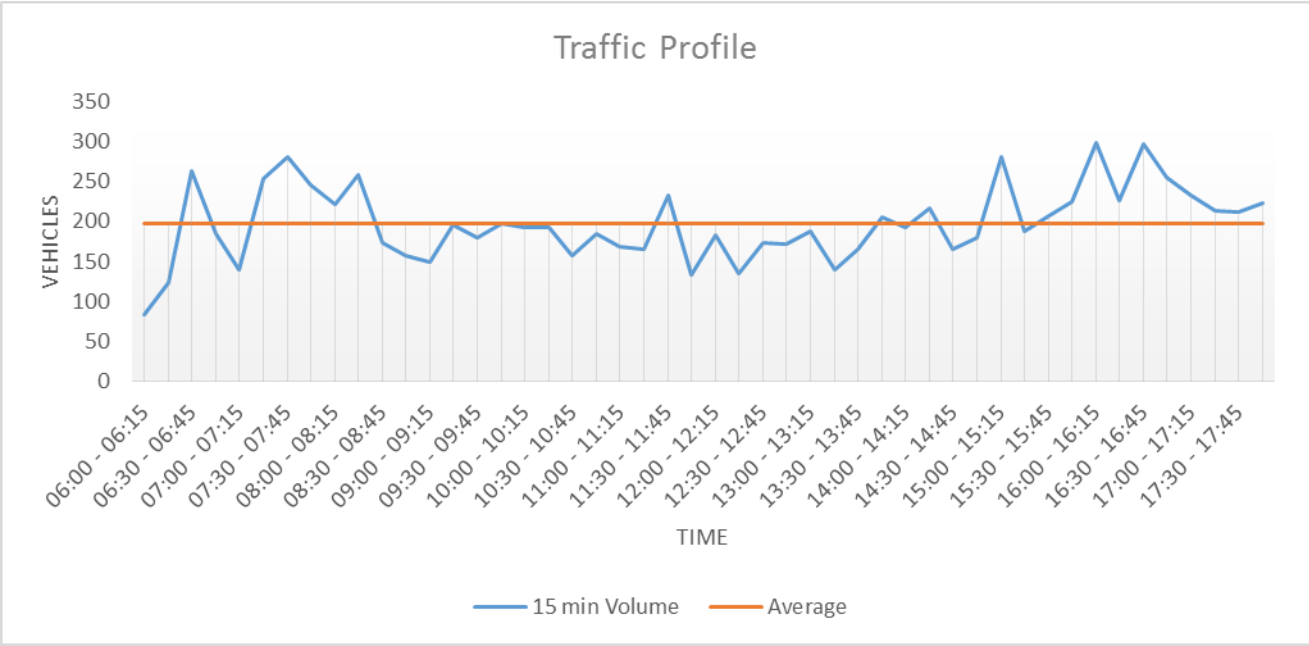
PEDESTRIANS

On-site observations were undertaken to assess the pedestrian movement patterns within the CBD. The observation together with pedestrian counts undertaken by the Emonti study was used to create a map showing the main pedestrian areas. The pedestrian network was classified into two categories viz. core pedestrian movements which reflect the busiest areas and key pedestrian movements which reflect the remaining busy pedestrian areas.

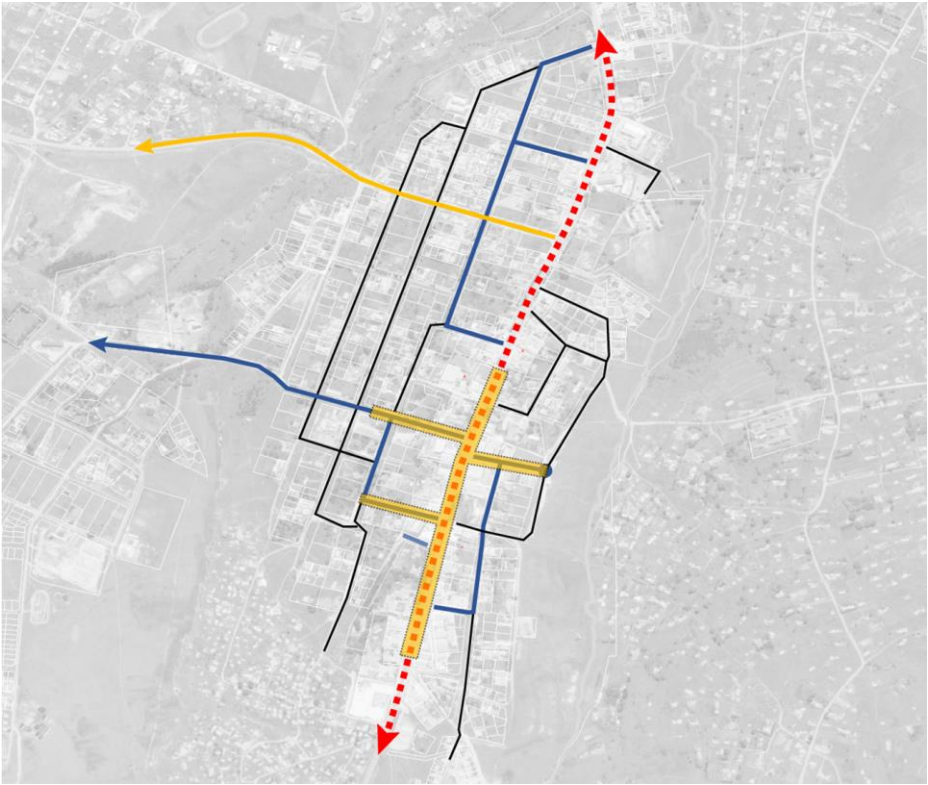
Mt Ayliff

The highest amount of pedestrian activity occurs in the vicinity of the public transport rank at the corner of Hlanekelela Street and Ntsizwa Street intersection. From this point the pedestrians' radiant along Ntsizwa Street, towards the Alfred Nzo municipal offices, Spar and the Hospital or towards Hlannekela Street/Sawmill Road where the main residential areas are. These routes have been classified as the core pedestrian routes.

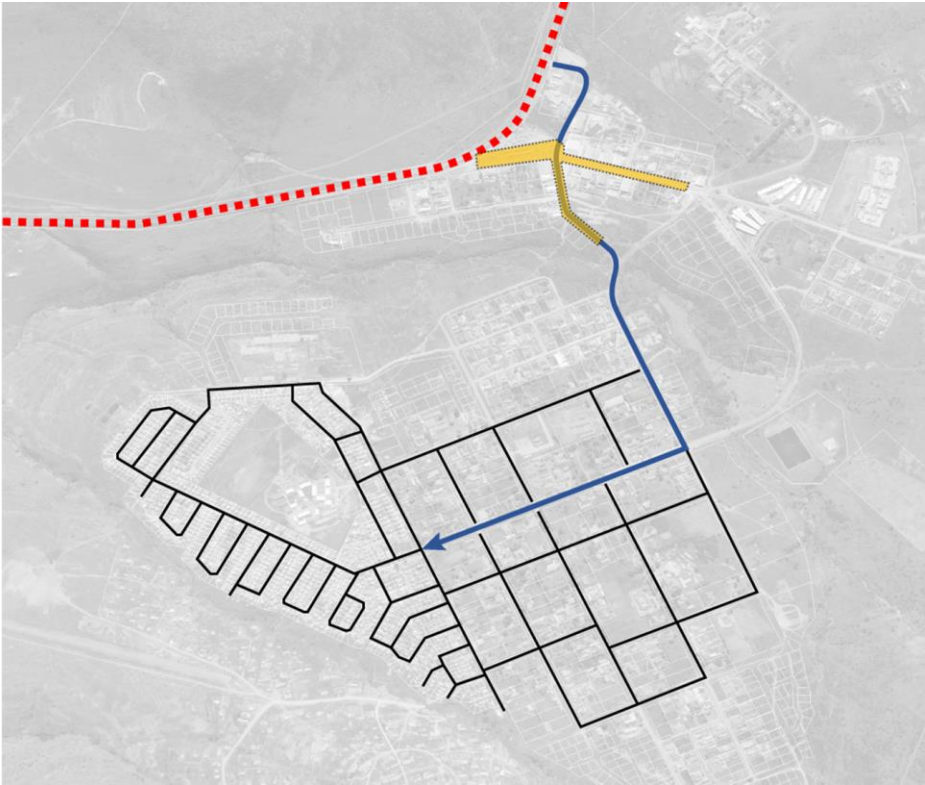
Other key pedestrian routes include Hosptial Road, Church Street, Sawmill Road as well as an informal footpath from the Mimmosa Street and Sawmill road intersection to the Hospital Road/Ntsizwa Street intersection, to list a few.



The key pedestrian movement then consists of routes radiating from the CBD to the neighbouring residential areas.



- National Road
- High Intensity Motorised Routes
- Residential Access Roads
- Pedestrian Links



PUBLIC TRANSPORT

Prior to the commencement of the public transport surveys a site reconnaissance was undertaken to assess the main public transport activities in the study area. It was determined that of the five nodes under consideration, Mount Frere and Mount Ayliff were the only areas with any significant public transport activities, hence the surveys were undertaken at these two locations only.

Mt Ayliff

The following statistic derived on Mt Ayliff identified that the town is home to two taxi ranks. Public transport travelled to a total of 95 destination and transported a total of 12600 passengers. A total of 670 unique vehicles were identified and 1300 trips are made in Mt Ayliff. Stats are captured for a single day, from dawn until dusk

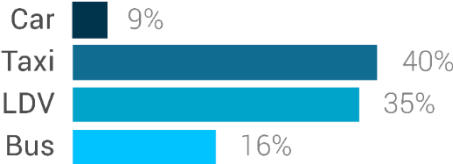
- National Road
- High Intensity Motorised Routes
- Residential Access Roads
- Pedestrian Links

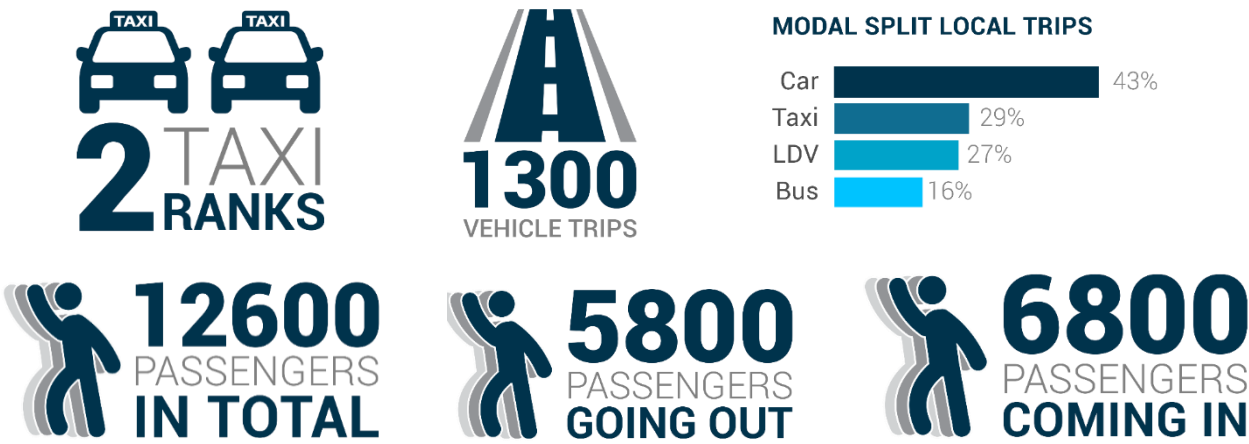
Mt Ayliff

Since the public transport activity is spread across the length of the CBD, the core pedestrian movement is spread across the CBD in a similar fashion. The concentration is along the N2 between the Engen Garage and the Total garage and along the side road in-between.



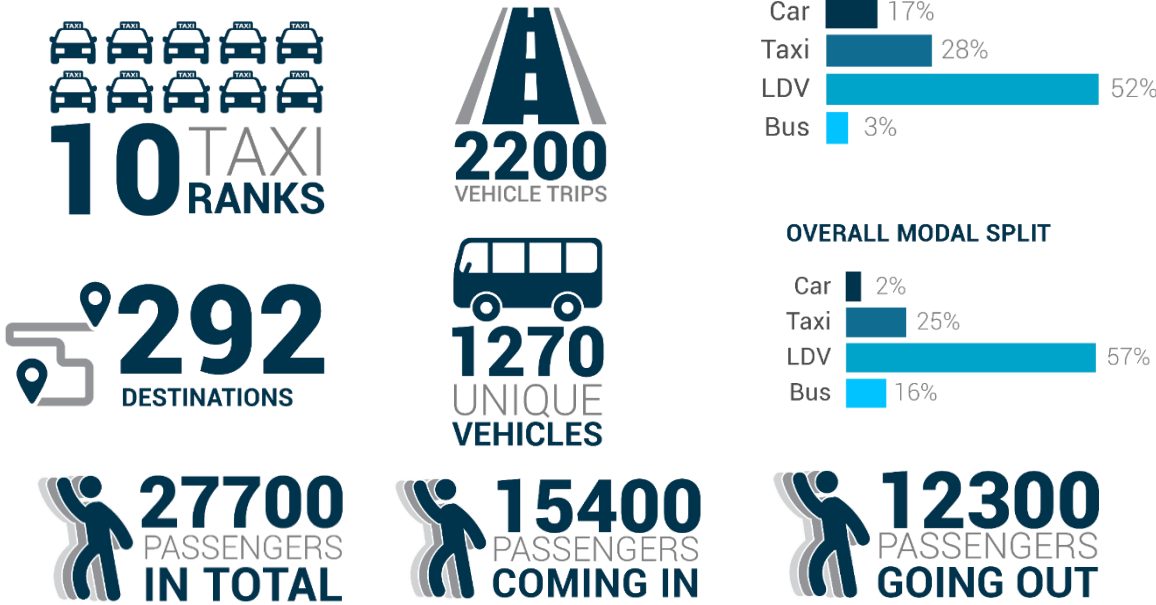
OVERALL MODAL SPLIT





Mt Frere

The following statistic derived on Mt Ayliff identified that the town is home to ten taxi ranks. Public transport travelled to a total of 292 destination and transported a total of 27700 passengers. A total of 1270 unique vehicles were identified and 2200 trips are made in Mt Ayliff. Stats are captured from a day, from dawn until dusk



PUBLIC TRANSPORT FACILITIES AND SERVICES

Mt Ayliff

There are two public transport points in Mount Ayliff, one is a formal off-street facility and the other an informal facility close to the Boxer store.



Mt Frere

There are 10 public transport points (ranks) in Mount Frere and none of them can be classified as formal. Majority of these points accommodate all four modes viz. Mini bus taxis, cars, buses and Light Delivery Vehicle (LDVs).

It was also noted that a number of PT ranks serve the same destination and this is mainly due to space constraints at other facilities

Majority of the loading, off-loading and ranking occurs on-street thus impacting on traffic operations and pedestrian safety along the N2.



BUILT ENVIRONMENT



PUBLIC TRANSPORT PASSENGER VOLUMES

Public transport demand surveys were undertaken at the ranks located in Mount Ayliff and Mount Frere CBD's. The surveys were undertaken on a typical Friday – as this is the busiest weekday – between 05:00 and 19:00. The following information was recorded:

- Trip Origin/Destination;
- Time of arrival/departure;
- Number of passengers alighting/boarding;
- Mode.

Mt Ayliff

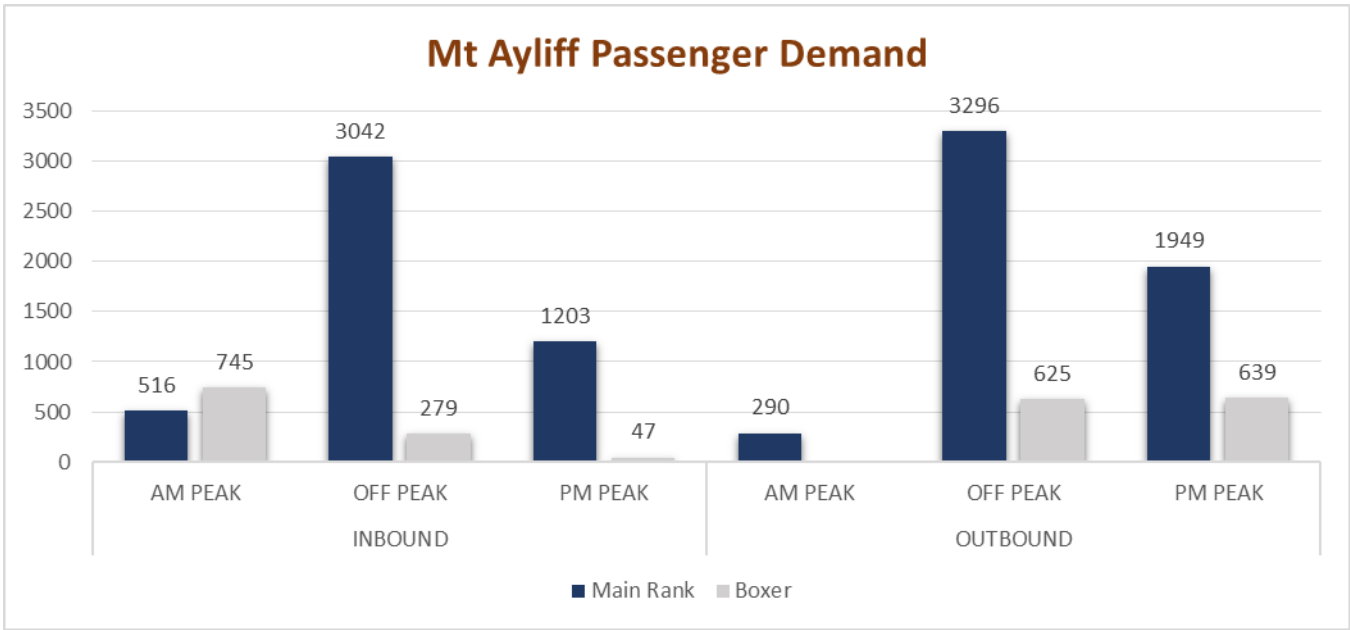
Demand per Rank per Period

The overall number of passengers passing through the two ranks in Mount Ayliff was calculated and classified into the following:

- Direction of travel – inbound and outbound;

- Period of travel – AM peak, off peak and PM peak.

For the purpose of this study, AM peak is considered as the period between 06:00 and 09:00 and PM peak is considered as the period between 15:00 and 18:00. Off-peak is considered the time period outside the peak.



An inspection of the graph above indicates the following:

- The main rank is much busier than the Boxer rank;
- There are more outbound trips than inbound trips;
- In the AM peak there are more inbound trips than outbound and majority are made to the Boxer rank. In the PM peak, vice versa;
- The sum of the AM and PM peak trips is less than the trips made in the off peak period. This is typical for a CBD where there are generally more shopping, educational, medical and social trips than commuter trips.

Busiest Routes

The survey indicated that there are 95 routes being served from the Mount Ayliff CBD. Approximately 70% of these routes have less than 100 passengers traveling along it during the day and 16% of these routes have between 100 and 200 passengers during the day.

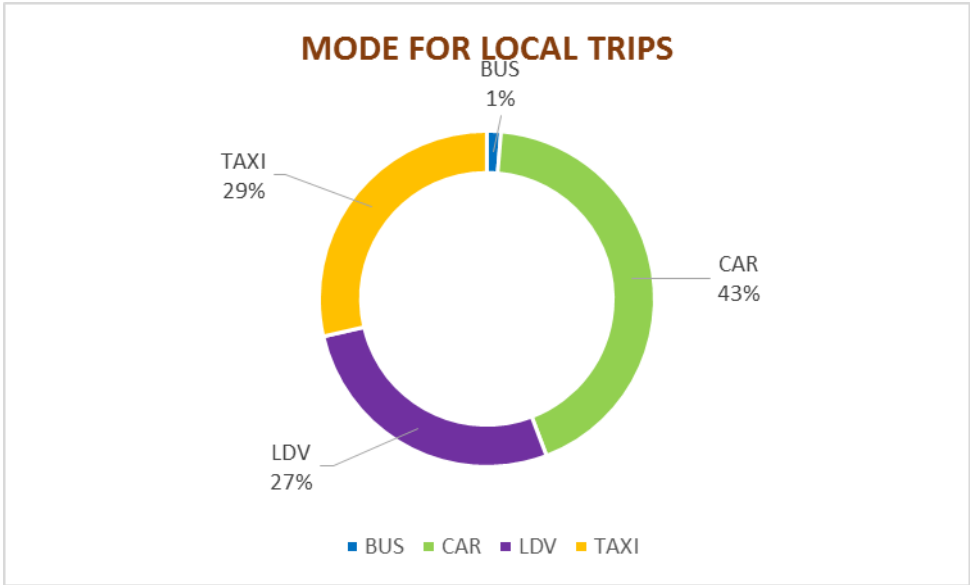
An assessment was undertaken to determine which routes have the highest demand. The ten routes with the highest passenger demand were extracted and listed in the table below.

	299	469	367	1135	89	464	456	1009	2144
	72	339	275	686	111	343	148	602	1288
	28	227	95	350	60	439	168	667	1017
	108	203	136	447		290	133	423	870
	54	261	84	399		20	15	35	434
		17	29	46		221	146	367	413
	95	49		144	12	137	60	209	353
	33	153	6	192		48	64	112	304
	4	201	11	216		67	4	71	287
	3	84	14	101	10	127	44	181	282

The highest number of trips are made locally to residential and commercial areas within the Mount Ayliff CBD. The second busiest route is Kokstad, where a total 1288 passengers trips were made in both direction. The Tabankhulu route is the third busiest with 1017 passengers. Tela is the 10th busiest route with a total of 282 passenger trips.

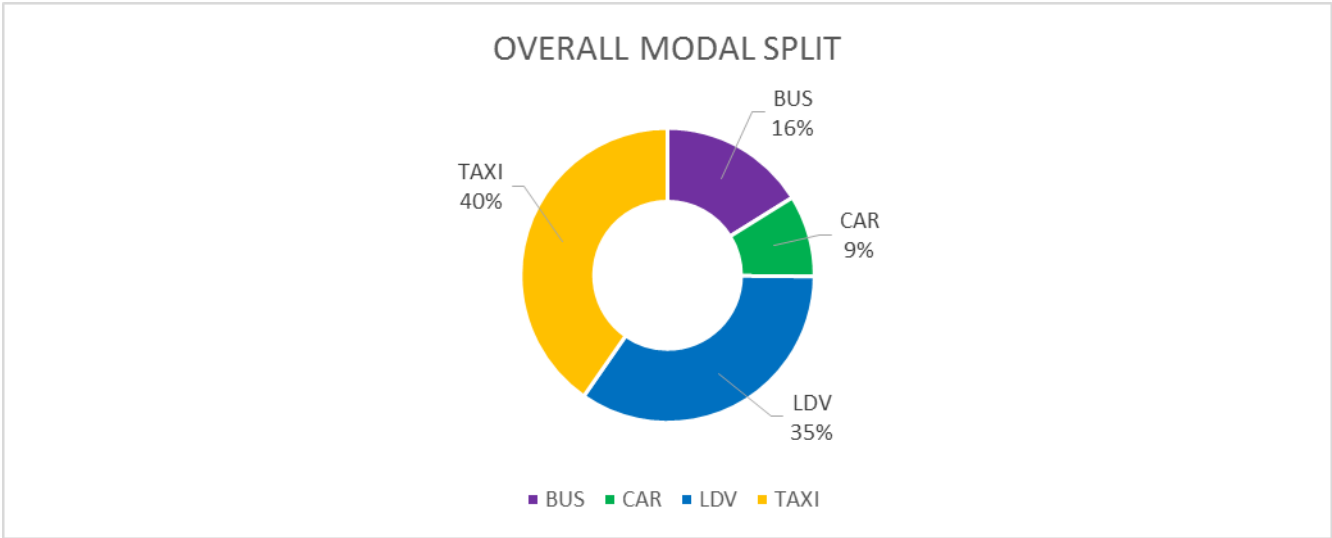
Passenger Modal Split

The overall passenger modal split for public transport services in Mount Ayliff is illustrated in the graph below:



Taxis have the highest mode share making up approximately 40% of all passengers trips. LDVs are the second highest mode share making up for 35% of all passenger trips. Cars have the lowest mode share at 9% of all passenger trips.

A separate assessment was undertaken to determine the modal split for local trips. The results is illustrated in the chart below:



Passenger trips made by cars make up the highest mode share for local trip with 43% of trips made by this mode. Taxis (29%) and LDVs (27%) follow as second and third busiest modes, respectively.

Vehicle Trips

There are approximately 670 unique vehicles that provide public transport services in the Mount Ayliff CBD. These are made up of cars, taxis, LDVs and buses.

Approximately 1300 inbound and outbound trips were made on the day of the survey. The split in trips are as follows (the passenger modal split is shown in parenthesis):

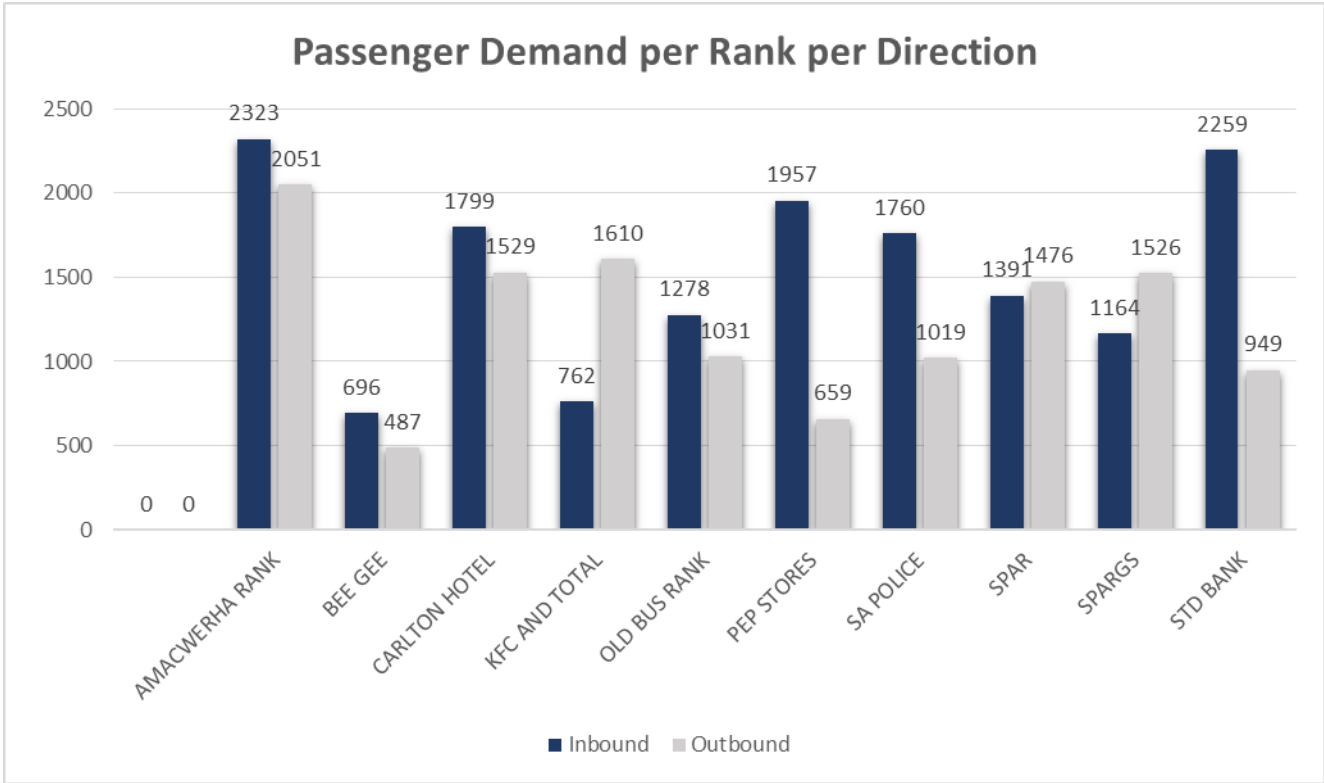
- Bus 4% (16%)
- Car 26% (9%)
- LDV 37% (35%)
- Taxis 32% (40%)

Whilst the cars account for 26% of the trips made, they only carry 9% of passengers. On the other hand, buses account for 4% of the trips but carry 16% of the passengers. The LDVs account for the highest amount of trips made at 37%.

Mt Frere

Demand Per Rank

The overall number of passengers passing through the ranks in Mount Frere was calculated and classified by direction of travel (inbound and outbound) as shown in the figure below:



The Amacwerha rank is the busiest rank in the CBD, followed by the Carlton Hotel rank and the Standard Bank rank. The Bee Gee rank is the quietest rank in the CBD

Demand Per Period

The passenger volume per rank per period was calculated and summarised in Table below.

The sum of the AM and PM peak trips is less than the trips made in the off-peak period. This is typical for a CBD where there are generally more shopping, educational, medical and social trips than commuter trips. During the AM Peak, the majority of passenger trips takes place at the Amacwerha rank, followed by Carlton Hotel rank and then Spar rank. During the off peak period the majority of trips takes place from Amacwerha rank, followed by Standard Bank rank and then Spargs rank. During the afternoon peak the majority of trips takes place from Amacwerha rank, followed by Carlton Hotel rank and then SA police rank.

Busiest Routes

The survey indicated that there are 292 routes being served from the Mount Frere CBD. Approximately 75% of these routes have less than 100 passengers traveling along it during the day and 12% of these routes have between 100 and 200 passengers during the day.

An assessment was undertaken to determine which routes have the highest demand. The ten routes with the highest passenger demand were extracted and listed in the table below.

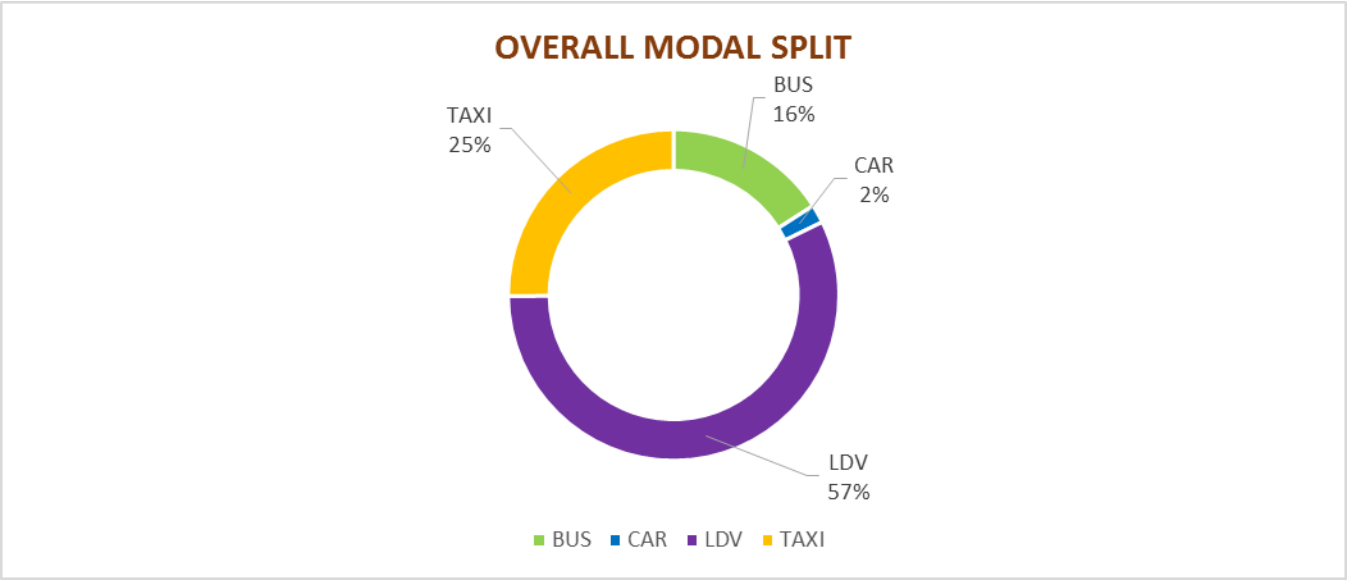
	125	263	99	487	6	199	225	430	917
	24	369		393		202	204	406	799
	36	358	65	459		86	237	323	782
	220	103		323		232	133	365	688
	176	145		321	38	156	160	354	675
	31	391	65	487		56	76	132	619
	207	295	42	544		10	56	66	610
		335		335		116	132	248	583
	111	102	9	222	10	140	136	286	508
	95	135		230		149	126	275	505

The Madzikane route is the busiest route and has a total of 917 passengers travelling along it over the course of the day. Dumsi and Mount Ayliff Routes are the second and third busiest routes respectively. Local trips is the fourth busiest route with a total of 688 passenger trips. Tabankhulu route features in the top 10 busiest route in both Mount Ayliff and Mount Frere

Passenger Modal Split

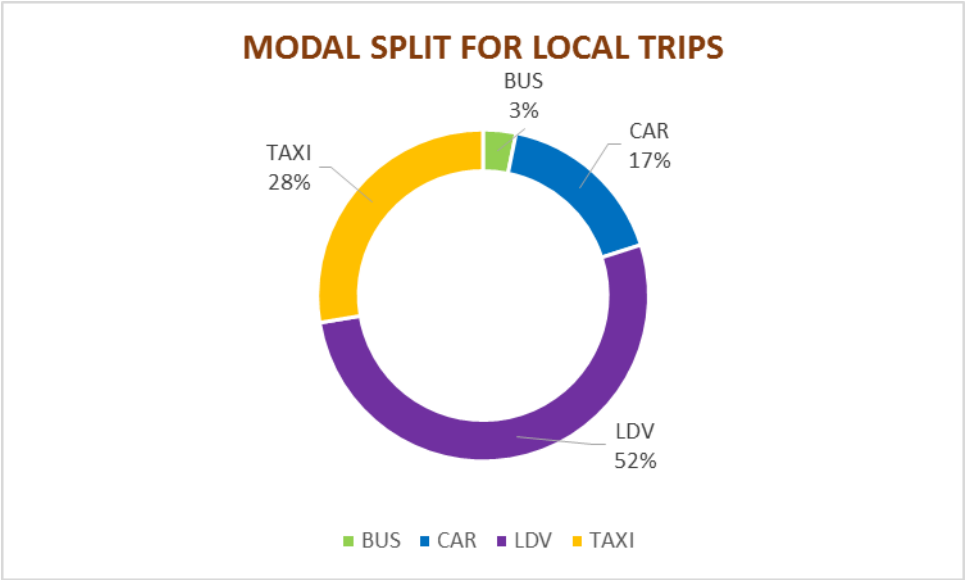
The overall passenger modal split for public transport services in Mount Frere is illustrated in the chart below:

	885	2171	1318	4374
	204	655	324	1183
	955	1501	872	3328
	659	1260	453	2372
	532	1513	264	2309
	592	1500	524	2616
	529	1430	820	2779
	730	1633	504	2867
	670	1676	344	2690
	652	1901	655	3208
	6408	15240	6078	27726



LDVs have the highest mode share making up approximately 57% of all passengers trips. Taxis is the second highest mode share making up for 25% of all passenger trips. Cars have the lowest mode share at 2% of all passenger trips.

A separate assessment was undertaken to determine the modal split for local trips. The results is illustrated in the figure below:



As in the case with the overall trips, LDVs has the highest modal share for local trips accounting for 52% of all trips. Cars, which overall only accounts for 2% of all passenger trips, has a modal share of 16% for local trips

Vehicle Trips

There are approximately 1270 unique vehicles that provide public transport services in the Mount Ayliff CBD. These are made up of cars, taxis, LDVs and buses.

Approximately 2200 inbound and outbound trips were made on the day of the survey. The split in trips are as follows (the passenger modal split is shown in parenthesis):

- Bus 5% (16%)
- Car 5% (2%)
- LDV 64% (57%)
- Taxis 26% (25%)

The majority of trips in Mount Frere are made by LDV, which makes up 64% of all trips and carries approximately 57% of the passengers. Taxis account for 26% of all trips and account for 25% of passengers.

General Observations

The following is a list if key observation that were made during the public transport survey process:

- There are public transport laybys at majority of the intersections along the N2 within the study area.
- The local public transport association provided great assistance in facilitating the surveys
- There is overall sentiment from the local associations for better public transport facilities
- LDVs and cars providing public transport services do so without licenses. The services provided by cars cannot be considered as metered taxis as they don't fit the full definition of a metered taxi as contemplated in the National Land Transport Act (NLTA) 2009.

"metered taxi service" means a public transport service operated by means of a motor vehicle contemplated in section 66 which-

- (a) is available for hire by hailing while roaming, by telephone or otherwise; and
- (b) may stand for hire at a rank; and

(c) is equipped with a sealed meter, in good working order, for the purpose of determining the fare payable, that is calibrated for such fare or complies with any other requirements applicable to such meters;

- The reason for the high amount of trips made by LDVs and cars are as follows:
- Due to gravel roads and the high maintenance cost for taxis, the taxi operators decided it was not feasible to continue these routes and hence opened the doors for LDVs. LDVs thus travel the entire route on both paved and unpaved roads.
- For a long period there was no proper rural bus service and this opened the doors for LDVs and cars
- With the high demand for trips to the CBD and the shorter journey times (passengers don't have to wait for the taxi to get full) the unemployed people and/or existing car/LDV owners in the area saw a gap in the market to provide a low cost and direct service.
- Over the past two years a new bus company entered the scene in the Eastern Cape, which was started by the Eastern Cape Government in conjunction with various stakeholders, including taxi associations and bus operators. This Company "Africa's Best 350 (Pty) Ltd" has branches with depots throughout the Eastern Cape, including Mount Frere. As the Taxis and Bus operators also hold shares in this company it is a win-win situation for all parties. It would appear that this new bus company is slowly recapturing the rural market; however the roads will have to be addressed as these new buses already show heavy signs of wear and tear from the road conditions.



HOUSING ASSESSMENT

The following assessment was completed through desktop analysis and primary data collection. The outcomes are as follows:

EXISTING HOUSING FUNDING PROGRAMMES

Government aims to speed up the delivery of housing for all South Africans. Existing housing funding programmes currently available are described below:

- **SOCIAL HOUSING PROGRAMME**

Social housing is defined as rental housing option in perpetuity for low income persons earning between R1 500.00 and R7 500.00. Social housing is developed and managed by the Department of Social Housing, which is endorsed by Regional Government. The restricting capital grant is R125 615 per unit and paid by SHRA.

Applicants can apply to Government for a subsidy of R109 000, which could possibly increase to R160 000. Rental regulated by SHRA for a 2 bedroomed unit of not more than R2 250.

Social housing is only approved in existing Restructuring Zones and green fields of not more than 200m² in extent. The only downfall is the slowness in paying back the loan.

Social housing at a level of scale and built form requires institutionalized management and is provided by accredited social housing institutions or in accredited social housing projects in designated restructuring zones.

- **COMMUNITY RESIDENTIAL UNITS PROGRAMME**

The Community Residential Units (CRU) Programme involves a mixture of government grants, private sector funding and equity from whoever develops it. It focuses on the involvement of private sector entities interested in the provision of rental housing; and allows for maximum cross subsidisation from higher/middle income earners to support lower income earners.

CRU is a targeted and focused programme, not a mass delivery programme like ordinary RDP Houses; and can only take place within demarcated Restructuring Zones for specific restructuring objectives, viz. economic, spatial and social restructuring objectives.

In other words, CRU is public rental stock that is owned by municipalities for low income earners from R800.00 to R3 500.00. The Provisional Department is the developer which obtains a grant of between R330 000.00 and R600 000.00 per unit. The type of development applies to 'Brown Field' or existing stock and is managed in its entirety by the municipality, although the policy does allow the municipality to outsource the management thereof to management agents.

This type of development has taken off slowly and is only found in Cape Town, Durban and Mpumalanga.

- **FINANCE LINKED INDIVIDUAL SUBSIDY PROGRAMME (FLISP)**

FLISP has been developed by the Department of Human Settlements to enable sustainable and affordable first time home-ownership opportunities to middle income earners and legal permanent residents, earning between R3 501 and R15 000 per month, (the "affordable" or "gap" market). FLISP does not apply to persons who have previously received a grant.

A request made to the Department of Human Settlement is a once-off FLISP subsidy amount ranging between R10 000 and R87 000, depending on the applicant's monthly income. The maximum price of a property that can be financed through FLISP is R300 000.

FLISP enables qualifying beneficiaries to reduce the initial mortgage loan amount or augment the shortfall between the qualifying loan and the total house price. Should the house price be for example R200 000 and the bank has approved a loan for R150 000, the Department of Human Settlement will consider a subsidy amount of R50 000.

Municipalities need to understand their role in providing affordably price land and services that can be undertaken by a developer.

INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME (IRDP)

One of the key lessons learnt in the review of the outcomes of housing programmes since 1994 is that low income settlements continued to be located on the urban periphery without the provision of social and economic amenities.

Hence a new Programme was introduced in 2004 to facilitate the development of integrated human settlements in well located areas that provide convenient access to urban amenities, including places of employment. The Programme also aims at creating social cohesion.

IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for both low, middle and high income groups.

This Programme will assist people who:

- Lawfully reside in SA (i.e. citizen) or in possession of a permanent residence permit.
- Legally competent to contract (i.e. over 18 years of age or legally married or legally divorced or declared competent by a court of law and sound of mind);
- Neither the applicant nor his /her spouse has previously benefited from government assistance;
- Has not owned fixed residential property; and
- Has previously owned fixed residential property, such a person may only qualify for the purchase of a vacant serviced site.

In addition to the above the following criteria must also be satisfied:

- Persons must be married or habitually cohabit;
- Single persons must have financial dependents;
- Single persons without financial dependents such as the aged, military veterans, etc. may be assisted;
- Households must earn a monthly income in the range as annually announced; and
- Persons who have benefited from the Land Restitution Programme may also be assisted.

In addition, the programme also makes provision for the creation of non-residential stands such as:

- Institutional stands e.g. police stations, schools and clinics;
- Business and commercial stands;
- Stands for non-profitable community services e.g. churches and crèches/nursery schools; and
- Stands for public use e.g. parks and community facilities etc.

Housing Questionnaire

A housing survey was undertaken by Tshani Consulting CC within the middle to high income group, who is normally employed by Government Institutions and Financial Institution employees. The purpose was

to determine the type of housing need within the town of Mount Ayliff, within each town Twenty (20) questionnaires were completed.



HOUSING ANALYSIS

Instructions
Answer questions as they relate to you. For most answers, check the box(es) most applicable to you or fill in the blanks.

1. How Many people live in your household?

2. Are you currently renting a House?

☐ YES ☐ NO

3. Do you currently own a House?

☐ YES ☐ NO

4. Do you receive a Housing Subsidy/Allowance?

☐ YES ☐ NO

If Yes, How Much?

5. Do you currently own or rent?

☐ Low Income Housing ☐ Middle income Housing
☐ High Income Housing ☐ Social Housing

6. Are you interested in renting a House?

☐ YES ☐ NO

7. Are you interested in buying a House?

☐ YES ☐ NO

8. Are you interested in leasing a House (long term)?

☐ YES ☐ NO

9. Are you interested in renting or buying any of the following?

☐ Low Income Housing ☐ Middle income Housing
☐ High Income Housing ☐ Social Housing

10. Are you interested in buying land only?

☐ YES☐ NO

11. Are you interested in:

☐ Lock up and Go Style☐ Free Standing Units

☐ Complex☐ Social Housing

12. What is your current combined household income?

☐ R1 500 – R3 500☐ R3 501 – R7 500

☐ R7 501 – R15 000☐ R15 000 +

13. What support amenities would you like to see accompanying upcoming housing projects?

☐ Libraries☐ Community Hall

☐ Taxi Rank☐ Shopping Centre

☐ Other

14. How far do you travel to work?

15. How do you travel?

☐ Walk☐ Taxi

☐ Bus☐ Private Vehicle

☐ Other

Mount Ayliff Housing Assessment

Different styles of housing types were found throughout Mount Ayliff town. The housing structure type in Mount Ayliff ranges from; formal brick type structures to flats, and RDP Housing. The formal type of housing is constructed with brick and the roof with tiles, corrugated iron or asbestos roofing material.

There are houses within the CBD area both in Mount Frere and Mount Ayliff that is in need of upgrade.



Adequate Housing

With reference to table below the number of formal structures within Mount Ayliff amounts to 1557, Flats / Apartment in a block of flats amounts to 156 and Town houses (semi-detached house in a complex) amounts to 51. There is also a category for backyard room, houses and flats and in Mount Ayliff 36 of these types of housing provision are found.

The overall household number in Mount Ayliff amounts to 1887.



Outcome of the survey for Mount Ayliff

House Type	Total
House or brick/concrete block structure on a separate stand or yard or on a farm	1557
Flat or apartment in a block of flats	156
Cluster house in complex	-
Townhouse (semi-detached house in a complex)	51
Semi-detached house	-
House/flat/room in backyard	36

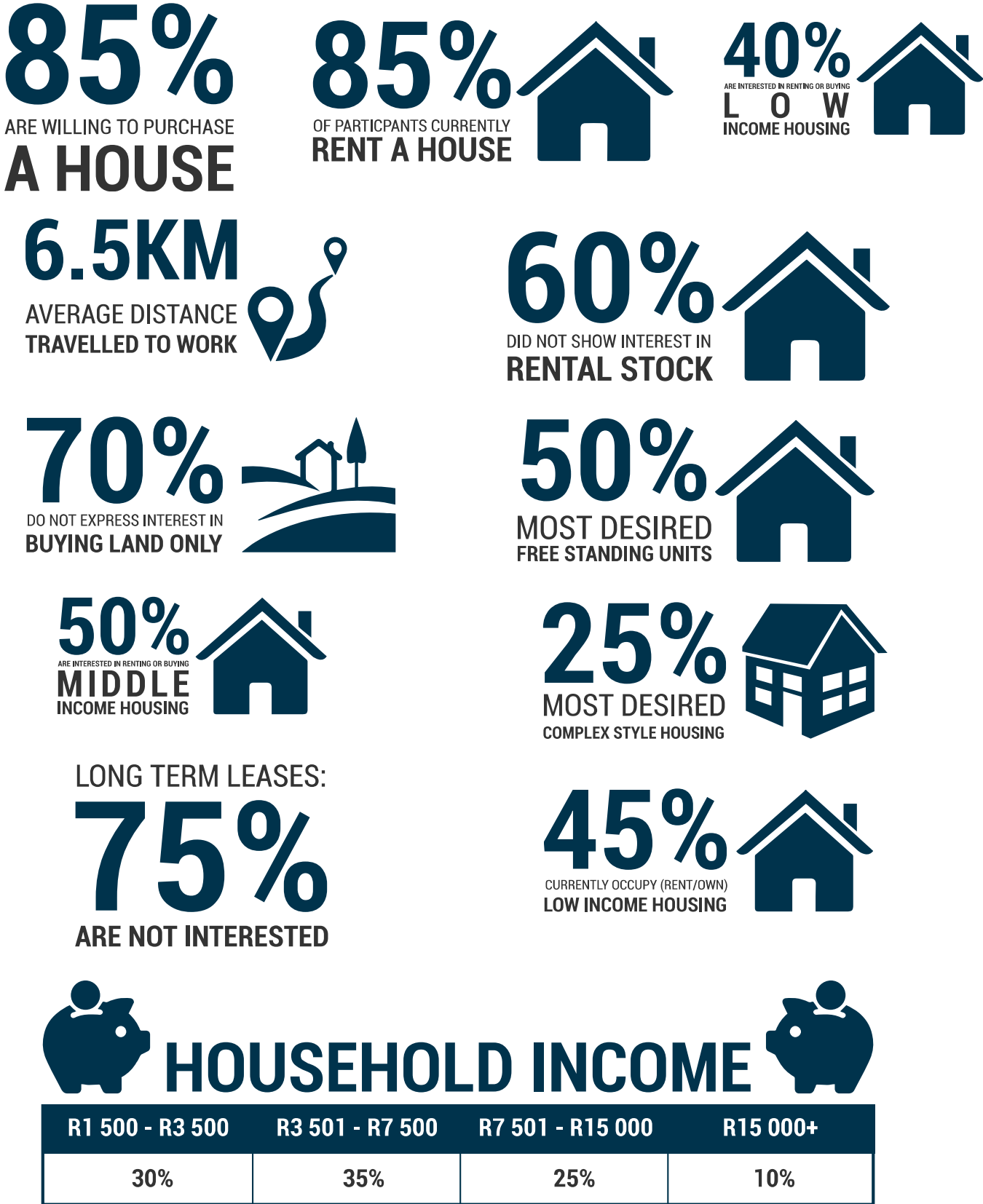
INADEQUETE DWELLINGS

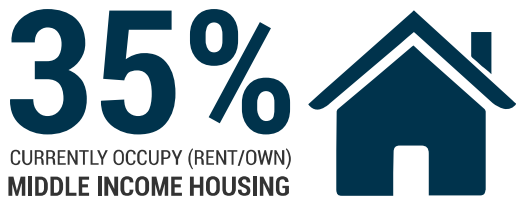
Inadequate housing speaks of backyard shacks and informal dwellings occupied by the critical low cost rental market, not a lot of these types of housing are found in Mount Ayliff CBD. Informal dwelling (shack in backyard) amounts to 18 and informal dwelling in the form of a standalone shack amounts to only 3.(Refer to table below)

Informal dwelling (shack; in backyard)	18
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	3
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	-
Caravan/tent	9
Other	21

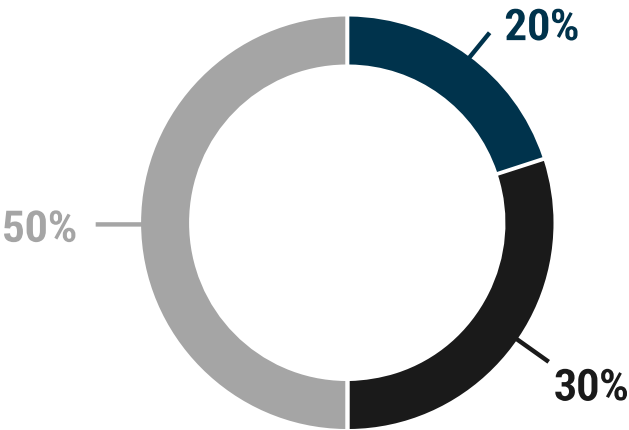
Questionnaire

A copy of the questionnaire completed is illustrated below:





COMMUTE DAILY



■ Private Vehicles ■ Walk ■ Taxis

The average number of people living in a household is four. There is a need for rental accommodation. The majority of the survey participants are currently renting houses and flats and expressed the desire to own a property. The majority of the participants earn an income between R3501-R7500. There is also the desire for developers to include facilities within all residential development.

Mount Frere Housing Assessment

Mount Frere like Mount Ayliff has its own style of housing types covering formal brick type structures to flats, and RDP Housing to shacks at the edge of the CBD boundary. The formal type of housing is constructed with brick and the roof with tiles, corrugated iron or asbestos roofing material.



Adequate Housing

With reference to table below the number of formal structures within Mount Frere amounts to 1422, Flats / Apartment in a block of flats amounts to 468 and Town houses (semi-detached house in a complex) amounts to 12. There is also a category for backyard room, houses and flats and in Mount Frere 162 of these types of housing provision are found. The **"house/flat/room in backyard"** type housing is higher in Mount Frere 162 compared to 36 in Mount Ayliff.

The overall household number in Mount Frere amounts to 1749.

House Type	Total
House or brick/concrete block structure on a separate stand or yard or on a farm	777
Flat or apartment in a block of flats	468
Cluster house in complex	-
Townhouse (semi-detached house in a complex)	12
Semi-detached house	3
House/flat/room in backyard	162

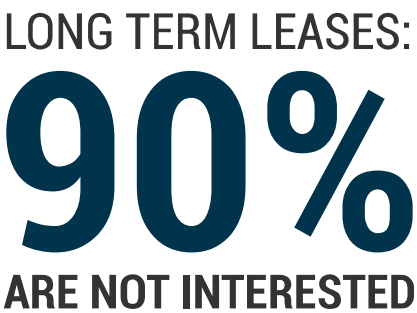
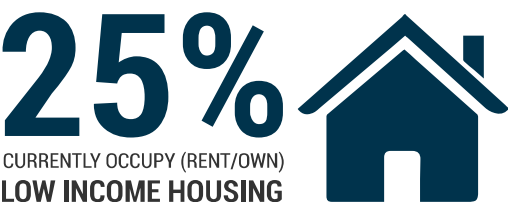
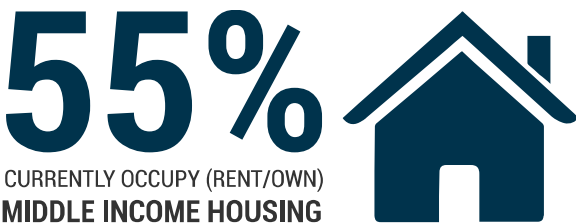
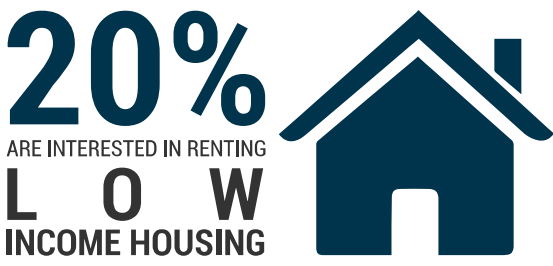
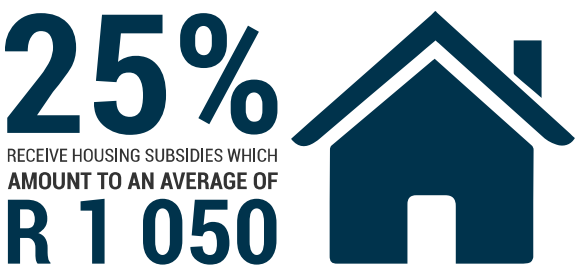
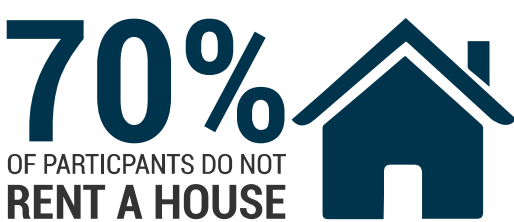
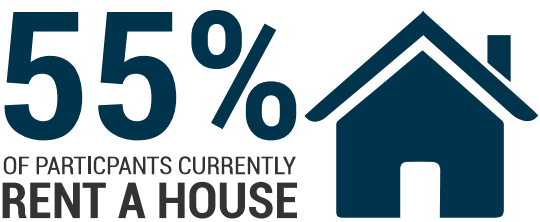
Inadequate Dwellings

Inadequate housing speaks of backyard shacks and informal dwellings occupied by the critical low cost rental market, not a lot of these types of housing are found in Mount Frere. Informal dwelling (shack in backyard) amounts to 6 and informal dwelling in the form of a standalone shack amounts 57 which is higher than Mount Ayliff.(Refer to table below)

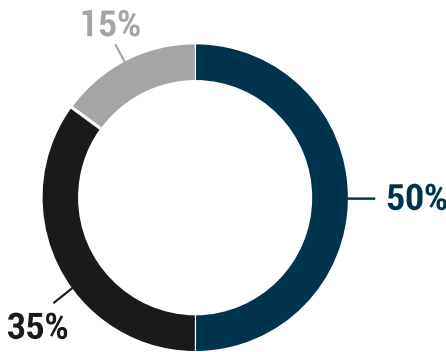
Informal dwelling (shack; in backyard)	6
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	57
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	237
Caravan/tent	6
Other	12

The category “room/flatlet on a property or larger dwelling/servants quarters/granny flats” does not necessarily falls under the inadequate housing category but it does suggest shortage of rental stock.

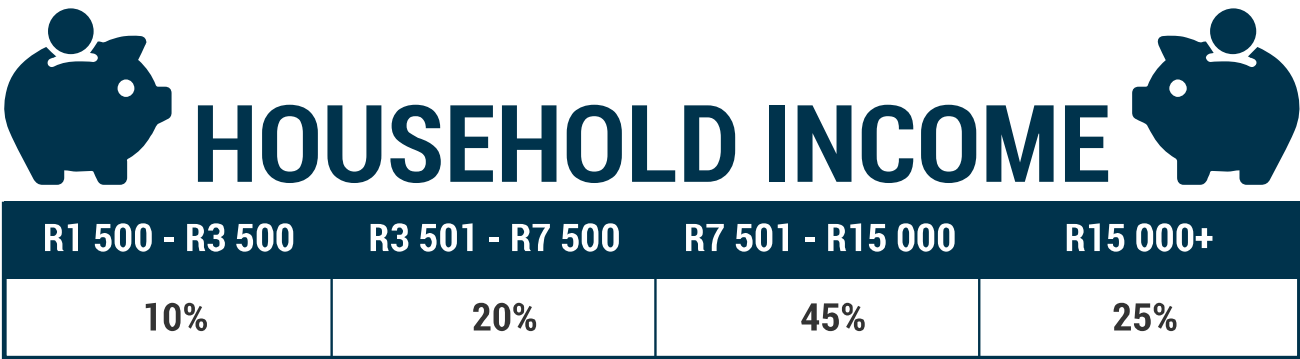
Outcome of the survey for Mount Frere



COMMUTE DAILY



Private Vehicles Walk Taxis



The average number of people living in a household is five. There is not a big interest in continuing to rent houses but rather want to buy should this become an option. This also indicates that there is a shortage of middle income accommodation.

45% of the participants earn a salary of between R7501-R15000 a month. In mount Frere there is a 40% interest in **Lock up and go style housing** followed by Free Stranding & **Complex style housing which is 25%**. The desire is to have **Libraries and Shopping centres and taxi ranks to** accompanying upcoming housing developments. Others showed interest in **gyms, parks and recreation facilities**.

The housing sector plan has been summarized as follows:

Housing Sector Plan for Umzimvubu 2014

The number of households within the Umzimvubu Municipality increased **from 46 093 in 2001**, to **47 803 in 2007**. By **2011**, the Census suggests that the number of households had decreased to **46 891**.

Housing Demand			
RURAL	SOCIAL AND RENTAL	INFORMAL SETTLEMENT STRUCTURES	CHILD HEADED HOUSEHOLDS
27 923	2 006	444 (970)	1 166

The table above offers a more precise approximation of informal settlement structures within the Municipality. The dot count figure reflects the informal structures concentrated within informal settlements whilst the Census and Household survey figure includes informal structures within existing settlements.

Land and Housing

Land is also an important component in terms housing development. The bulk “number of land parcels” in Mount Frere is privately owned but when one has to look at the “Total Area,” the unknown ownership title take majority.

It has been confirmed by the office of the Regional Land Claims Commissioner that a land claim is registered on the commonage land of both Mount Ayliff and Mount Frere.

The table below indicates private, municipal and state land ownership within the urban centres of Mount Frere and Mountt Ayliff:

LAND OWNERSHIP: MOUNT FRERE

OWNERSHIP TYPE	NUMBER OF LAND PARCELS	TOTAL AREA (HA)	PERCENTAGE OF AREA
Municipal	364	244.9	11.7%
Private	938	318.1	15.2%
State	15	9.0	0.4%
Unknown	143	1525.0	72.7%
Total	1 460	2 097	100.0%

LAND OWNERSHIP: MOUNT AYLIFF

OWNERSHIP TYPE	NUMBER OF LAND PARCELS	TOTAL AREA (HA)	PERCENTAGE OF AREA
Municipal	187	2187.1	93.7%
Private	998	99.6	4.3%
State	10	19.0	0.8%
Unknown	110	27.8	1.2%
Total	1 305	2 334	100.0%

Municipal capacity and housing delivery

The Housing Sector Plan indicates that the Infrastructure/ Planning Management Section are responsible for housing within Umzimvubu Municipality. There is a filled post for Housing Co-ordinator. The Municipality has limited capacity and depends on partnerships, both internal and external to the Municipality, and it is through these relationships that it is able to deliver on its housing delivery mandate.

Housing delivery

Delivered Housing Projects

It is unfortunate to find out that no information is available on the number of projects and units within on-going projects, that have successfully been completed to date.

This makes it hard to comment on the performance of the Municipality and Department to date.

Current Housing Projects

The table below illustrates the department’s overall project list for the Umzimvubu Municipality. The table also illustrates a few current projects within the towns of Mount Frere and Mount Ayliff.

Current Housing Projects

Project Number	Project Name/ Description	Status	Status			Number Planned			Approved Budget R'000	Spent to date R'000
			GF/Insitu	Blocked	W I P	Sites	Houses	Rectification		
Rectified RDP stock 1994-2002			2	0	0	540	0	205	57,978	9,406
	Mount Ayliff 700	Planning (Tender Stage)	X			380	0	125	39,845	5,181
	Mount Frere 341	Planning (Tender Stage)	X			160	0	80	18,133	4,225



Project linked subsidies serviced (housing units)			0	0	2	0	0	0	71,134	9,406
	Mount Ayliff 700	Construction (Services)			X	0	0	0	44,723	5,181
	Mount Frere 341	Construction (Services)			X	0	0	0	26,411	4,225
Rural Housing Programmes			13	0	3	1,035	1,035	0	217,388	3,529
C09070003/1	Qadu 250	Planning (Tender Stage)	X			105	105	0	27,452	487
C09070015/1	Nkungwini 300	Construction			X	205	205	0	31,719	423
C09070016/1	Ngqumane 300	Planning (Tender Stage)	X			105	105	0	29,988	308
C09060006/1	Cabazana 400	Planning (Tender Stage)	X			200	200	0	42,572	801
C09060007/1	Nguse 300	Construction			X	190	190	0	29,988	567
C09060003/1	Dundee 500	Construction			X	200	200	0	49,980	943
	Ndarhala 500	Beneficiary Admin	X			0	0	0		
	Mbodleni 1000	Beneficiary Admin	X			0	0	0		
	Orsborne 1000	Beneficiary Admin	X			0	0	0		
	Mphemba 1000	Beneficiary Admin	X			0	0	0		
	Lubhacweni 1000	Beneficiary Admin	X			0	0	0		
	Matyeni - Nxiweni 802	Planning	X			0	0	0	2,708	0
	Lubhalasi 204	Beneficiary Admin	X			0	0	0		
	Rhode 1000	Beneficiary Admin	X			0	0	0		
	Mnceba 1000	Beneficiary Admin	X			0	0	0		
	Cancele 30	Planning	X			30	30	0	2,981	0
Total for Umzimvubu Municipality			15	0	5	1,575	1,035	205	346,500	22,341

Planned Projects

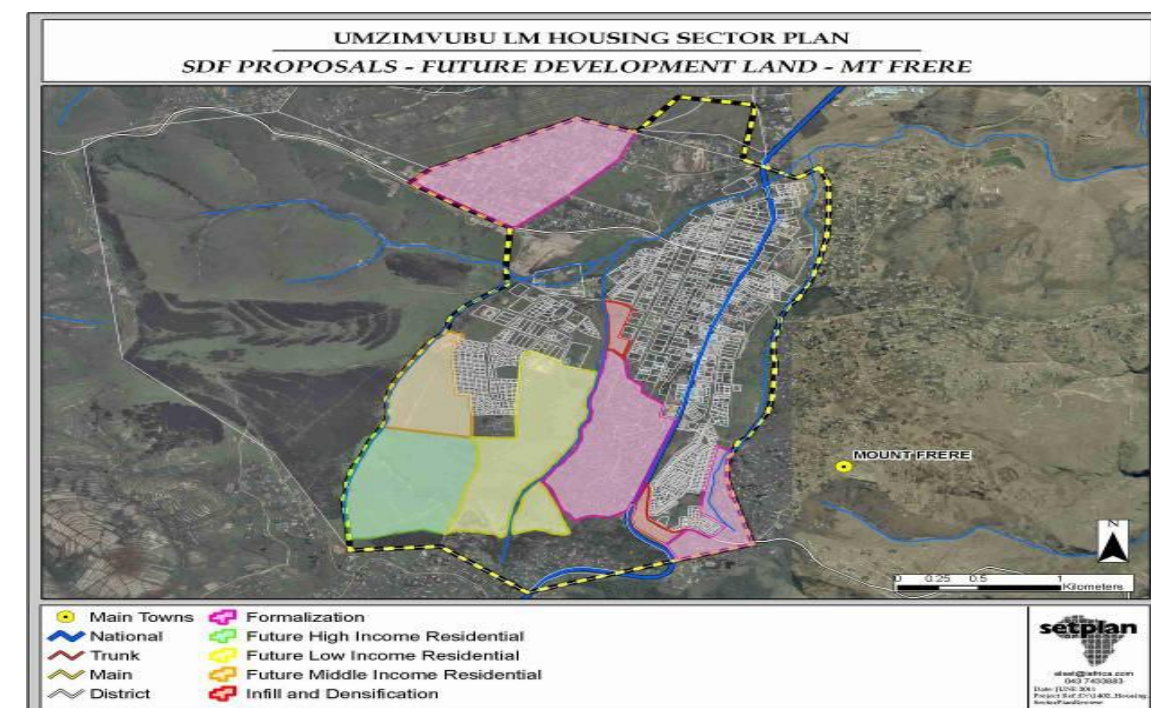
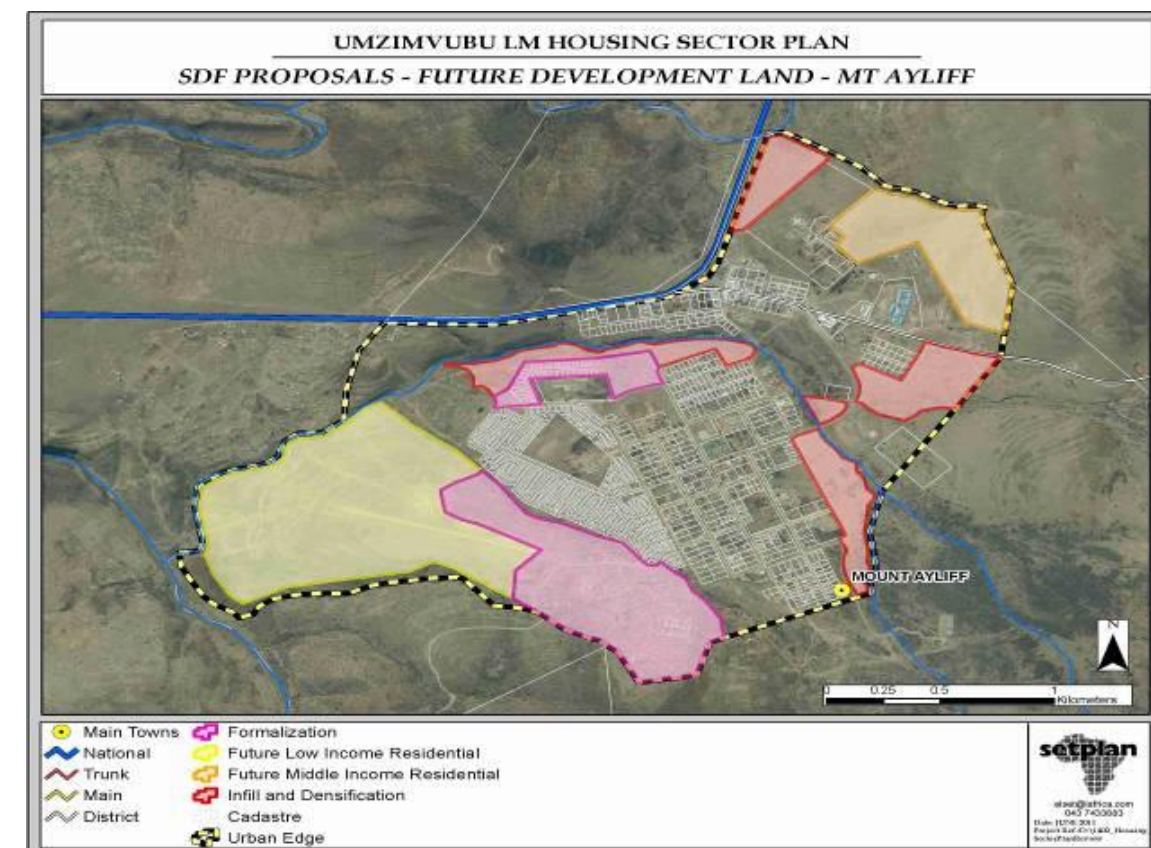
With reference to the table above there are a few rural housing programme project that are in the pipeline. The reason for the delay at that stage was lack of funding.

Feasibility studies

The table below illustrates Planned Projects for which feasibility study has been concluded.

WARD	PROJECT
7	Lubhalasi
16	Silvercity
18	Sophia
7	Mt. Ayliff Extension 3
15	First Gate
21	Toleni

The maps below taken from the Housing Sector Plan identifies future development potential and residential expansion areas for Mount Frere and Mount Ayliff.



ENGINEERING ASSESSMENT

Mount Ayliff

Infrastructure, capacity and availability is fundamental to the creation of economic opportunities. Rural towns are always subjected to limited budgets and unable to provide infrastructure to create opportunities for growth, but more importantly, for sustainability

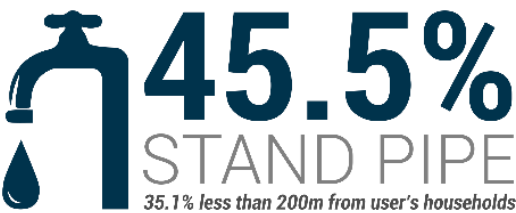
WATER

The table below identifies the water requirements as per the projected growth of Mount Ayliff.

2011	30664	3986.32	130	1.455	4903.04	160	1.789
2015	35023	4552.99	130	1.662	5603.68	160	2.045

Based on a community survey completed, it was found that:

- 12.5% of the community members have piped water inside their dwelling
- 9% have yard taps
- Standpipe – 45.5% (35.1% less than 200m from user’s households)
- 33% of people have no access to piped water



Water Treatment Works (WTW)

Water is supplied from Mzintlava River to a storage reservoir of unknown capacity and treated at the Mount Ayliff Water Treatment Works.

The WTW has a capacity of 2.5Ml/d (0.913 million m³/a) and it's in a fairly good condition.

The 2.5Ml (0.913 million m³/a) WTW capacity limits water supply since Mount Ayliff is licensed to abstract 1.095 million m³/a and 0.040 million m³/a from Mzintlava River and a perennial mountain stream respectively.

SANITATION

Waste Water Treatment Works (WWTW)

The water-borne sanitation network is in a good condition and no upgrades are required the immediate future according to a 2011 report.

The Mount Frere WWTW is an activated sludge plant which has a capacity on 1.2 million cubic metres per annum. It was relatively new in 2011 thus in good condition and it was treated 0.0438 million cubic metres per annum at that time, which meant sufficient capacity was available. The majority of treated effluent is discharged into the Mzintlava River approximately 200m upstream of a potable water abstraction point.

STORM WATER

Stormwater which runs along the main roads is piped however; the network is in an extremely poor condition. All other stormwater in the area is catered for in surface drains.

ELECTRICITY

Eskom is responsible for the provision of electricity to the municipal area. The municipality currently has 24% of households that have access to electricity thus highlighting a huge backlog within the area. Households without access to electricity use a range of alternatives for lighting and cooking, such a candles, gas, paraffin, and solar forms of energy.



Mount Frere
WATER

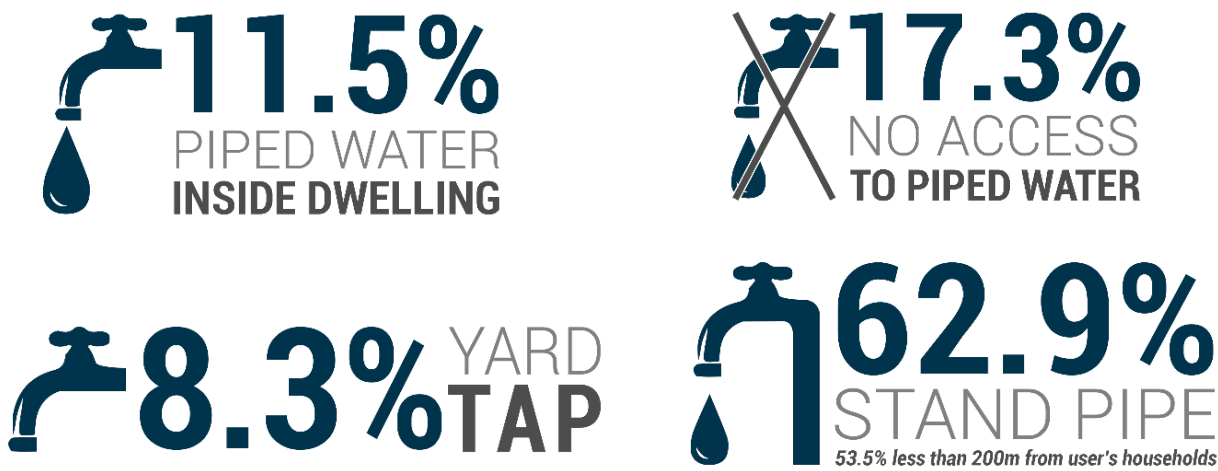
Water is supplied from Ntenetyana Dam via KwaBhaca Water Supply Scheme and treated at the Mount Frere Water Treatment Works. The earth fill dam is situated on the Ntenetyana river has a capacity 1.7 million m³/a and its estimated yield of 2.201 million m³/a is restricted by the capacity of the water treatment works which can only treat 1.095 million m³/a.

2011	27626	3591.38	130	1.311	4420.16	160	1.613
2015	31516	4097.08	130	1.495	5042.56	160	1.841

Based on a community survey completed it was found that

11.5% of the community members have piped water inside their dwelling

- 8.3% have yard taps
- Standpipe – 62.9% (53.5% less than 200m from user’s households)
- 17.3% of people have no access to piped water



Water treatment works

Raw water gravitates from the Ntenetyana Dam to the WTW via a bulk line which is in poor condition

An upgrade of the WTW is urgently required.

The water supply scheme has two reservoirs in a fairly good condition but the capacity is unknown.

SANITATION

Waste water treatment works

The water-borne sanitation network is in a poor condition and requires upgrading

The Mount Frere WWTW is an activated sludge plant which has a capacity on 0.730 million m³/a. It was relatively new in 2011 thus in good condition and it was treated 0.537 million m³/a at that time, which meant sufficient capacity was available. The majority of treated effluent is discharged into the Chapoti river and a small portion of a about 2% is used for irrigation.

Any major new residential development would put major strain on the existing water resource, it is important that the availability of water resources and water infrastructure are fully considered before the new developments proceed.

STORM WATER

Stormwater along the main roads is pipes however the network is in extremely poor condition. All other stormwater in the area is catered for in surface drains.

ELECTRICITY

Eskom is responsible for provision of electricity to the municipal area. The municipality currently has 24% of households that have access to electricity thus highlighting a huge backlog within the area. Households without access to electricity use a range of alternatives for lighting and cooking, such as candles, gas, paraffin, and solar forms of energy.

Rural Areas

Residents of rural areas have minimal access to formal water supply. Some areas have standpipes however the majority have no access to municipal water and have to rely on streams. Some residents have pit latrines however most no access to formal sanitation have. There is no stormwater management in these areas. Roads are damaged by heavy rain due to the lack of stormwater management. There is electricity in the rural areas.

PUBLIC PARTICIPATION

Public participation and consultation internally and externally was an important part of the preparation of this Situation Analysis Phase. Stakeholders involved were representing the municipality, ratepayers association, business and civil servants.

The Project Steering Committee is made out of officials from different departments within Umzimvubu Municipality as well as Councillors. tTable:. below indicates the meetings and workshops held during the Situation Analysis Phase.

Inception Meeting	26 June 2015
Fieldwork	11-14 August 2015
1 st PSC Meeting	20 October 2015
Business and Housing Survey	21 October 2015
Rate Payers	16-17 November 2015
Workshop	23-24 November 2015

Mount Frere



Field Work



Mount Ayliff



KEY ISSUES

This section captured the Key Issues raised by the community and relevant stakeholders within Mount Ayliff and Mount Frere respectively.

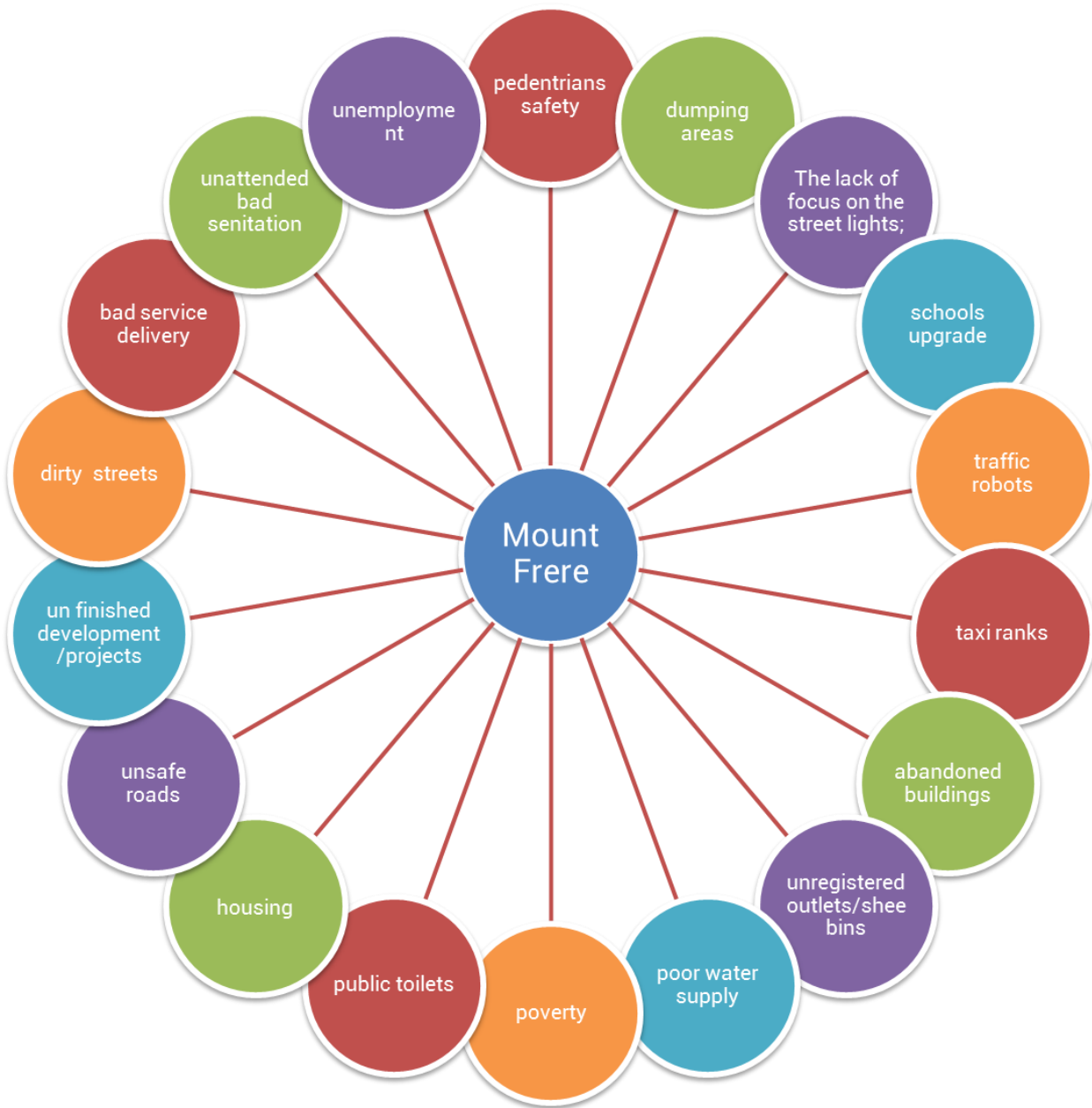
MOUNT AYLIFF:



ADDITIONAL ISSUES RAISED

- **Skills Development** is desired by the Mt Ayliff community at large
- **Upgrading of School Infrastructure** is desperately needed
- Developing formal **parks** and more **recreation facilities**

MOUNT FRERE



ADDITIONAL ISSUES RAISED

- **Vendor control (registration system put in place)**
- **Taxi Rank/Bus Station Development**
- **Housing title deed registration**
- **Bins in CBD for litter**
- **Youth development**

STRENGHT WEAKNES OPPORTUNITY THREAT (SWOT)

The study area has a number of strengths weakness threats and opportunities in terms of the above framework assessment. During a Workshop held with municipal officials at Dan's Country Lodge in Mthatha the following SWOT analysis were captured.

STRENGTHS





WEAKNESSES



OPPORTUNITIES



THREATS



BUILT ENVIRONMENT

CONCLUSION

This report is a representation of the situation analysis, public participation and stakeholder engagement, which was carried out during this second phase of the Umzimvubu Precinct Plan



UMZIMVUBU
— LOCAL MUNICIPALITY —

PHASE 3 + 4

Urban Design -
Precinct Framework
& Implementation
Plan





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1. INTRODUCTION

The Umzimvubu Local Municipality, hereinafter referred to as 'ULM' required the services a consortium of suitably qualified professionals to develop a Rural Precinct Plan for the central business districts Mount Ayliff (Maxesibe) and Mount Frere (Kwa Bhaca) and also to include three of ULM's nodal points i.e.: Ntenetyana Dam, as well as the Junctions of Phuti and Phakade.

The information put forth in the following report forms the **Conceptual Framework Phase** of the project.

This phase of the study has utilized the work shopping item of **the Phase 2 Stakeholder Workshop** as its point of departure. The stakeholders diagrammatically depicted how they envisaged the Five Study Areas to be developed and their interpretation of how the precinct areas should be moulded to complete the urban fabric. The members of the consortium were then able to utilize this information and provide professional input.

Elements such as the Key Issues, SWOT Analysis and Visioning are included as part of this report. This was done in order to encapsulate the key informants from the previous phase that formed the basis from which the Precinct Plans emanated from. This report was prepared to highlight the Spatial Development Perspective of the study areas, but more so to focus on the Urban Design Precinct Plans developed for the study areas.

2. PURPOSE OF THE PRECINCT PLAN

CBD REGENERATION

'Urban regeneration' is one way to restructure our cities. In the South African context, the notion emerged later, in the 1990s, when a combination of contextual factors was in favour:

- The accelerated decay of the inner cities;
- The entrepreneurial turn of the 1990's when concerns over efficiency, fiscal discipline,
- Growth and competitiveness became dominant and impacted on the city fabric; and
- The decentralisation of urban governance and administration, more specifically the creation of the metropolitan municipalities.

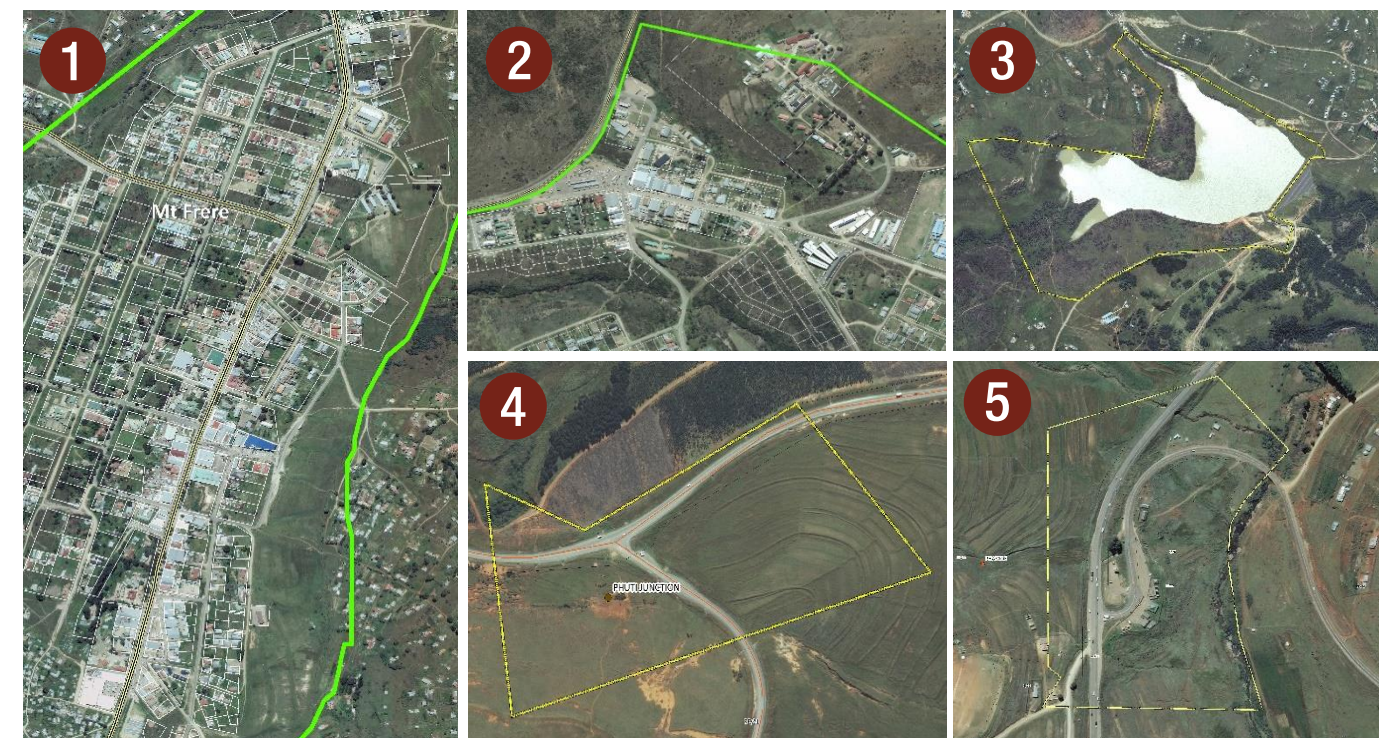
The Precinct Plan is developed for the CBD's of Umzimvubu. The plan serves to synchronise the efforts of all agencies functioning within ULM and immediate surrounds who are and who can contribute to the regeneration AND renewal of the towns. These agencies include some of the following: Umzimvubu LM,

Alfred Nzo District Municipality, Alfred Nzo Development Agency, NGO's and Small Business Entrepreneurs.

The purpose of the conceptual framework plan is to capture the existing and proposed major CBD development initiatives and programmes in a single document. Cognisance has also been given to projects directed towards the development of the identified nodes which will positively contribute to a synergistic relationship between the CBD and nodes. This will encourage improved coordination of efforts and mobilisation of resources, better institutional management and identification of areas for attention.

3. STUDY AREAS

As identified in the introduction, the focus areas of the Precinct Plans are focused around the two CBD's of **Mt Frere (1)** and **Mt Ayliff (2)**, **Ntenetyana Dam (3)** as well as the nodal junctions of **Phuti (4)** and **Phakade (5)** are situated along the N2. The sites are identified below.



Mt Frere is the larger town and serves administrative functions for the municipality, as well as functioning as a retail hub for the area. The town is dissected by the N2 and is home to the Umzimvubu Local Municipality. The retail offerings that the town offers attracts people from the surrounding towns of Qumbu as well as the surrounding rural villages.

Mt Ayliff is the other urban area and is seen as a 'gateway' town to Kokstad and the Kwa-Zulu Natal province. The town is home to the Alfred Nzo District Municipality offices and seen as the institutional base of ULM

Ntenetyana Dam is an untouched beauty nestled to the North of Mt Frere which holds great tourism potential. The site has been identified as a primary focus area in order to investigate how a link can be formed into the town and how tourism can be driven through this asset.

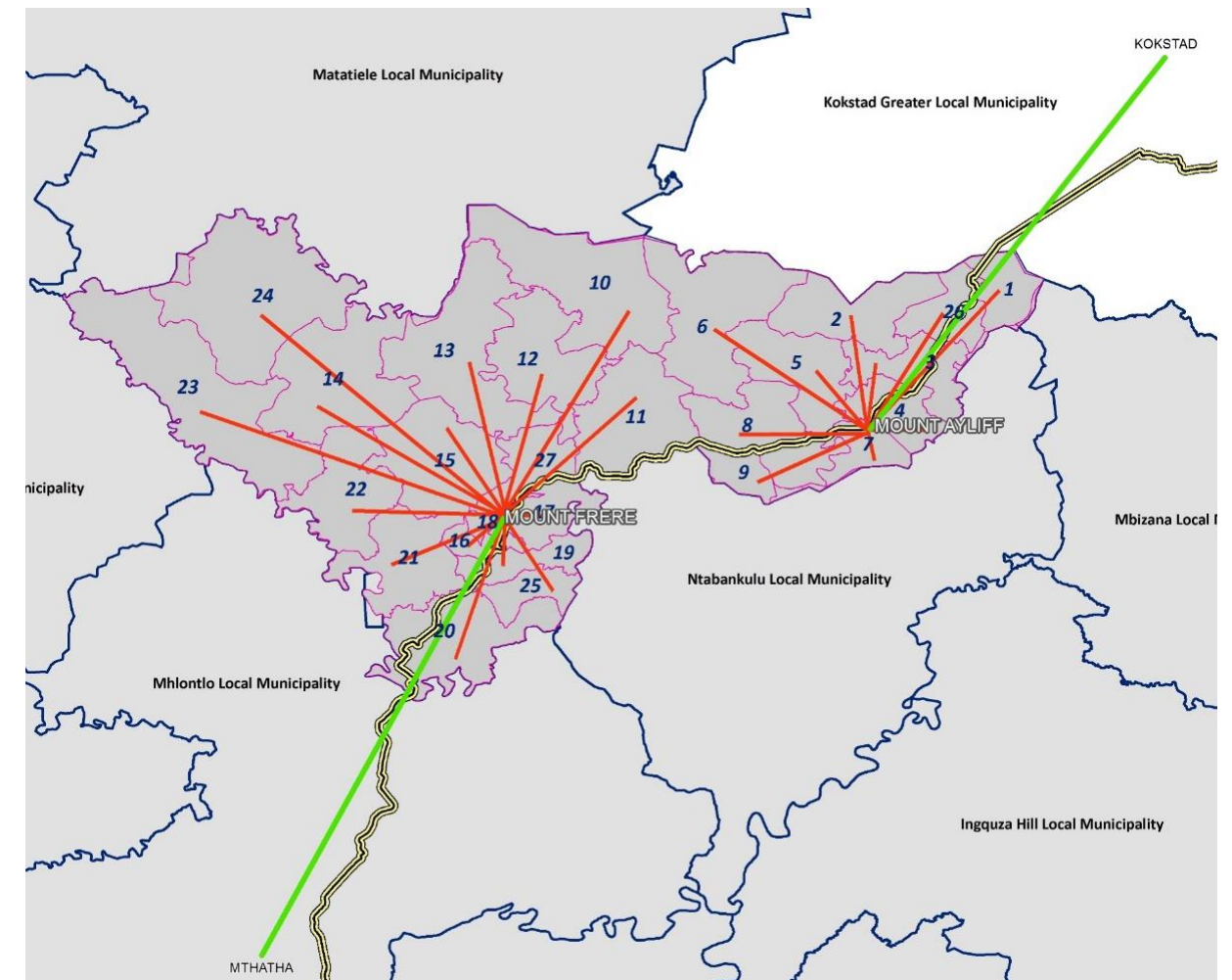
The nodes in the municipality are found in **Phakade** and **Phuti junction** which are located along the N2 travelling in an easterly direction towards Kokstad. Phuti junction forms a Nodal transit point by acting as a pick up/ drop of point for commuters travelling to and from Ntabankulu. Informal trade currently takes place at the junction on a small scale

Phakade junction serves a similar function as Phuti Junction, however commuters found at this node are travelling to and from Mbizana or Flagstaff.

LINKAGES

The two towns hold a strategic position in that they are local service centers to the surrounding rural Hinterlands. In addition to this they also form direct linkages with the various wards within the ULM jurisdiction.

Residents who live in these two towns or individuals who are employed in these two towns more than often, travel to Kokstad or Mthatha due to higher level of services being available i.e.: retail, medical, social etc.



A number of residents from the villages (rural areas) travel into the two CBD's daily. Due to their high dependancy on grants, they are unable to afford to travel further to larger commercial centres.

Mthatha and Kokstad are the two closest areas which offer higher order services and attracts the higher income earners.

4. THE NEED FOR A PRECINCT PLAN

A precinct plan can be developed to provide new desired development patterns to provide functional obsolete areas, alter existing land use disparities, protect and promote existing predominant or preferred future dominant land uses and associated ancillary or compatible land uses. Examples of core attributes a precinct plan should protect and promote include:



AGRICULTURE



INTENSIVE ANIMAL
PRODUCTION



NATURE
CONSERVATION



SPORT &
RECREATION



FORESTRY



WATER SUPPLY CATCHMENTS
& OTHER WATER SUPPLY
SOURCES



RURAL OR
ECO-TOURISM



EXTRACTIVE RESOURCES



FUNCTIONAL BUILT
ENVIRONMENT TO PROMOTE

PRECINCT PLANNING PRINCIPLES

- **Accessibility** - paths and linkages
- **Equity** - even distribution of resources
- **Integration** - place making
- **Functionality** - compatibility of land use activities
- **Sustainability**- social, economic, institutional enhancement & environmental protection.

The spatial fragmentation experienced by rural municipalities around South Africa can be largely attributed to the poor apartheid planning regime. As a result of the lack of focus on properly planning and managing rural towns over the years, they are now characterized by overpopulated and congested CBD's, undefined movement networks, inadequate linkages between CBD's and surrounding rural hinterlands, aging infrastructure and urban decay. The aforementioned challenges are tightly strung to the social barriers of unemployment, inequality and poverty

5. SIGNIFICANCE OF THE CBD'S

According to the Alfred Nzo Spatial Development Framework the CBD nodes and the major settlements have been identified as sub-regional structuring devices where the high concentration of private and public development can be intensified. Mount Ayliff is identified as the highest order node which must be developed and resourced to serve the entire district. It is followed by Matatiele, Mount Frere and Mbizana which are secondary nodes that can mainly serve the local municipalities. The third order of nodes are Maluti, Cedarville, Ntabankulu and Mzamba which act as the sub-regional centres at a local level. There are a number of rural service centres that have been identified throughout the district. The purpose of these is to serve as the location point for clustering community facilities that would serve the outlying settlements clusters adjacent to them.

For a town centre identified as a **primary node**, it would need to serve the following settlement functions in order to take steps toward achieving a robust CBD:

- District-level administrative centre.
- Major District service centre for commercial and retail
- Social goods and services.
- Education centre
- Industrial centre for value-adding processes and
- Local-based manufacturing.
- Residential development covering full range of
- Economic brands
- Tourism

The CBD's of Mt **Frere** and Mt **Ayliff** evidently hold a **strategic significance** for Umzimvubu Municipality as a whole. This is evident in the following factors:

- Transport Hub – they are the most important transport hubs for people using public transport;
- Infrastructure - historically the Inner City was the focus of intensive infrastructure investment by the public sector; as a result the CBD's enjoy a higher level of service than the rural surrounds;
- Daily commuters – the daily flow of commuters into the towns, especially pedestrians from the surrounding informal areas which lack services and facilities;
- CBD focused investment – traditionally, the CBD was the focus on intensive investment by both the public and private sectors. As a result development is concentrated within the CBD and little or no economic development is found on the periphery of the towns.
- Location of Local government – Umzimvubu Local Municipality and Alfred Nzo District Offices are located within Mt Frere and Mt Ayliff respectively and various municipal owned properties are scattered throughout the towns;
- Retail service centre – the CBD's offer significant retail facilities to residents within the CBD and from surrounding towns and informal settlements. The towns are also home to national chain stores which are anchors in the economic contribution of the town;
- Incubator for SMMEs - Although underdeveloped the CBD offers space to existing SMMEs to establish themselves and grow. However this sector need to be given more focus;
- Cultural Assets – The towns are popularly known for the arts, crafts and traditional festivals which give Umzimvubu a sense of character and distinction. These assets need to be developed in a way that will invite more tourism opportunities to the area.

6. KEY ISSUES

The problems and challenges set out below are those that still remain critical. Addressing these problems is part of a lengthy process: none of them are likely to be addressed by an instant solution, but rather by the steady application of capacity, resources and political will over a period extending well beyond that of this Precinct Plans.



6.1 BIOPHYSICAL

- Climate change causing increased flooding risks and increased temperatures.
- Landscaping of Islands and Places of interest
- Farming methods been used? How can skills transfer be intensified in the agricultural sector?
- Renewable energy. Is it been exploited enough? Where do other opportunities lie?
- Insufficient policy governing the use of green technology for existing and emerging developments.

6.2 SOCIO – ECONOMIC

- Dependency on Social Grants
- No New significant Developments taking place
- A need exists for greater commitment from other spheres of government to support the Local Municipality in the rural development initiative.
- There is limited planning capacity leading to inadequate formal land use planning and development management
- Educated young population with insufficient job opportunities and leading to the loss of a skilled labour force

- Lack of adequate management and maintenance is undermining the sense of identity and special qualities of the town. This also erodes investor confidence and undermines the dignity of the place.
- Insufficient campaigns in place by Umzimvubu LM to drive tourism and create public awareness of products available
- Lack of Accommodation and Unaffordability thereof
- Lack of Political and Institutional Capacity
- Low Skills Base
- Diminishing investor confidence
- Tourism potential is not unlocked in its entirety
- Not properly marketed
- Lack of Synergy with traders and small business
- Underutilization of Youthful Population
- Safety and security – linked to poor visibility of law enforcement
- Poor provision of Technical Institutions to enhance a technically skilled labour force capable of self-sustenance
- Education facilities within township areas of poor standards,
- Housing backlogs for low-middle income bracket are a major setback in the Progression of the Towns
- Roads linking the town to Ntenetyana Dam is gravel and a deterrent to people travelling in that direction
- Poor incentivisation for small businesses to operate within the CBD

6.3 BUILT ENVIRONEMNT

- Infrastructure Upgrade and Capacity. Namely current conditions of roads, water shortages and sewerage capacity.
- Poor linkages between CBD and rural areas
- Insufficient Greening and Beautification within the towns
- Lack of open spaces and places of leisure within the CBD
- Poor integration of mobility and pedestrian routes
- Poor management of public transport system

- Underutilization of Property extents
- Growing popularity of single use developments and lack of mixed uses

7. SWOT ANALYSIS

The SWOT analysis as highlighted in the previous Phase was carried forward in order to re-iterate the guiding principles that led to the development proposals set forth.

7.1 STRENGTHS



7.2 WEAKNESSES





7.3 OPPORTUNITIES





7.4 THREATS



8. FACTORS REFLECTING THE NEED FOR CHANGE

8.1 ECONOMIC FACTORS

Historically and currently the CBD serves as the primary centre of commerce, retail, with specialised sectors of legal services, financial institutions, education, and accommodation. The CBD's of Mt Frere and Ayliff provide a similar service offering, however Mt Frere is considerably busier. This can be attributed to the fact that the N2 dissects through the towns CDB and forms the main path of ingress and egress of the town.

The breakdown of urban space and character within the towns was fuelled by poor utilization of both human and physical resources by public institutions. Lack of competence in positions of power and decision making have directly resulted in the spatial, economic and social fragmentation of the town. Little effort has been made to stabilise the area, improve the environment, maintain and increase investment and retain young qualified individuals. The aforementioned needs to be happening in a co-ordinated and determined fashion for the success of Umzimvubu.

The urban decay was exacerbated by poor urban management, increasing population pressure, in formalisation, and deregulation. The manifestation of this in bad buildings, increase in slums, increase in crime and shoddy urban environment propelled disinvestment, lack of confidence and outward movement of skilled people.

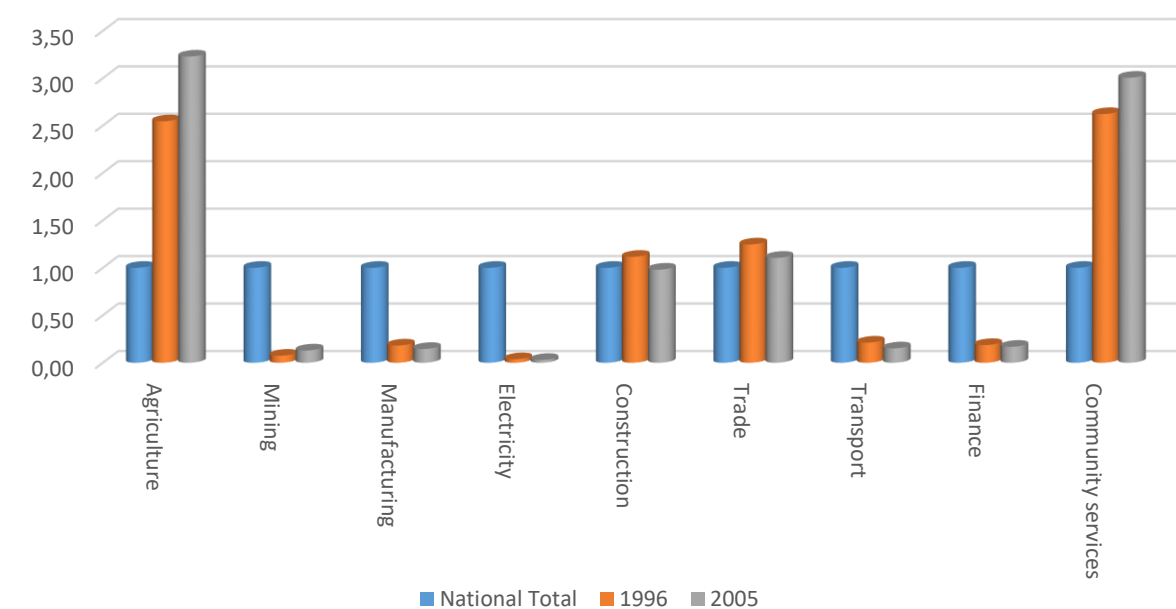
Based on the 2012 LED strategy Umzimvubu's Gross Geographic Product is estimate at R637 million in 2005 from R296 million in 1996, at current prices. These figures indicate that the municipality has a very low economic base, one of the lowest in the country. In 2005 the local economy grew by 3, 2%, the highest growth rates ever experienced by the municipality. This compares quite positively to the 11 year low growth rates of 1, 1% between 1996 and 2005. The GGP per capita is one of the lowest in the country at R2 754 compared to the national of R32 195. This is one of the important indicators of the level of poverty in the municipality.

A focus on the Gross Value Added indicates that the municipal economy is dominated by the Community Services sector with its averaging R332 million in 2005 compared to R146 million in 1996. Trade is the second largest contributor to the local economy at R98 million followed by agriculture, forestry and logging at R36 million. Mining and the electricity sectors are the lowest contributors to the local economy in terms of size. More than 64, 5% is from the Community Services sector. This clearly demonstrates once again that government is the mainstay of the local economy.

The performance of each sector over a year as well over a period of 11 years between 1996 and 2005. Construction was the fastest growing sector at 9, 5% in 2005 followed by manufacturing at 4, 4%, community services (4, 3%), trade (4, 1%) and transport (3, 5%). For an eleven year period all the sectors performed dismally. The low economic base coupled with the low average growth rates makes the municipality a clear basket case of under development and under performance. Worsening the situation are the structural unemployment challenges the municipality faces.

The percentage of economic active population that is, people entering the labour market has been faster than the economy can absorb. This explains the rising unemployment rate from 73% in 1996 to 77% on average in 2005. An important point to also make about the local economy is almost non-existent private sector interest in job creating investments. Even in instances where there is demonstrated interest by the private sector such as forestry and retail the municipality has not developed a proactive approach to engage and ensure that such investments possibilities are attracted and where they exist retained in the local economy. This strategy seeks to reverse this trend and ensure that investments is directed to key growth sectors with government playing a leading role in partnership with the private sector and communities.

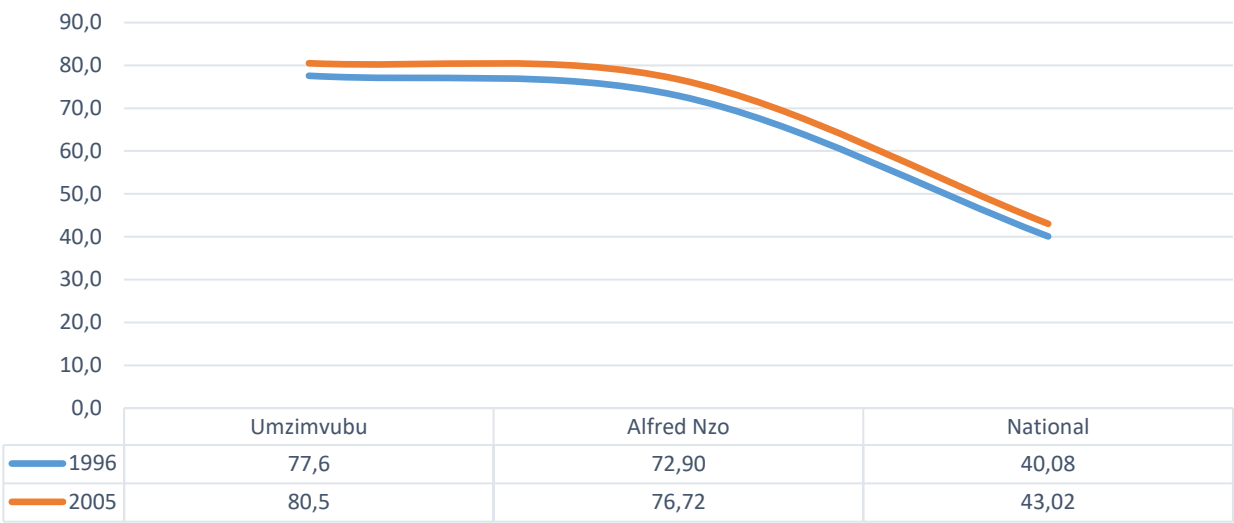
The potential growth sectors and areas where the municipality has a comparative advantage are illustrated below. The location quotient illustrates that sectors that are above 1 (the national totals), the municipality has a comparative advantage. These sectors include agriculture and hunting, forestry and logging, construction, trade and community services.



These are the sectors that the municipality has to develop and ensure that resources are provided to ensure their competitiveness. Construction is a good example and an important sector especially

because of its ability to create jobs through the Extended Public Works Programmes implementation principles. It for this reason that the municipality believes that all its programmes – whether in agriculture, forestry, tourism, etc. have to apply these principles in the implementation of their programmes.

The importance of creating the competitiveness of the sectors where the municipality has a comparative advantage is also borne by the fact that local economy is currently not diversified. The Tress Index is a measure of the level of diversity in an economy. The closer the index is to 100 the higher the level of concentration. The concentration of the Umzimvubu economy is mainly in the Community Services or mainly government with all other sector playing an insignificant role. The challenge therefore is to develop other sectors and ensure that the local economy is diversified.



It is important to indicate that given the poverty levels and unacceptable unemployment rates in Umzimvubu there is still a bigger that Community Services need to play. Areas such as education, health, access to information and public administration still need to be improved and developed in order to unlock value in other sectors as well as create an enabling environment for private sector investment.

9. STRATEGIC VISION

The vision put forth for the Precinct Plans is one which speaks to the motto of ULM which is “Uphliso Kumntu Wonke” which broadly translates into “Development for all”. The desired outcomes of the Precinct Plans aim to create a better living environment for residents of Umzimvubu. This is believed to be possible through an enabling process which empowers the masses and promotes the development of critical service sectors. The Steering committee have determined the Vision of the Precinct Plan project to be:

The overarching vison of ULM is one which is direct and reads as follows:

“To be the best run municipality in South Africa

“To have well developed CBD's and nodal areas, where its people have equal opportunities and justice and supports its rural hinterland.”

10. REGENERATION ELEMENTS

In aiming to give rise to the vision above the following regenerations were developed to guide the precinct planning process

10.1 MOVEMENT & CONNECTIVITY

Umzimvubu is located in a strategic location which has access to a range of transport routes. Use of public transport must be given priority over private transport and maximum parking standards needs to be promoted for the town centres as a whole. At a local level, it is understood that congestion is a major issue within the town. Proposals need to thus speak to the above mentioned issues surrounding movement and connectivity. Preference needs to also be given to pedestrianisation and prioritisation of foot traffic.

10.2 ECONOMIC STIMULATION

By direct translation Economic Stimulation is concerned with the government or local authority employing monetary and fiscal strategies to kick start the economy. For Umzimvubu such an approach is required where local assets are fostered and avenues for investment are identified. Economic stability needs to be tackled with the consideration of but not limited to: Trade and industry, LED, Tourism, SMME's, Private Sector Development, Economic Development Agencies and skills development.

The Precinct Plans aim to act as a springboard to harness local based skills and drive small business formalization and creation. The objective is therefore to create jobs within sectors showing opportunity so as to boost the economy of the town. There is also an undeveloped business sector and the fact that there is not enough competition in the towns, indicates that there is room for the business sector to be expanded. Emphasis needs to be placed on empowering and equipping unemployed individuals from the town and surrounding hinterlands. The need then arises for exploitation of sectors with potential such as forestry and logging, construction, industrial, trade and community services.

Aside from focus been directed toward creation, the need to provide education facilities at a FET and Tertiary level is critical. Trends linked to movement of young people out of the town can be attributed to lack of tertiary facilities which force people to study abroad and as a result find jobs in other towns. This causes a major setback for Umzimvubu's economy. Such is unacceptable a large portion of the population are the youth and future of the town.

Under the tier of skills development, employing skilled personnel in public sectors cannot be stressed enough. Institutional progression and service delivery can only be made possible by employing the suitably competent individuals in necessary positions and retaining such skills within ULM.

10.3 .BUILT- FORM

The built-form within Umzimvubu is aimed at Encouraging a high quality and distinct urban vernacular which provides a thoughtful response to achieving cohesive high quality built form reflective of the regions character and cultural identity. The aim through special design considerations to encourage building entries and improvements which clearly define and assist in the identity and legibility of the development along the streetscape and to ensure activation of public realm. The Precinct Plans aims to develop guidelines which will ensure the interface of buildings within the study areas to enhance the quality and character by considering elements such as Height, FAR, Setback Lines, and Architectural Styles.

10.4 BEAUTIFICATION & PUBLIC SPACE

A strategic focus of ULM is to create an attractive, clean, green and healthy environment that will serve as the basis for sustainable economic development, and enhance the quality of life for present and future generations. The need for open spaces within the study areas are required as it has a direct impact on the way the broader public perceive Umzimvubu. Great public spaces are the living room of the city - the place where people come together to enjoy the city and each other. Public spaces make high quality life in the town possible.

10.5 CATALYTIC PROJECTS

A key opportunity for investment is identifying parcels of land for future development which speak to the needs of the town. Currently the towns face a major shortage of middle income housing which has resulted in many people seeking residence in Kokstad. Although opportunities may exist in the towns the lack of accommodation acts as a deterrent for people not choosing ULM as a preferred location for work and investment.

Such need to be explored to identify tracts that will support future development. The need for office precincts has also emerged as Umzimvubu's economy is fuelled by institutional sector. The provision for office space holds the potential to act as a draw card for the town as the surrounding towns of Kokstad, Ntabankulu, Qumbu, Mthatha may wish to utilise the provided facilities. Supporting such developments will need to be accompanied by the residential developments mentioned above as well as significant increase in commercial and retail precincts.

11. CONCEPTUAL FRAMEWORK

The conceptual framework, emanating from the assessment and analysis completed in the previous phases, is one that encourages development within **Mt Frere and Mt Ayliff**. Focus is targeted at vacant parcels of land to integrate the urban fabric within the study areas and to encourage higher density mixed use development within the CBD, residential development and commercial/retail inclusion. The towns require direct attention toward traffic alleviation and place making through urban design and employing strategic traffic solutions.

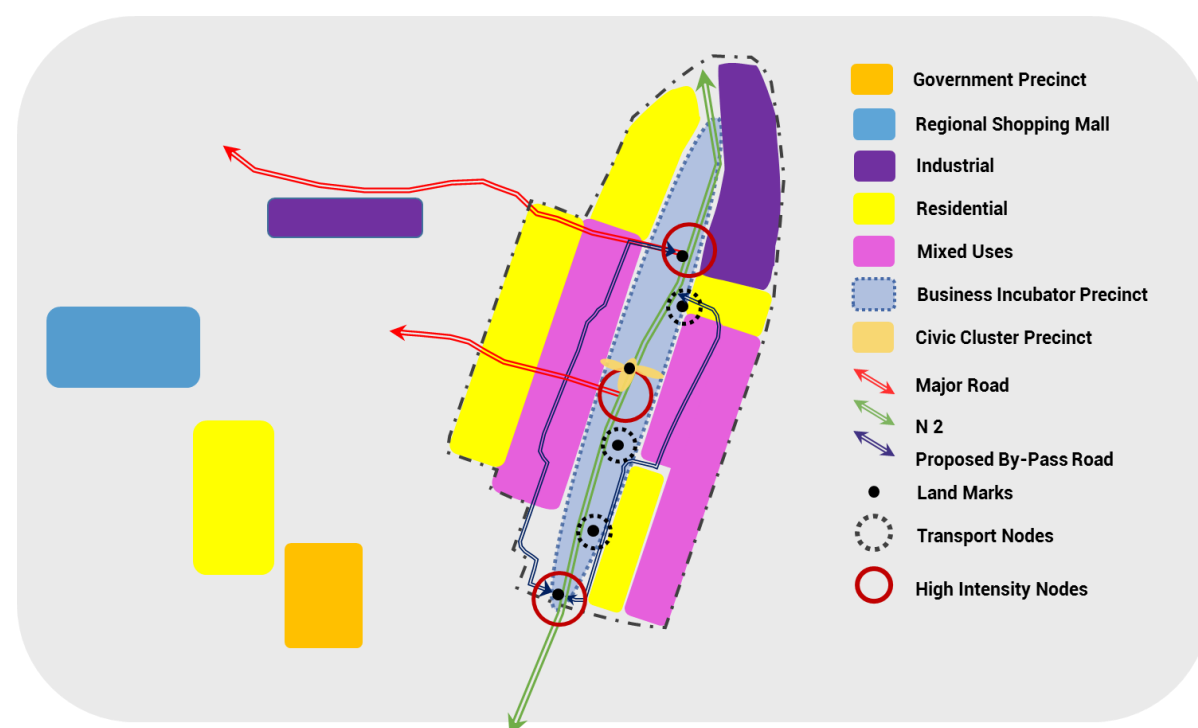
Mt Frere

The approach taken in the precinct plans for Mt Frere is one which encapsulated the existing uses within the town. Taking this approach led to the formation of a **"Business Incubator Region"** which aims at better management and formalization of the existing formal and informal businesses along the main street.

High density (2-3 Story) **mixed use precincts** have been proposed parallel to the main street to give rise to a broader spectrum of uses within the town whilst ensuring maximised land development potential. The areas identified for Residential are aimed at occupying and developing the vacant parcels of land.

Dealing with Traffic Related issues within the town was a key focus area. Public Transport holding areas are envisaged for the main street which give rise to the development of **Transport Nodes** In aiming to relieve the main street of congestion Two By-pass routes are proposed.

Three **High intensity Nodal points** located within the town. The first being at the entrance of the town



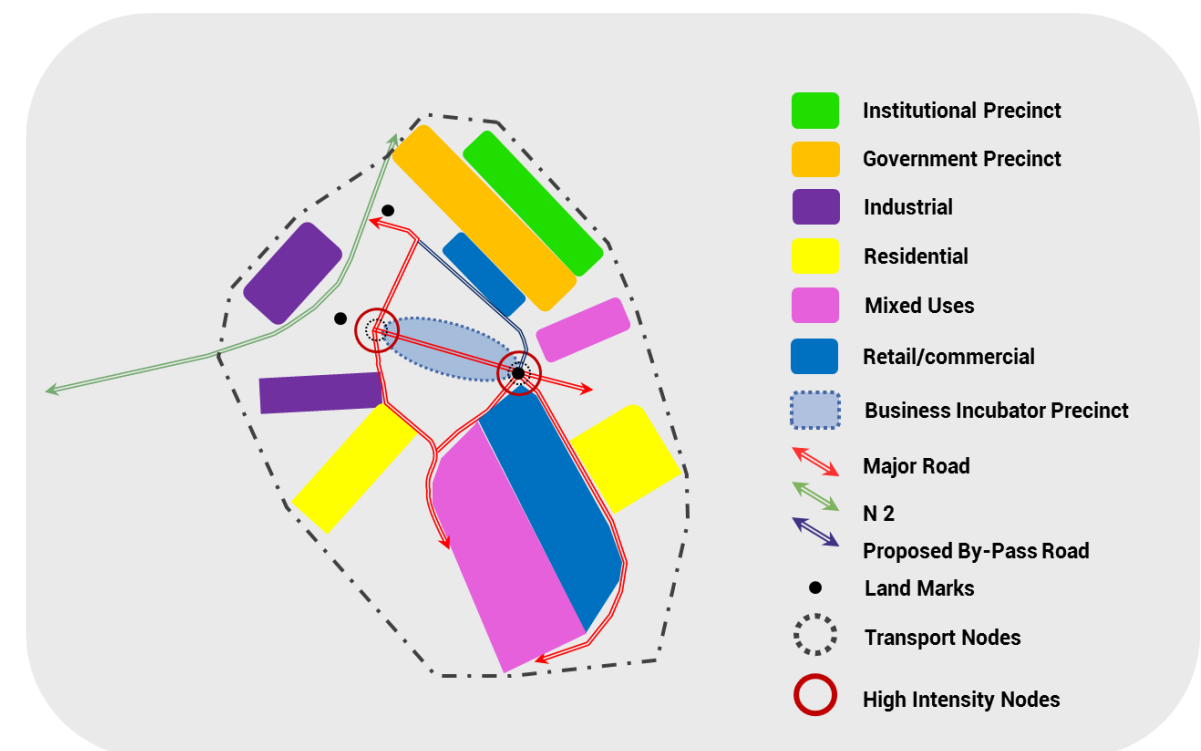
where the two by-pass routes intersect with the N2. This focal point also begins to emerge as a land mark. The second identified node is located at the Intersection of Solis Street and the N2 in the heart of the proposed Civic Cluster Precinct which also acts as a major land mark for the town. The final Node is formed at the intersection between the R405 and the N2 which also acts a Landmark point.

Mt Ayliff

The CBD in Mt Ayliff is considerably quieter and less congested than Mt Frere. There are fewer National chain stores and retail functions that currently operate in the CBD. The incubator region is thus focused on concentrating business promotion within the town and maximising on existing development opportunities.

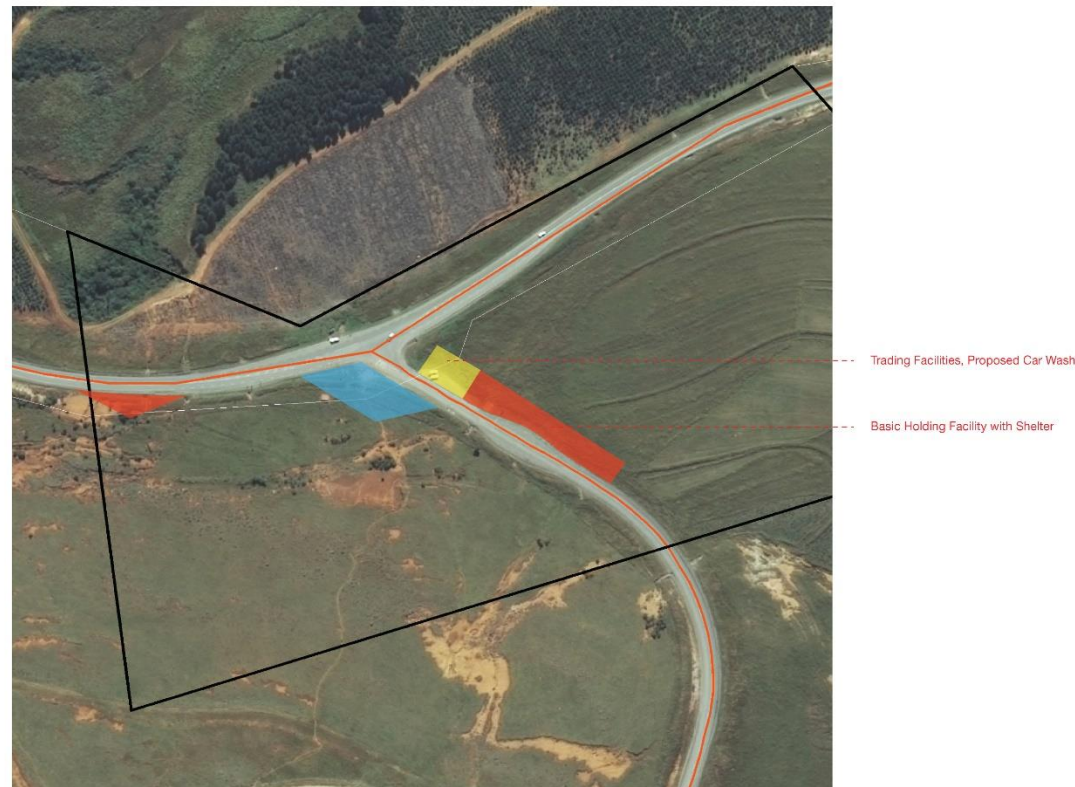
Mt Ayliff is envisioned to be develop with Government dominated uses. It is for this reason that **mixed use developments** have been introduced into the town to allow for office and retail development. A large portion of land is identified for **government specific uses** with supporting institutional functions.

Traffic within Mt Ayliff is not a major issue, however there is only one way in and one way out of the town which can create congestion on the main streets, it is for this reason that a by-pass route was proposed. Two transports nodes are located at the main intersection where the Mt Ayliff taxi Rank can be found and one outside the district offices where a traffic circle is proposed. Both of the above mentioned nodes also act as landmarks within the town.

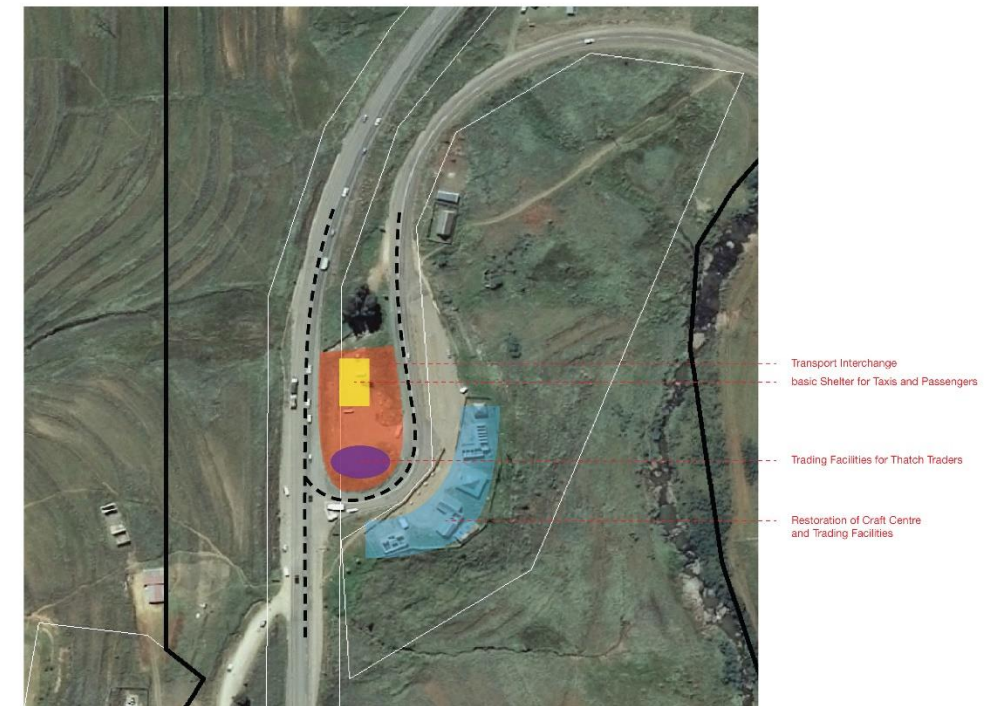


For the Nodal study areas identified the following interventions were considered:

Phuti: Basic trading facilities for local informal traders. The junction's strong connection with Ntabankulu resulted in regular accumulation of taxis throughout the day. Due to the close proximity of the N2 the junction has become a popular pick up/drop-off point to and from Ntabankulu to and from Mt Frere and Mt Ayliff. In order to accommodate both taxis and commuters basic holding facilities, shelters and ablution facilities were proposed.



Phakade: The junction is formed through connection of the N2 and the R394 leading to Mbizana and Port St Johns. A craft centre can be found at this junction. However recent fires have caused damage to the facility which still requires rehabilitating. A parking space found at the junction plays a similar role as Phuti junction but routes may extend as far north as Kwa Zulu Natal.



Ntenetyana Dam: the dam is situated about 50 km out of Mt Frere Town which is only accessible via Gravel Road. The dam is currently undeveloped and the aim for development around this study area is targeted at conferencing and overnight accommodation, public day visitor areas. The aim for Ntenetyana dam is to develop a leisure and recreation precinct with opportunity for Edu-tourism through the water reservoir.



12. PRECINCT PLANS

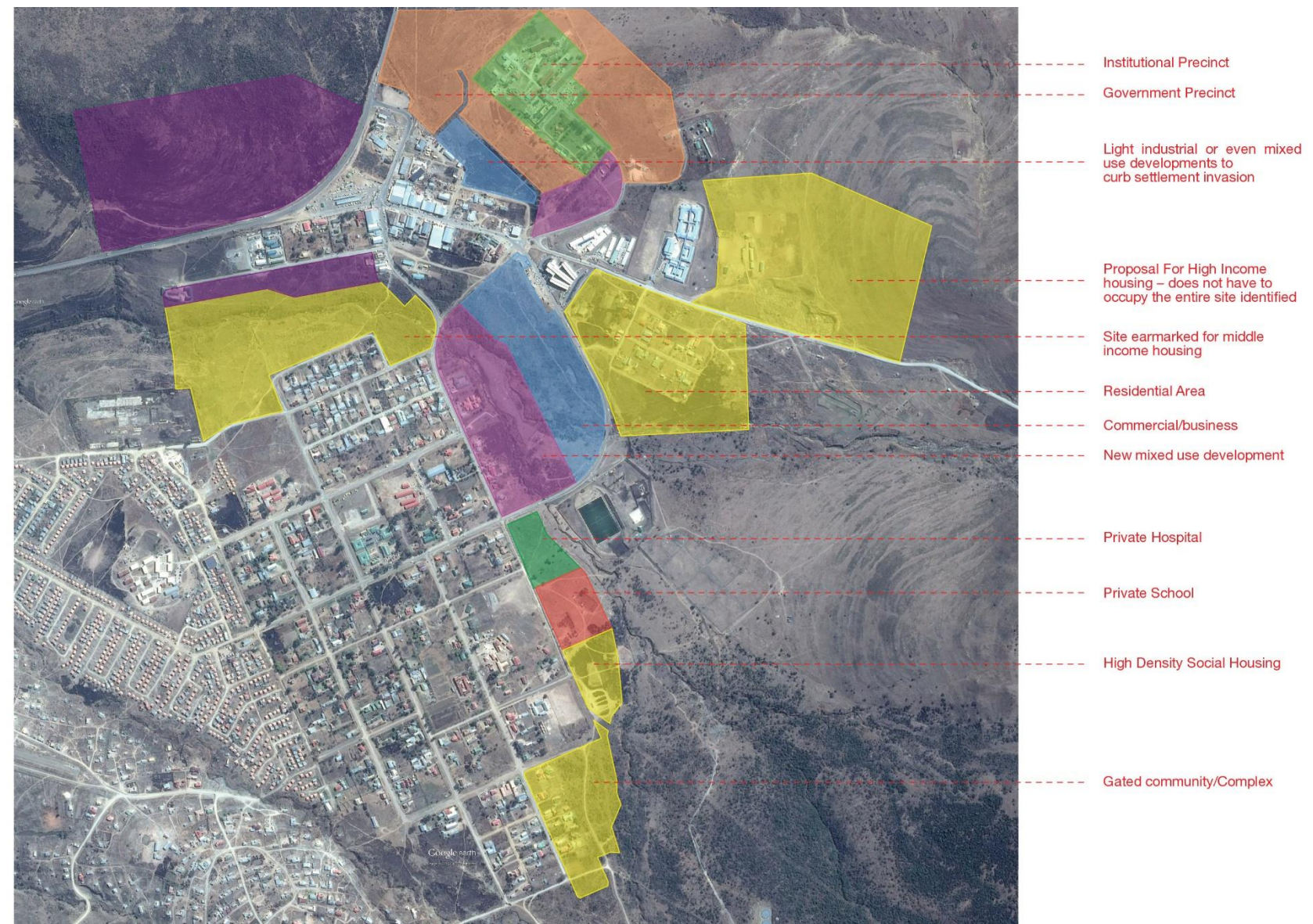
This section of the Conceptual Framework Report is accompanied by an Analysis of the Land uses within the study areas in terms of the proposed developments. The section further breaks down the above mentioned Regeneration Elements in the form of desired Goals and Strategies for the relevant study areas. A Spatial 2D render follows the goals and strategies which represents the Precinct Plan. This is followed by identified Catalytic Projects for the study area and is concluded by 3D renders of the envisioned Precinct Plan.

13.1. MT AYLIFF

13.1.1. LAND USE PLAN

A range of land uses are proposed for Mt Ayliff as part of the Precinct Plans. The proposals put forth were developed with the following rationale in mind:

1. Industrial Development – A large portion of land was allocated towards Industrial development adjacent to the entrance of the town and situated alongside the N2. An additional industrial precinct is proposed within the town in close proximity to the town centre.
2. Government Precinct – The Government Precinct is proposed North of the CBD and alongside the N2 in order to allow for easy access into the precinct.
3. An Institutional Precinct is proposed in the middle of the Government Precinct
4. Two Mixed Use Precincts are proposed to the South of the CBD and another next to the Institutional Precinct
5. In addition to the Proposed Mixed Use Precinct Two Business/Retail Precincts are proposed to attract more Commercial activity into the towns
6. A private School is proposed on the Southern Boundary of Mt Ayliff's urban Boundary
- 7.
8. A range of Housing Options are offered for various income brackets namely, Low, Middle, High and Social Housing.



13.1.2. GOALS AND STRATEGIES

13.1.2.1. MOVEMENT & CONNECTIVITY

APPROACH & RATIONALE

Mount Ayliff currently has an existing off-street public transport interchange. This facility is operating close to capacity and with the proposed development in the CBD, it is expected to be over-capacity in the near future. In addition, the existing facilities at the rank are in disrepair

It is therefore proposed that this facility is upgraded and expanded. The expansion could be integrated with neighboring commercial developments. This approach can assist in supplementing the capital and operational cost of the facility.

The existing roads within the core CBD have a high amount of pedestrian activity. This results in a high number of pedestrian and vehicle conflict points.

For the CBD to expand and to improve connectivity with the N2, is proposed that a **new CBD by-pass road should be provided**. This road will start at the intersection of the N2, travels along a new route on the northern side of the CBD towards the Alfred Nzo municipal offices. At this point it will intersect with other roads to form a large Gyratory or Traffic Circle.

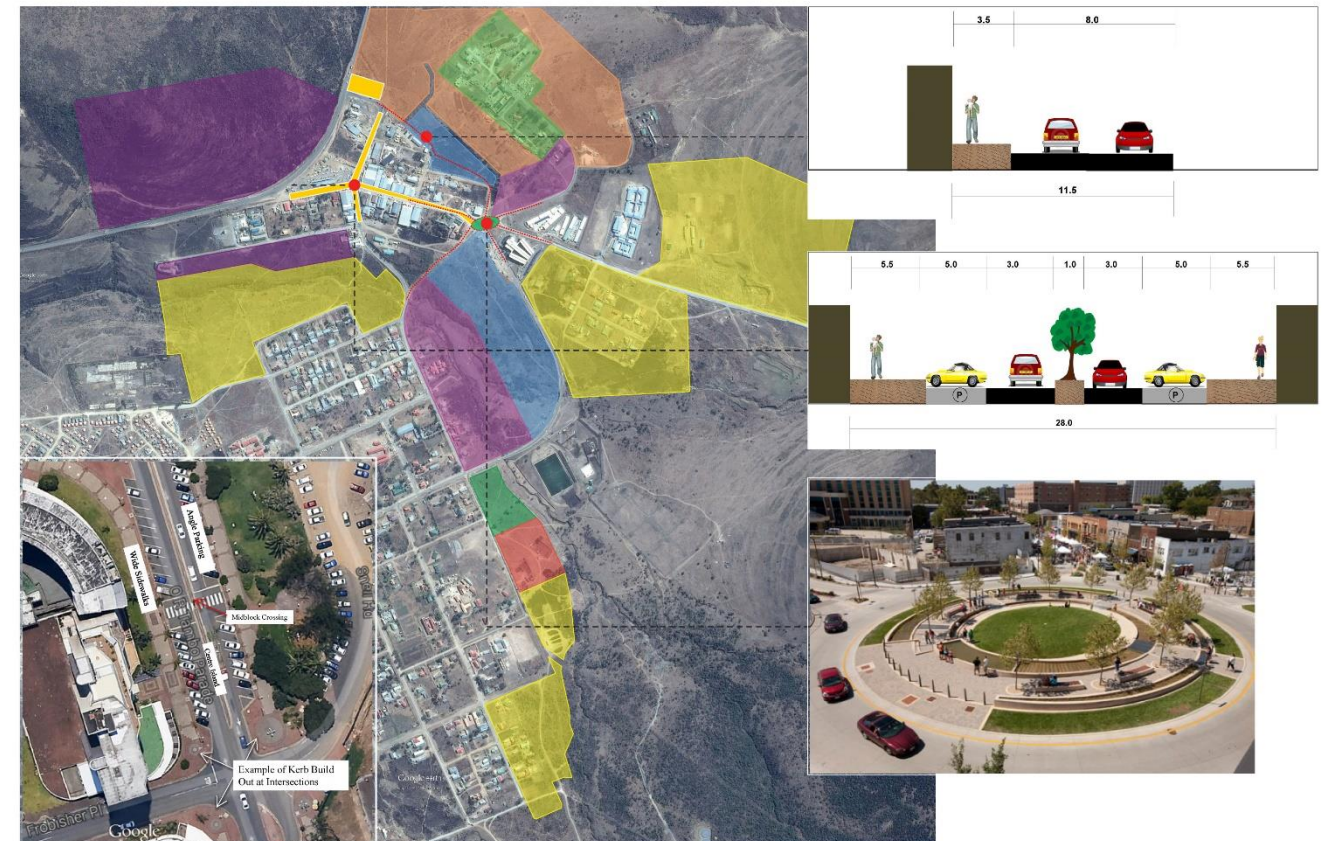
The **gyratory or traffic circle** will assist in efficiently distribution traffic in the different directions and at the same time providing a key landmark for the CBD.

In addition, a new link is to be provided between the gyratory or traffic circle and the residential area to the south.

With the implementation of the CBD by-pass road in place, the existing roads with the core CBD can be converted to be a pedestrian priority area.

Measures such as the following can be considered:

- Wider sidewalks along the main road
- The curtailment of on-street parking at intersection and the provision of kerb build outs at these location to decrease pedestrian crossing points
- The provision of mid-block kerb build out which will provide shorter crossing distance for pedestrians crossing at the mid-point of a city block



Stemming from the traffic proposals put forth the following projects for implementation have been devised to forward into the implementation phase.

Item	Description	Priority
By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the northern side of the CBD. The road to be designed to accommodate freight and truck traffic. The road will be a two-lane single carriageway road.	A
PT Rank	Upgrades and extension of the existing public transport rank	A
Truck Stop/Truck Holding	Construction of a new truck stop/truck holding area at the entrance to the CBD	A
Traffic Circle (Gyratory)	The construction of a large traffic circle (gyratory), outside the municipal offices, at the intersection of the new by-pass road and the access roads to the municipal offices, residential area and hospital.	B
CBD Street Upgrade	The upgrade of the two main CBD Streets. The upgrade could include kerb build outs at the intersections with the minor streets, the widening of sidewalks, centre medians, mid-block pedestrian crossing points and provision of additional on-street parking (angle and/or parallel bays)	A
Off-street parking area	The construction of off-street parking outside the municipal offices	B
Construction of access roads	Upgrade of existing gravel access roads and construction of new access roads to serve development stands within the CBD.	B

The plan below indicates the **traffic related proposals** for Mt Ayliff in aiming to achieve the desired objectives of the movement and connectivity regeneration element.



13.1.2.2. ECONOMIC STIMULATION

Mt Ayliff currently functions way below its economic potential. Currently businesses within the town are limited and little or no competition are posed to business owner. The need for healthy competition and diversification of product offerings within the town is required urgently. Both the informal and formal have been adhered to in this regard.

The following strategic goals/interventions have been identified for Mt Ayliff:

- Job Creation & Economic development
- Increased population density to increase economic “critical mass”, especially higher income residents and visitors
- Infill development of undeveloped/under-developed sites
- Retail development at ground floor level around intensely used public spaces - this focused within the business incubator region
- Residential development on upper floors and along movement routes within identified Mixed use precincts
- Formalised trading spaces for informal traders
- Streamlined planning, building control and heritage approvals process
- Maps & Guides

13.1.2.3. BUILT FORM

CBD Upgrade

The purpose of this urban design intervention, is the upgrading of the road infrastructure, as well as the formalization the informal trade along the main road.



Urban Design analysis, Roads, Districts and Landmarks

Place Making

The main focus of this urban design intervention is to create a vibrant active street along the main business district, by the introduction of informal trade, regulated parking as well as an upgrade of the sidewalks for pedestrian movement. It is important that when upgrading the area, a clear architectural language must be created which will create identity for the town.

Landmarks

The urban design landmarks proposed allow for better navigation from the N2 highway. The second landmark proposed will be situated at existing taxi rank, to provided legibility for both pedestrians and vehicular traffic. The last landmark is situated at the traffic circle which is situated at the end of the central business district.

Transport

The design proposal for Mt Ayliff aims to provide better road infrastructure to link the central residential area to the south, as well as better connectivity to the proposed industrial area for the north. The insertion of a traffic circle to promote better connectivity within the town is apparent as one approaches the Alfred Nzo District offices. Upgrading and formalizing of roads allow for better circulation within the town centre. The addition of a truck stop at the entrance of the town is aimed at forming a strategic link with the existing petrol filling station along the N2. Providing formalized parking bays on the main street allow for less congestion within the CBD Main Road. The upgrading of the existing taxi rank, presents the possibility to accommodate more taxis as well as buses. The facility upgrade contributes to the overall upgrade of the CBD and creates a safer space for commuters and pedestrians.

Materiality

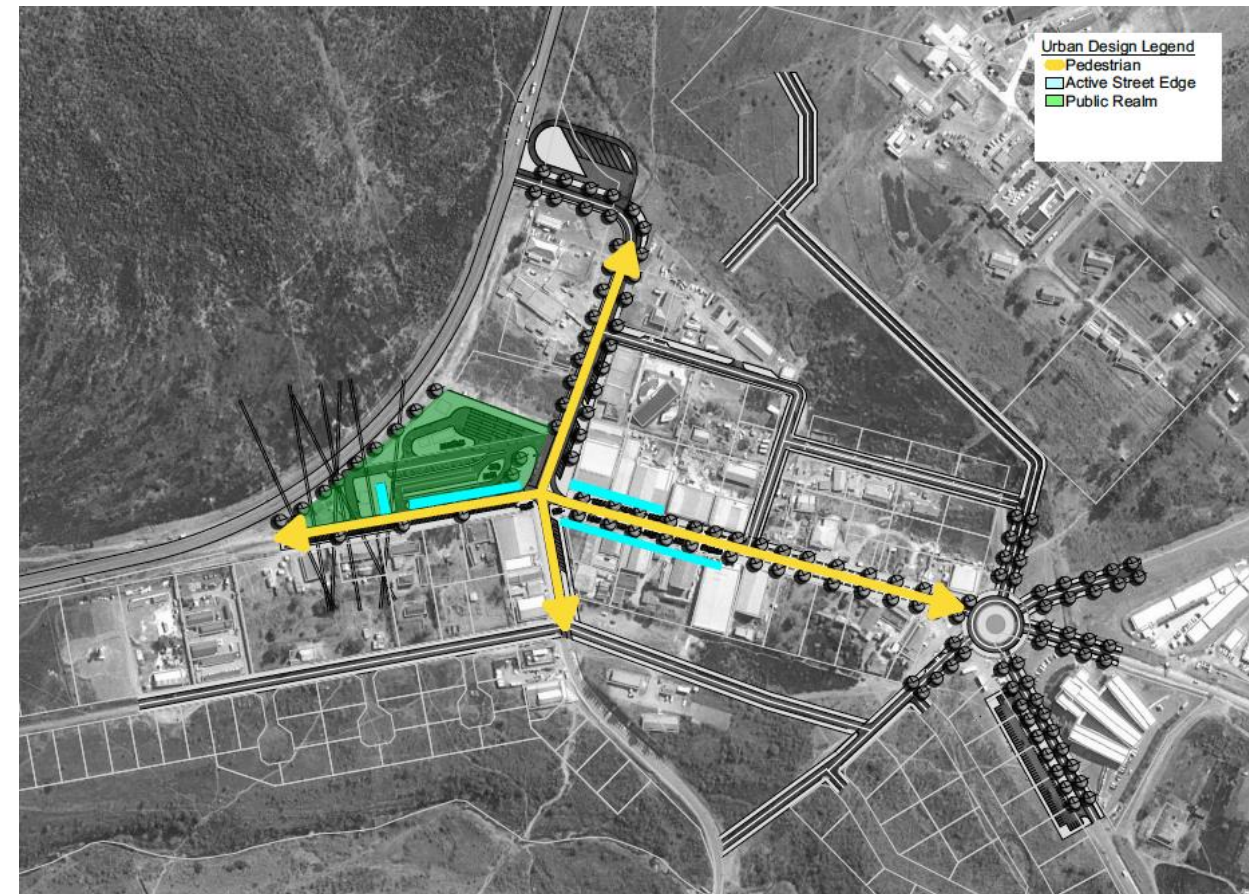
Upgrades proposed in Mt Ayliff will need to speak to the setting of the town, this can be achieved through:

- Expressing the regional context of the site.
- Expressing the Culture of the area through street furniture, landmarks and signage
- The choice of landscaping, should reflect the local trees and vegetation of the area, by being indigenous to the site.

Active Edge

The insertion of trees allows for beautification as well as provides shade for traders and pedestrians alike.

The addition of parking allows less congestion and better management, in turn this allows for better, movement for pedestrians and vehicles, as each will have their designated space. The formalization of trade allows for better movement of pedestrian traffic, as well better facilities from which to work from. Upgrading of the pedestrian routes within the town allows for better movement through the town. The developing of the pedestrian routes situated along the main road, allows for better access to the existing public realm, of the taxi rank. Parks, Benches, Street lights and Taxi rank should be of a similar design, to create unity within the town. By having designated spaces it eliminates the need for informal traders to occupy pavement space which forces pedestrians to risk their safety by walking on the road.



Active Street edges (retail and informal trade) to promote pedestrian movement

Improved Safety & Security

Through design interventions within the town we aim to enhance the security for residents as well as for current and future investor. Such has been proposed through the following:

- Improved street lighting
- Mixed uses (vertically and horizontally) to create 24 hour urban phenomenon – live/work/play
- Perimeter buildings with active street edges to encourage “security by design” through passive surveillance/“eyes on the street”
- “Build-to” lines, active street edges to avoid creation of recesses and corners along street edges
- Visible policing by SAPS and Metro Police

The overall **built form proposals** for Mt Ayliff is reflected in the plan below. Along the main street formalised sheltered trading facilities are proposed. The taxi rank upgrade also includes improvements to existing buildings and installation of new public facilities in the form of toilets and street furniture.



13.1.2.4. BEAUTIFICATION AND PUBLIC SPACE

The town requires immediate greening, beautification and landscaping intervention in order to create an environment which promotes more place making and a positive town experience. People are always astonished to find something natural and beautiful in the middle of a town. Such is required for Mt Ayliff in the forms of:

- Enhanced Social Amenities
- Broad pedestrian friendly pathways
- New street furniture (benches, bins, streetlights, trees)
- Multiple beach access points
- Upgraded public facilities, e.g. public toilets

The plan below indicates the **overall beautification** which will accompany Mt Ayliff’s CBD upgrade. As reflected in the previous section the choice of landscaping, should reflect the local trees and vegetation of the area.



13.1.2.5. CATALYTIC DEVELOPMENT PROJECTS

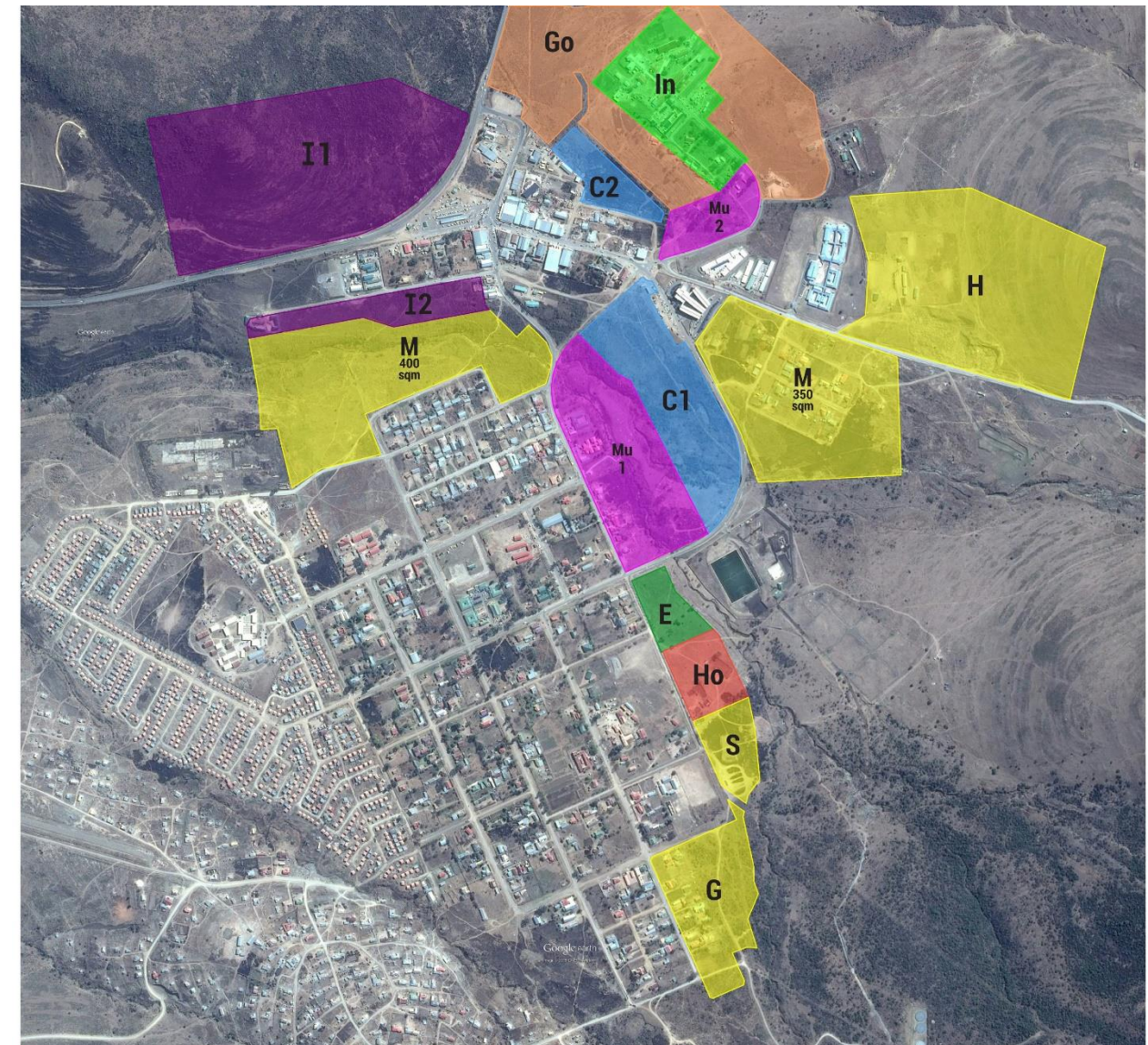
The decision of the Cabinet to relocate all government offices from Kokstad to Mount Ayliff was seen necessary as offices was located within the province of Kwa Zulu-Natal. The decision taken unlocks major development potential for Mount Ayliff as this will speak the movement of economically active individuals into the town. In order to support this influx the precinct plans saw the need to make development intervention which would not only accommodate people but also cater to their commercial and retail needs.

The following development proposals were put forth and the plan alongside expresses the feasibility calculations in this regard:

- **Government Precinct** to accommodate future growth of public sector;
- Establishing **Industrial precincts** to curb settlement invasion and to also drive the local economic base;
- Formalisation and upgrade of the existing Healthcare Precinct (**Institutional Precinct**);
- Accommodating growth in the commercial and retail sector by identifying primary sites for **commercial** expansion ;
- Maximising development potential by introducing **mixed use developments**;
- A range of **residential developments** have been introduced into Mount Ayliff in order to accommodate a range of income groups. Such include: High Income, Middle Income, Social Housing and Gated Communities ;
- Provision also been made for **a Private school** to also make the town a place which is family friendly
- Private Hospital/medical Centre
- Financial Institutions
- Abattoir
- Boutique Hotel
- Tertiary Education Premises

If Housing Developments are implemented there will be a need for the following:

- Supermarkets
- National Line Stores
- National Fast Food (KFC, Debonairs etc.)



MOUNT AYLIFF CALCULATING DEVELOPMENT POTENTIAL

* Land use restrictions adapted from Transkei Town Planning Scheme 1984

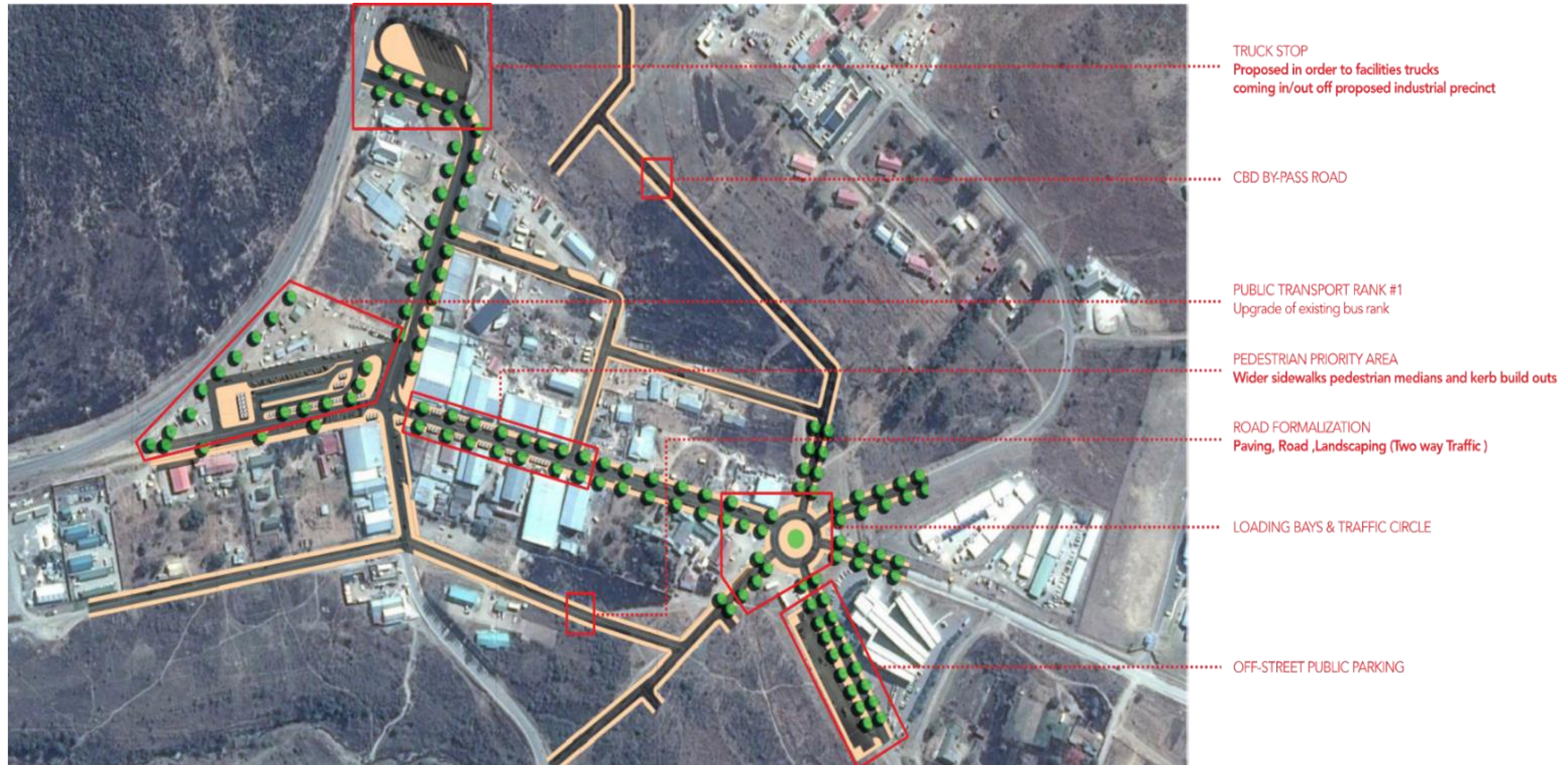
<div>H</div> <div>HIGH INCOME HOUSING</div> <div>Area - 20.6Ha; Dev Area (less 35%) - 13.3Ha; No. of Sites - 13.3Ha / 700sqm = 190 sites</div> <div></div>	<div>M 400</div> <div>MIDDLE INCOME HOUSING</div> <div>Area - 16.5Ha; Dev Area (less 35%) - 10.7Ha; No. of Sites - 10.7Ha / 400sqm = 268 sites</div> <div></div>	<div>M 350</div> <div>MIDDLE INCOME HOUSING</div> <div>Area - 13.3Ha; Dev Area (less 35%) - 8.6Ha; No. of Sites - 8.6Ha / 350sqm = 245 sites</div> <div></div>	<div>S</div> <div>HIGH DENSITY SOCIAL HOUSING</div> <div>Area - 3.4Ha; Dev Area (less 35%) - 2.2Ha; Du/Ha - 70; Total Units - 70 x 2.2Ha = 154</div> <div></div>	<div>G</div> <div>GATED COMPLEX</div> <div>Area - 4.3Ha; Dev Area (less 35%) - 2.8Ha; Du/Ha - 50; Total Units - 50 x 2.8Ha = 140</div> <div></div>
<div>C1</div> <div>COMMERCIAL LAND USE*</div> <div>Area - 8.5Ha; Dev Area (less 35%) - 5.5Ha; Coverage (75%) = 4.14Ha; Height = 2-3 Storeys</div> <div></div>	<div>I1</div> <div>INDUSTRIAL LAND USE*</div> <div>Area - 12.1Ha; Dev Area (less 35%) - 7.8Ha; Coverage (75%) = 5.8Ha; Height = 2-3 Storeys</div> <div></div>	<div>Mu 1</div> <div>MIXED USE (<i>General Business</i>)*</div> <div>Area - 9.35Ha; Dev Area (less 35%) - 6Ha; Coverage (80%) = 4.8Ha; Height = 2-3 Storeys</div> <div></div>	<div>Go</div> <div>GOVERNMENT PRECINCT</div> <div>Area - 20.8Ha; Dev Area (less 35%) - 13.5Ha; Coverage (100%) = 13.5Ha; Height = 2-3 Storeys</div> <div></div>	
<div>C2</div> <div>COMMERCIAL LAND USE*</div> <div>Area - 2.64Ha; Dev Area (less 35%) - 1.7Ha; Coverage (75%) = 1.27Ha; Height = 2-3 Storeys</div> <div></div>	<div>I2</div> <div>INDUSTRIAL LAND USE*</div> <div>Area - 2.5Ha; Dev Area (less 35%) - 1.6Ha; Coverage (75%) = 1.2Ha; Height = 2-3 Storeys</div> <div></div>	<div>Mu 2</div> <div>MIXED USE (<i>General Business</i>)*</div> <div>Area - 2.5Ha; Dev Area (less 35%) - 0.8Ha; Coverage (80%) = 0.64Ha; Height = 2-3 Storeys</div> <div></div>	<div>In</div> <div>INSTITUTIONAL PRECINCT</div> <div>Area - 7.1Ha; Dev Area (less 35%) - 4.6Ha; Coverage (50%) = 2.3Ha; Height = 2-3 Storeys</div> <div></div>	
<div>E</div> <div>PRIVATE SCHOOL (<i>Education</i>)*</div> <div>Area - 2.1Ha; Dev Area (less 35%) - 1.4Ha; Coverage (50%) = 0.7Ha; Height = 2-3 Storeys</div> <div></div>	<div>Ho</div> <div>PRIVATE HOSPITAL (<i>Institutional</i>)*</div> <div>Area - 2.7Ha; Dev Area (less 35%) - 1.8Ha; Coverage (50%) = 0.9Ha; Height = 2-3 Storeys</div> <div></div>			

13.1.2.6. SUPPORTING LAND USE MANAGEMENT GUIDELINES

The guidelines below aim to inform the manner in which the proposed developments take place, TH guidelines were seen fit for the study area however the local authorities are in apposition to amend these guidelines should they see necessary.

LAND USE	GUIDELINES
High Income Housing	<ul style="list-style-type: none"> • 50% coverage • 10-20 du/ha • 2 storeys • 1 Parking bay Per 100 m² of floor area
Middle Income Housing	<ul style="list-style-type: none"> • 50% coverage • 20-40 du/ha • 3 storeys • 1 Parking bay Per 100 m² of floor area
High Density Social Housing	<ul style="list-style-type: none"> • 50% coverage • 40-80 du/ha • 4 storeys • 1 Parking bay Per 100 m² of floor area
Gated Complex	<ul style="list-style-type: none"> • 50% coverage • 40-50 du/ha • 2-3 storeys • 1 Parking bay Per dwelling Unit
Education	<ul style="list-style-type: none"> • 50% coverage • 2-3 storeys • 1 space per class room or office + sufficient on and off loading area
Private Hospital	<ul style="list-style-type: none"> • 50% coverage • 2-3 storeys • 1 Parking bay Per bed
Institutional	<ul style="list-style-type: none"> • 50% coverage • 2-3 storeys • 1 Parking bay Per bed
Government	<ul style="list-style-type: none"> • 100% • 2-3 Storeys • Applicable parking standards to be approved by council as per the use of site
Mixed Use Development (Town Centre core, Mixed Use Nodes)	<ul style="list-style-type: none"> • 70% coverage • 40-80 du/ha • 3 storeys • Parking to the satisfaction of the Local Authority
Commercial	<ul style="list-style-type: none"> • 75% Coverage • 2 Storeys • 1 Parking bay Per 100 m² of floor area
Light Industry	<ul style="list-style-type: none"> • 75% Coverage • 2 Storeys • 1 Parking bay Per 100 m² of floor area

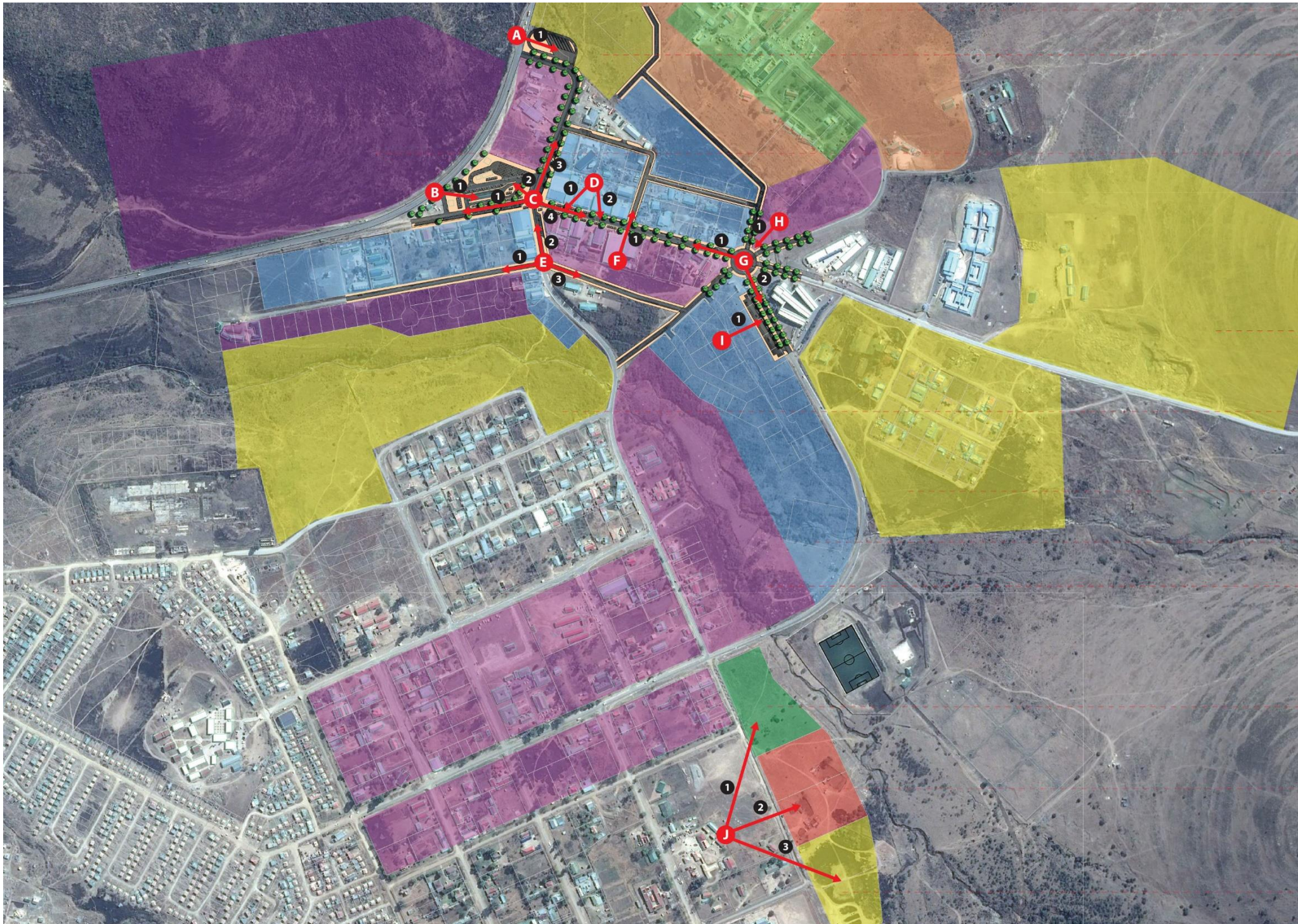
13.1.3. PRECINCT PLAN



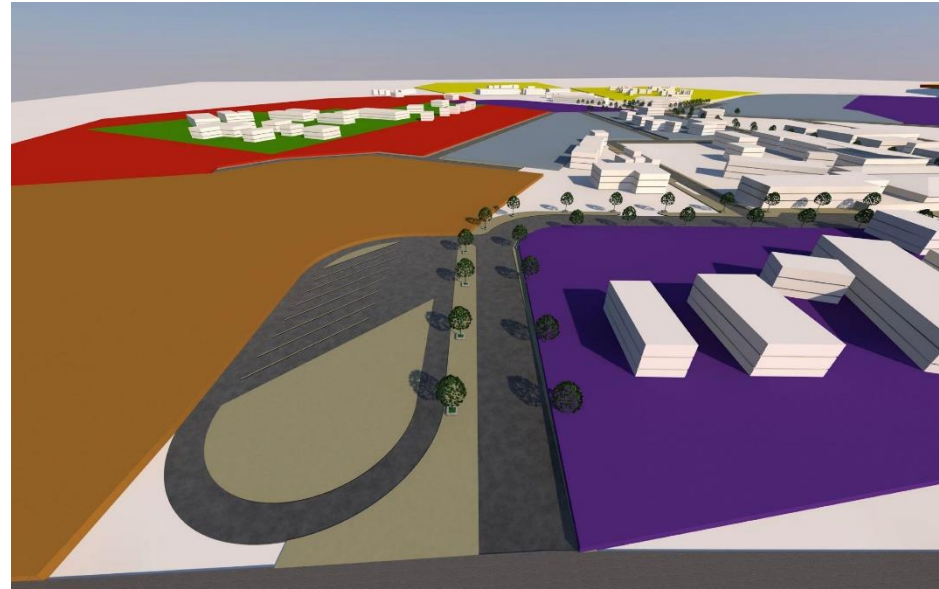
Urban Design 2D Render of Development Proposals

13.1.4. 3D RENDERS OF DEVELOPMENT PROPOSALS

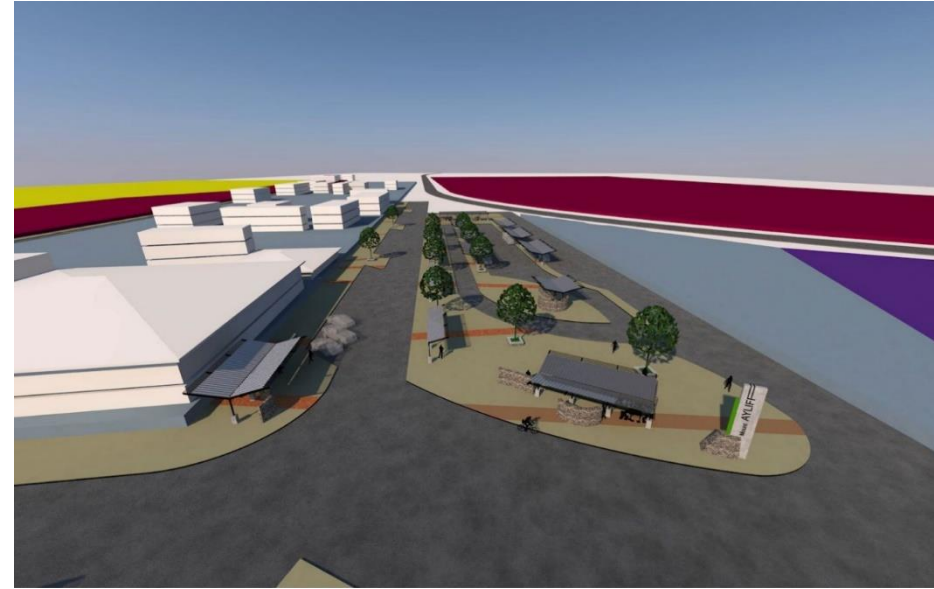
The plan below was developed for the reader to orientate themselves when viewing the 3D renders displayed.



13.1.5. 3D INTERPRETATION OF MT AYLIF PROPOSED DEVELOPMENT



A1 - Proposed Truck Stop at Entrance of Town Government Precinct located to the Left



C1 - View of Taxi Rank facility Upgrade



B1 - Upgrade of Adjacent road with Angled Parking Inclusion of Street Furniture, Greening & Beautification



C3 - Street upgrade outside SPAR



C4 - View of CBD main Street Upgrade



D2 - Aerial view of Upgraded Main Street View 1



D1 - Aerial view of Upgraded Main Street View 2



Formalised Trade Facilities, Street Furniture and Pedestrian Sidewalks



Street view of main street Entrance



F1 - Proposed By-pass route from Main Street to re-direct traffic



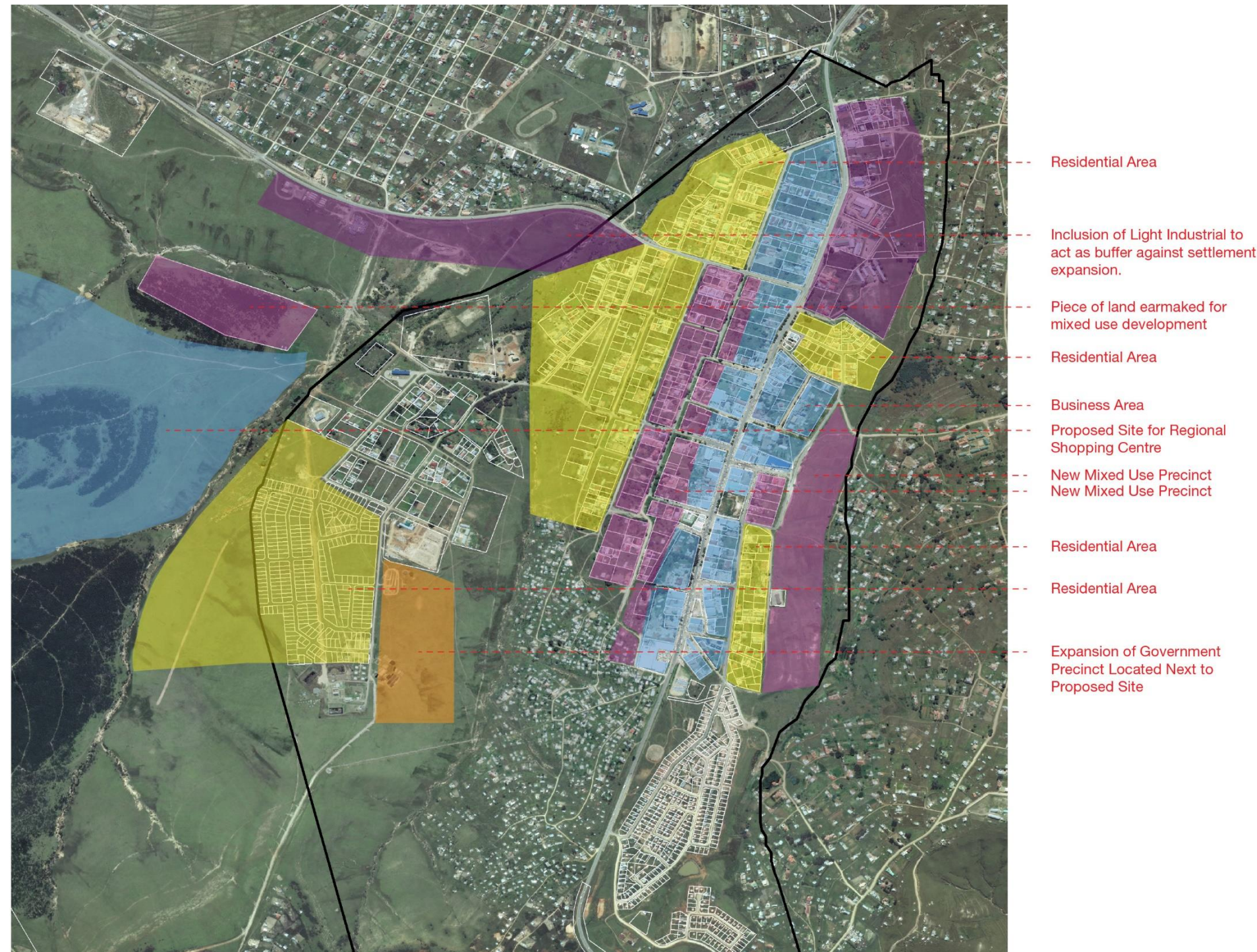
G2 - View from Proposed Traffic Circle facing the District office

13.2. MT FRERE

13.2.1. LAND USE PLAN

A range of land uses are proposed for Mt Frere as part of the Precinct Plans. The proposals put forth were developed with the following rationale in mind:

1. Industrial Development – Two industrial are proposed in MT Frere. The first being located along the R 405 on route to Matatiele and the second is located on the right as one exits the town and approaches the bridge.
2. Government Precinct – The government precinct is located east of the CBD main street. The identified piece of land is aimed at serving for future expansion of the existing government offices.
3. Three mixed use precincts are aimed at been developed within Mt Frere. The first located in an easterly direction from Main Street. The second being located within the CBD – parallel to the main street and the last being located on the Eastern boundary of the CBD.
4. Parcels along the main street are aimed at maintaining its commercial/retail function. A large portion of land is identified in the Eastern portion of the study area earmarked for a Regional Shopping mall.
5. A range of parcels are identified for residential development. The area of particular interest is located alongside the Government Precinct which is aimed at accommodating middle income housing.



- RESIDENTIAL DEVELOPMENT
- COMMERCIAL DEVELOPMENT
- INDUSTRIAL DEVELOPMENT
- MIXED USE DEVELOPMENT
- GOVERNMENT PRECINCT

13.2.2. GOALS AND STRATEGIES

13.2.2.1. MOVEMENT & CONNECTIVITY

APPROACH & RATIONALE

PUBLIC TRANSPORT

The status quo study has shown that Mount Frere currently serves approximately 220 destination using approximately 930 vehicles*. These destinations are currently primarily served from on-street facilities across ten locations within the CBD.

To this end, the following facilities are proposed (not in order of priority):

- **PT Rank #1** - A new off-street public transport rank to the north of the CBD primarily for mini bus taxis and bakkies.
- **PT Rank #2** - A new off-street public transport rank towards the center of the CBD in proximity to the Police Station primarily for mini bus taxis and bakkies
- **PT Rank #3** - An upgrade to the existing bus rank or alternatively relocate buses and integrate with PT Rank #2
- **PT Holding Areas** - An off-street holding facility primarily for mini bus taxis and bakkies. This facility will be used to feed the two new off-street ranks

(Note these number vary from those presented in the status quo assessment)

An assessment was undertaken to determine the estimated size of the different facilities and the likely number of vehicles that could be accommodated at each facility.

PT Rank #1 – North

The PT Rank #1 located north of the CBD should be approximately 3 500m² to 5 000m². This size of facility could accommodate approximately 120 to 170 vehicles. This facility could be integrated into a commercial/retail development and could be designed over multiple levels if required.

PT Rank #2 – Central

The PT Rank #2 located towards the center of the CBD should be approximately 6 000m² to 8 000m². This size of facility could accommodate approximately 200 to 260 vehicles. This facility could be integrated into a commercial/retail development and could be designed over multiple levels if required.

PT Holding Area

The PT Holding Area located towards the center of the CBD should be approximately 11 000m² to 14 000m². This size of facility could accommodate approximately 700 to 750 vehicles.

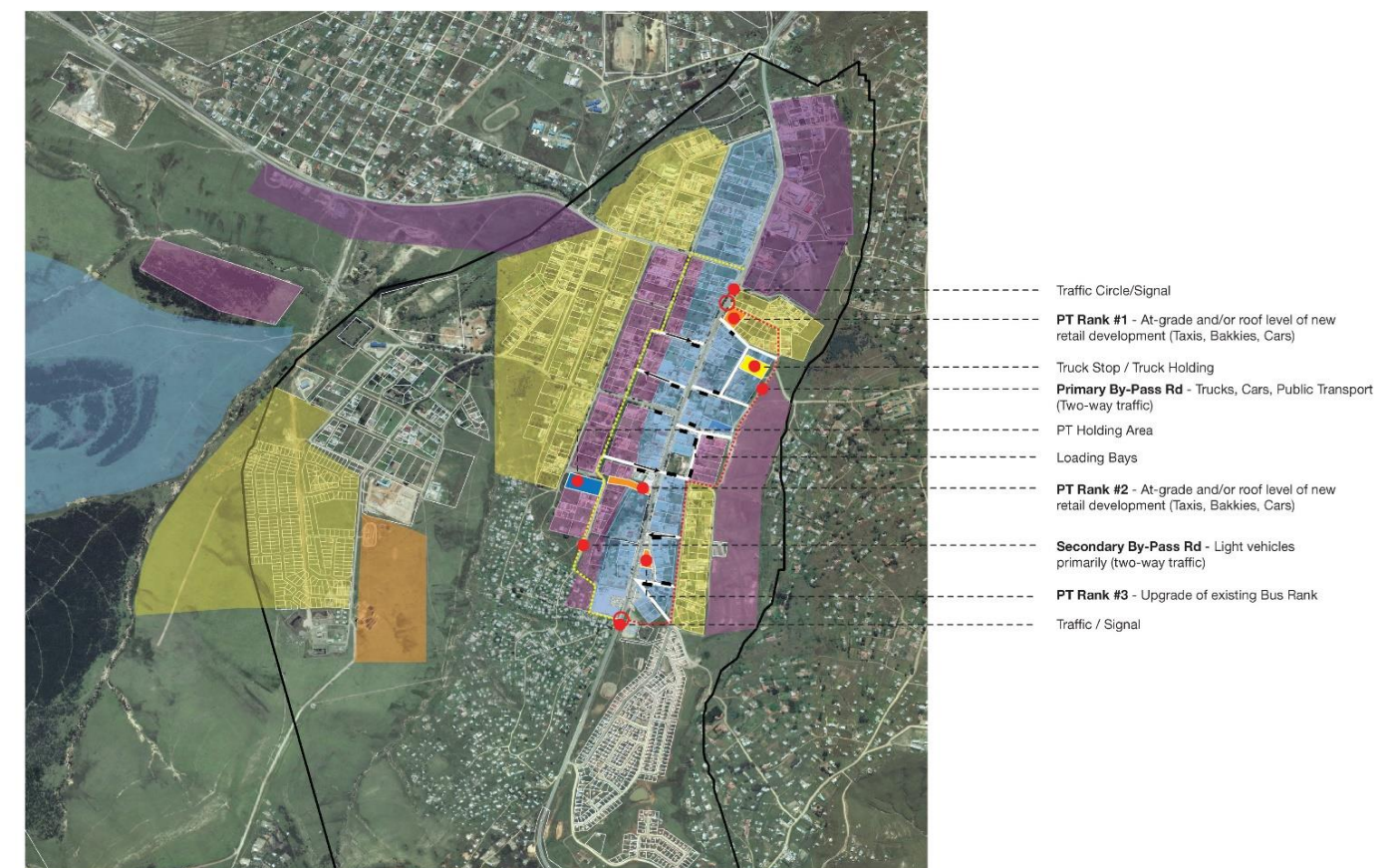
Bus Rank

The existing bus rank is in poor condition and needs a major upgrade. Alternatively the bus rank could be relocated to PT Rank #2 to provide an integrated PT Facility

It is proposed that prior to the implementation of the facilities, the following is undertaken:

- Liaison with local taxi associations to discuss the arrangements on which associations will use the facility and which destinations will be served
- Consider the construction of facilities at the origin end of the trip (residential areas) to minimize the size of facilities in the CBD
- As part of the development of the Integrated Public Transport Network (IPTN) for the Alfred Nzo District Municipality, services should be rationalized and certain routes should be served by higher capacity vehicles thereby reducing size of the facility's

Facility	Area (m ²)	Vehicles
PT Rank #1	3 500 – 5 000	120 - 170
PT Rank #2	6 000 – 8 000	200 - 260
PT Holding Area	11 000 – 14 000	700 - 800



HEAVY GOODS VEHICLES (HVG'S)

One of the main causes of congestion in Mount Frere is the on-street loading and off-loading of heavy goods vehicle that occurs along the main road.

In this regard, it is recommended that a HGV plan be developed which will assist in the alleviation of congestion.

For the plan to work there are three key elements:

- Engagement with local businesses
- Provision of an alternative loading option
- Enforcement

Addressing the status quo

To address the status quo we recommend that the nature and cross section of the Main road needs to change. The proposed layout of the main road is discussed in greater detail in the following sections.

It is proposed that formal loading bays are provided for along the side roads, indicatively indicated in the layout alongside. From these bays, goods can be transported using trolleys to the respective stores. The sidewalks should be kept clear to ensure goods are moved efficiently.

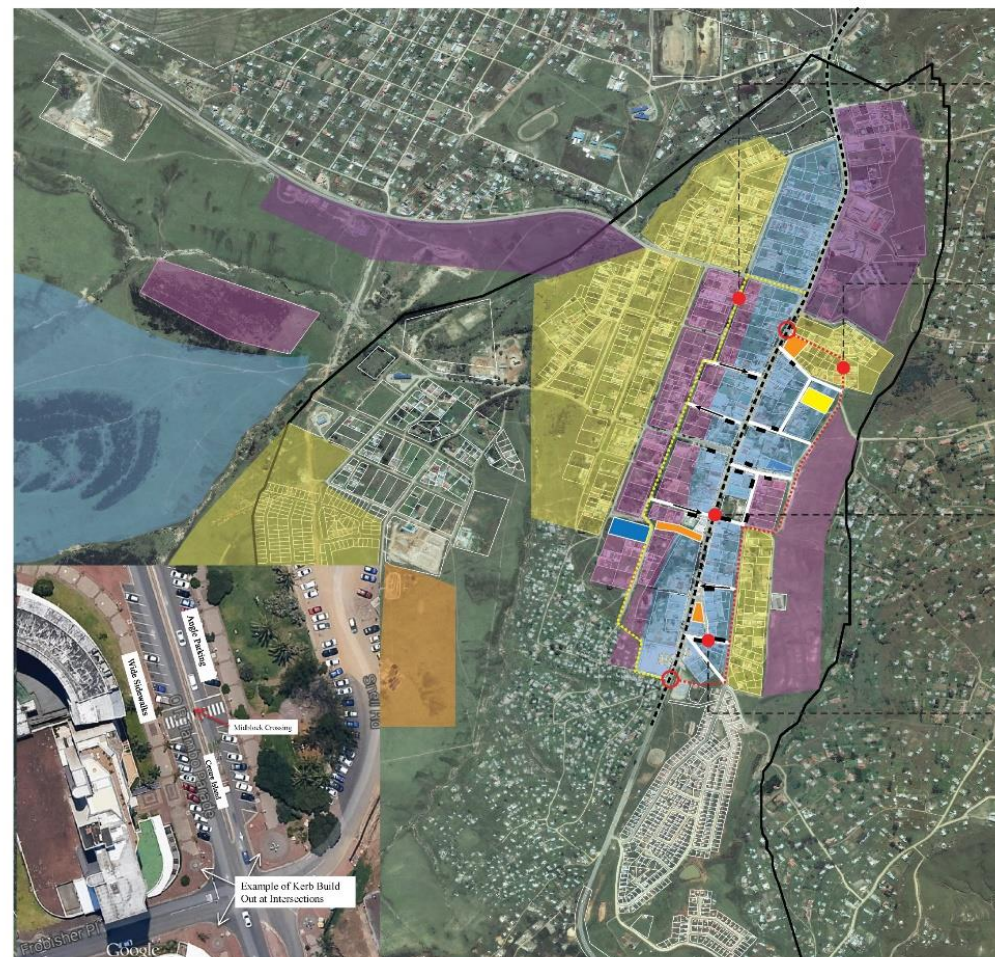
In addition, a truck stop should be constructed. This truck stop will have two functions. 1) Act as a holding area if all loading bays are occupied 2) stop-over for truck drivers travelling through the area

Future Developments

Future development should be required to provide off-street loading facilities as per the guidelines provide in the *Mount Frere Traffic Study, March 2012, Emonti Engineers*.

ROAD NETWORK

The situational analysis has shown that the main road within the CBD experiences significant amount of congestion as a result of the interaction of pedestrians, public transport activities, parking and loading.



There is a proposal in place by SANRAL for an N2 CBD by-pass road, however the timeframe for this, if at all implemented, is unknown.

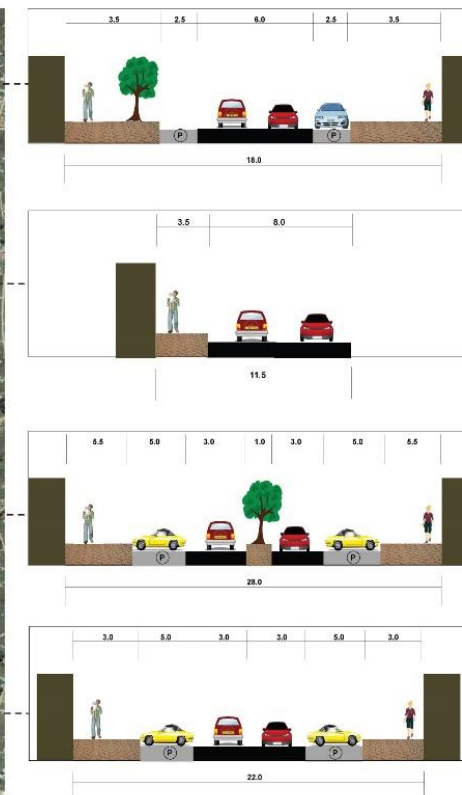
In light of the above, two CBD by-pass roads are proposed. This proposal in conjunction with proposals for off-street public transport facilities and the proposal for loading facilities will results in more space pedestrian movement and a safer environment for them as well.

Primary By-Pass Road

- The primary by-pass road will run along the eastern side of the CBD.
- It will consist of a single lane per direction (with localized road widening at intersection) on a single carriageway.
- This road is to be designed to accommodate for heavy goods vehicles (HGVs).
- The primary function of this road is for mobility, hence access of this road to property stands should be managed and where possible access should be confined to existing or new side roads or a left in and left out access arrangement should be considered.
- No on-street parking or loading bays should be provided on this route.

Secondary By-Pass Road

- The secondary by-pass road will run along the western side of the CBD.
- Although its called a "by-pass" road, the primary function of this road is to provide access to the property stands located on the western side of the CBD.
- It will consist of a single lane per direction (with localized road widening at intersection) on a single carriageway.
- This road is to be designed to accommodate for primarily light vehicles only. Only local HGV should be allowed along it.
- The primary function of this road is for access, hence access of this road to property stands is allowed at geometrically safe locations
- Limited on-street parking should be provided, away from intersections
- No on-street loading bays should be provided or allowed



Main Street

- With the primary by-pass road, off-street PT ranks and on-street loading proposal in place, the character of the main street can be changed.
- In light of the demand for on-street parking, pedestrian space and space for informal traders, the cross-section of the road can be amended
- The sidewalk can be increased to 5.5m on either side.
- The parking bays could be converted to perpendicular or angled bays.
- A center median could be introduced to provide a pedestrian refuge.
- Parking at intersection should be prevented, instead the kerbs at this location should be extended to minimize the crossing distance for pedestrians
- No loading bays should be provided for on the main road

PEDESTRIAN ACTIVITY

Walking is the main mode of transport in the town and hence requires the most attention.

For this reason, there are three transportation intervention proposals that will assist in ensuring a safe pedestrian environment:

- The proposal of the by-pass roads to remove unnecessary through traffic from the main road
- The HGV loading bay proposal
- The public transport proposal

These interventions will assist in minimizing the pedestrian-vehicle conflict in the study area

In addition, the team has developed a precinct proposal that has adopted the following interventions:

- Wider sidewalks along the main road
- Conversion of four side roads to one-way to increase pedestrian sidewalk space
- The curtailment of on-street parking at intersection and the provision of kerb build outs at these location to decrease pedestrian crossing points
- The provision of mid-block kerb build out which will provide shorter crossing distance for pedestrians crossing at the mid-point of a city block

Finally, pedestrian linkages between the CBD and neighboring residential areas need to be formalized. Footpaths, sidewalks, crossing of water courses and lighting should be provided along these routes to ensure safe passage of movement.

Examples of Pedestrian Facilities to be considered



Stemming from the traffic proposals put forth the following projects for implementation have been devised to forward into the implementation phase.

Item	Description	Priority
Primary By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the eastern side of the CBD. The road to be designed to accommodate freight and truck traffic. The road will be a two-lane single carriageway road.	A
Secondary By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the western side of the CBD. The road to be designed to accommodate light vehicle primarily. The road will be a two-lane single carriageway road.	B
PT Rank #1	New Taxi Rank on the northern side of the CBD	B
PT Rank #2	New Taxi Rank in the centre of the CBD, in the vicinity of the Police Station	A
PT Rank #3	Upgrade to the existing Bus Rank	A
Taxi Holding Area	Construction of a new taxi holding area, west of the new PT Rank #2	A
Truck Stop/Truck Holding	Construction of a new truck stop/truck holding area along the new primary by-pass road	A
Conversion of four minor roads to one-way	The conversion of four minor roads to one-way, to accommodate more pedestrian sidewalk space, on-street parking and on-street loading bays. Two streets on the eastern side and two to the west.	A
Implementation of loading bays on side-streets	The relocation of loading bays from the main road (N2) to the minor roads	A
Traffic Signals/Traffic Circles	The upgrade of the intersections of N2 and the by-pass roads to either a traffic circle or traffic signal	B
Main Street Upgrade	The upgrade of Main Street between the intersections of the by-pass road. The upgrade could include kerb build outs at the intersections with the minor streets, the widening of sidewalks, centre medians, mid-block pedestrian crossing points and provision of additional on-street parking (angle and/or parallel bays)	A

The related traffic proposals are depicted below in which we see a range strategies employed to curb the challenges faced in Mt Frere CBD. Notable strategies include angled parking with kerb build outs, by pass routes, public transport holding areas, truck stops, one-way streets, loading bays on side streets and overall pedestrian promotion through the strategies employed.



13.2.2.2. ECONOMIC STIMULATION

MT Frere is home to a robust nucleus in the form of a thriving CBD. Currently there is a lot of activity within the formal and informal sector which needs to be managed in a manner which will benefit the municipality. In order to drive Economic Stimulus for the town supporting skills development and education related interventions have been included in the precinct plan.

Job Creation & Economic development

- Increased population density to increase economic “critical mass”, especially higher income residents and visitors
- Infill development of undeveloped/under-developed sites
- Retail development at ground floor level around intensely used public spaces
- Residential development on upper floors and along movement routes
- Formalised trading spaces for informal traders
- Streamlined planning, building control and heritage approvals process

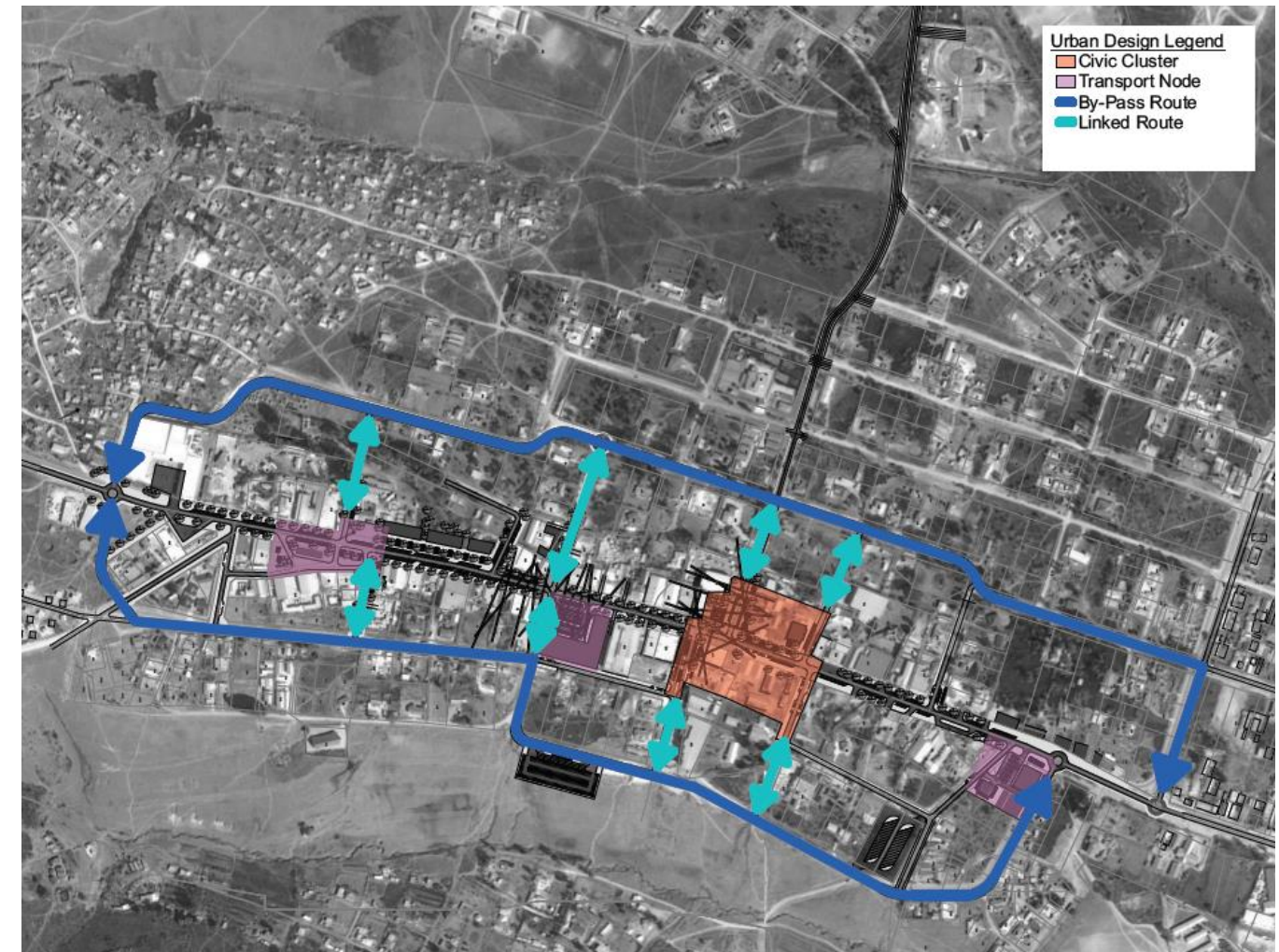
Increased Property Values & Private Investment

- Tall building guidelines to prevent blocking of views of properties at rear
- Public realm upgrades Inc. landscaping, paving, street furniture
- Managed precincts/Business Improvement Districts
- Improved connectivity in and around the CBD
- Diversion of Trucks, buses and overall traffic from main road onto by-passes

13.2.2.3. BUILT FORM

CBD Upgrade

The interventions focused on the reduction of traffic along the main road through Mt Frere by diverting the traffic around town rather than through it. This will reduce congestion and allow for better ordering and structuring of the town around the main routes. The interventions also made use of public space creation and market square oriented developments.



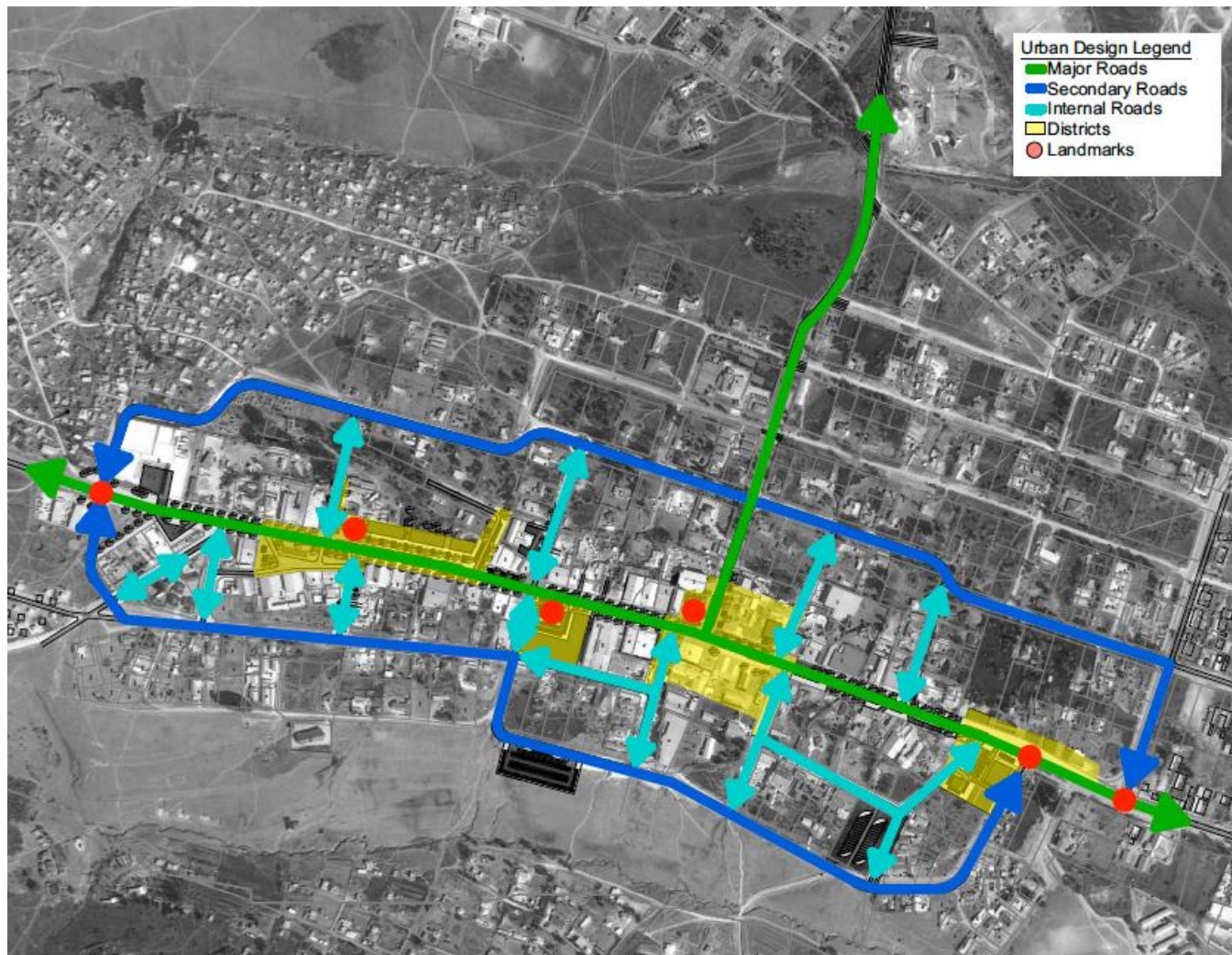
Analysis of Transport and Civic nodes

Place Making

In the centre of town, the urban concept aims to implement a civic precinct, this will create a centrality to the linear town, serving as its anchor. It also connects parallel to the Sophia Grace Recreation Precinct situated on the western edge of the town. Creation of transport nodes situated at the entrances and the middle of the town was introduced to become focal point within the CBD as naturally people will gravitate to these areas. The Civic square provides centrality and common place for social meetings or gatherings.

Landmarks

The creation of six landmarks allows for better legibility for both pedestrians and vehicles alike, three of the landmarks will be situated to indicate the existing and the two additional taxi ranks. With the fourth landmark being positioned on civic square proposed for the centre of town. The last two landmarks will be positioned on the traffic circles as gateways to the town. The landmarks are important for the town as they provide a sense of identity for the towns as well as a point of reference for visitors and road users passing through the town.



Urban Design analysis, Roads, Districts and Landmarks

Transport

The formalization of the taxi ranks, allows for better management of the transport hubs within the area. The addition of two new taxi ranks one situated in the centre of town and the other situated to the north allows for less congestion to occur within existing taxi rank located to the south of the town. The current condition of taxi ranks within Mt Frere are scattered and in a state of disarray.

There are no designated pickup and drop-off points, no facilities or public spaces available around the ranks for commuters. The design proposals thus aim to address these issues by fusing local need with urban intervention.

The addition of two new by-pass routes running parallel to the main road. The primary route, used for trucks, cars and public transport located to the East. The second used for light vehicles located to the west. Both of these routes will facilitate two-way traffic and as a result release congestion along the main street.

The Taxi ranks will also be connected to this primary bypass route, situated to the outer rim of the town. The goal of this is to relieve inner town traffic.

In addition a public transport holding area located along the secondary road, allows for the holding of busses and taxis, therefore allowing them to only go into the CBD or Main Street when necessary and not occupy parking bays for long periods of time as faced in the present situation. Loading bays allow for the better delivery of goods, as well as provide parking for tourist busses visiting the area. Furthermore, the addition of a truck holding stop on the outer rim, allows for the holding of trucks that can be called into the loading bays when required.



Active Street edges (retail and informal trade) to promote pedestrian movement

Public Environment Upgrade

Trees allow for beautification and provide shade for traders and pedestrians alike. The addition of parking allows for less congestion and better management, in turn this allows for better movement for pedestrians and vehicles, as each will have their designated area. The formalization of trade allows for better movement of pedestrian traffic, as well better facilities from which to work from. Currently trading areas within Mount Frere is scattered and haphazard. The proposals put forth through the precinct plans makes allowance for trade to happen in a controlled manner with designated trading areas and market squares. Upgrading of the pedestrian routes within the town allows for better movement throughout the town.

Materiality

Upgrades proposed in Mt Frere will need to speak to the setting of the town, this can be achieved through:

- Expressing the regional context of the site.
- Expressing the Culture of the area through street furniture, landmarks and signage
- The choice of landscaping, should reflect the local trees and vegetation of the area, by being indigenous to the site.

Improved Safety & Security

The precinct plans aims to broaden the towns function so that activity within the town does not die after dark. In order for such to be achieved safety and security is a critical element which needs to be considered. Interventions in this regard include but are not limited to:

- Improved street lighting
- Mixed uses (vertically and horizontally) to create 24 hour urban phenomenon – live/work/play
- Secure trading facilities
- Perimeter buildings with active street edges to encourage “security by design” through passive surveillance/“eyes on the street”
- “Build-to” lines, active street edges to avoid creation of recesses and corners along street edges
- Visible policing by SAPS and Metro Police



The Built Form proposals are clearly depicted above in red outline. The buildings identified are mainly targeted along the main street. The developments are linked to the market square, intersection and civic square upgrades. The built form proposals aims to introduce new typologies into the CBD through densification and mixed use developments.

13.2.2.4. BEAUTIFICATION AND PUBLIC SPACE

The interventions set forth for Mt Frere have been strung together in a way which gives rise to the elements of beautification and public space. The proposed transport holding areas and civic square upgrades give people who visit the town a sense of place and belonging whereby ample Facilities provided for their leisure and enjoyment.

The town setting has also been taken into consideration by making suitable provision of trees, street furniture and open spaces for leisure and recreation.

Through Beautification and Public Space promotion a range of social amenities are included in the CBD upgrade in the form of:

- Broad pedestrian friendly pathways
- New street furniture (benches, bins, streetlights, trees)
- Upgraded public facilities, e.g. public toilets,
- Inclusion of CBD "anchors" in the form of market squares and civic cluster

A range of landscaping and greening interventions have been considered for Mt Frere. The main street is presently absent of beautification. The interventions aim to make the CBD a visually appealing setting whilst giving rise to public facilities through open spaces and shading with trees.



13.2.2.5. CATALYTIC DEVELOPMENT PROJECTS

Currently Mt Frere accommodates a larger portion of the ULM population of whom reside in the urban area. It is for this reason that development focused mainly on maximising existing land and expansion on the current opportunities which present itself.

The following development proposals were put forth and the plan alongside expresses the feasibility calculations in this regard:

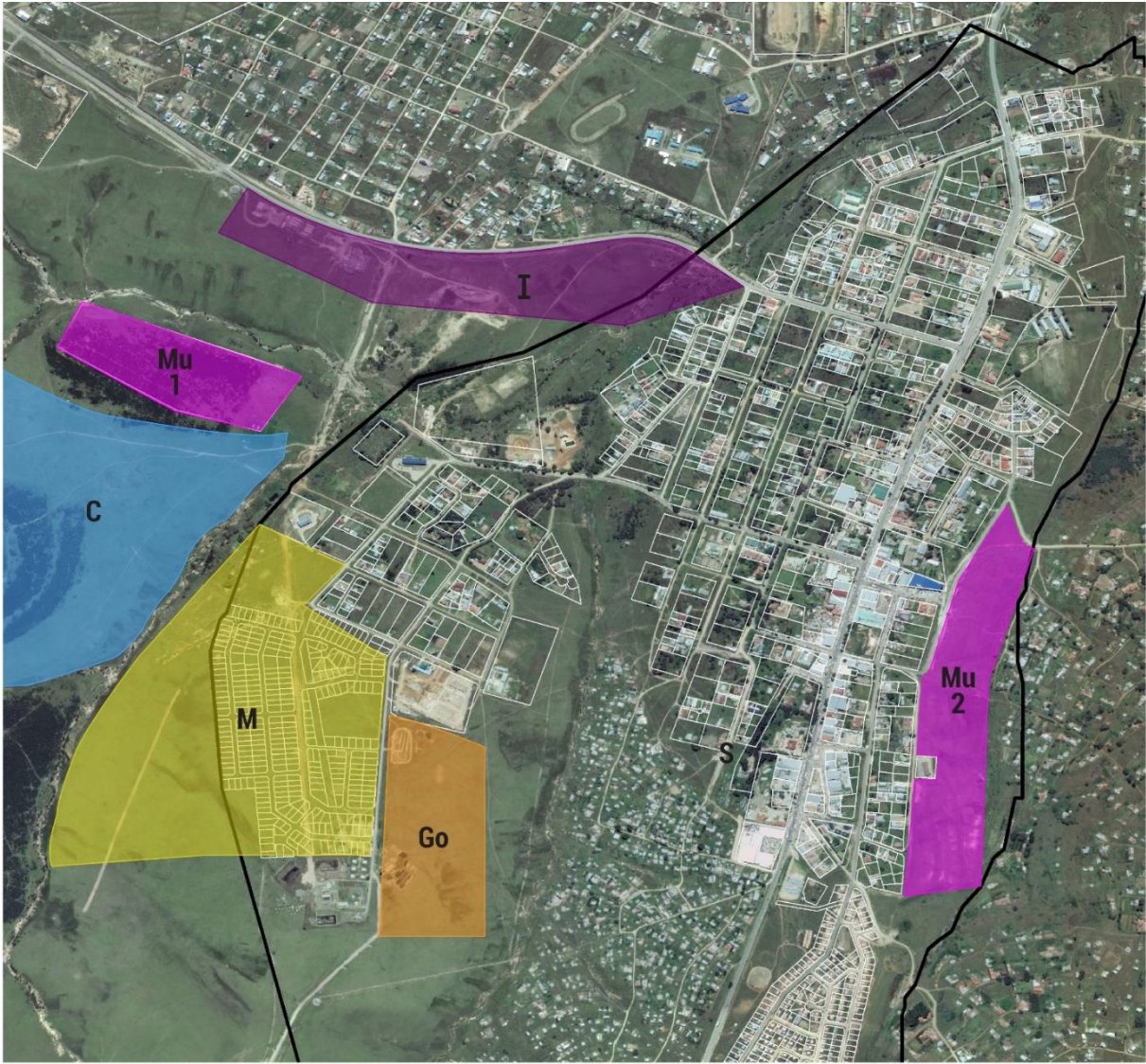
- **Government Precinct** to accommodate the existing government offices and the site is to accommodate additional municipal offices as a large number of ULM staff work out of satellite offices;
- Establishing an **Industrial precincts** to curb settlement invasion and to also drive the local economic base;
- The commercial site identified was primarily aimed at the development of a regional shopping centre;
- Maximising development potential by introducing **mixed use developments**;
- Residential development has been targeted at the existing site earmarked for **middle income housing**. The mixed use developments will also accommodate a residential component.
- Boutique Hotel
- Petrol Filling Station
- Conferencing Facilities

13.2.2.6. SUPPORTING LAND USE MANAGEMENT GUIDELINES

The guidelines below aim to inform the manner in which the proposed developments take place, TH guidelines were seen fit for the study area however the local authorities are in apposition to amend these guidelines should they see necessary.

LAND USE	GUIDELINES
Middle Income Housing	<ul style="list-style-type: none">• 50% coverage• 20-40 du/ha• 3 storeys• 1 Parking bay Per 100 m² of floor area
Mixed Use Development (Town Centre core, Mixed Use Nodes)	<ul style="list-style-type: none">• 70% coverage• 40-80 du/ha• 3 storeys• Parking to the satisfaction of the Local Authority
Commercial	<ul style="list-style-type: none">• 75% Coverage• 2 Storeys• 1 Parking bay Per 100 m² of floor area

Light Industry	<ul style="list-style-type: none">• 75% Coverage• 2 Storeys• 1 Parking bay Per 100 m² of floor area
Government	<ul style="list-style-type: none">• 100%• 2-3 Storeys• Applicable parking standards to be approved by council as per the use of site

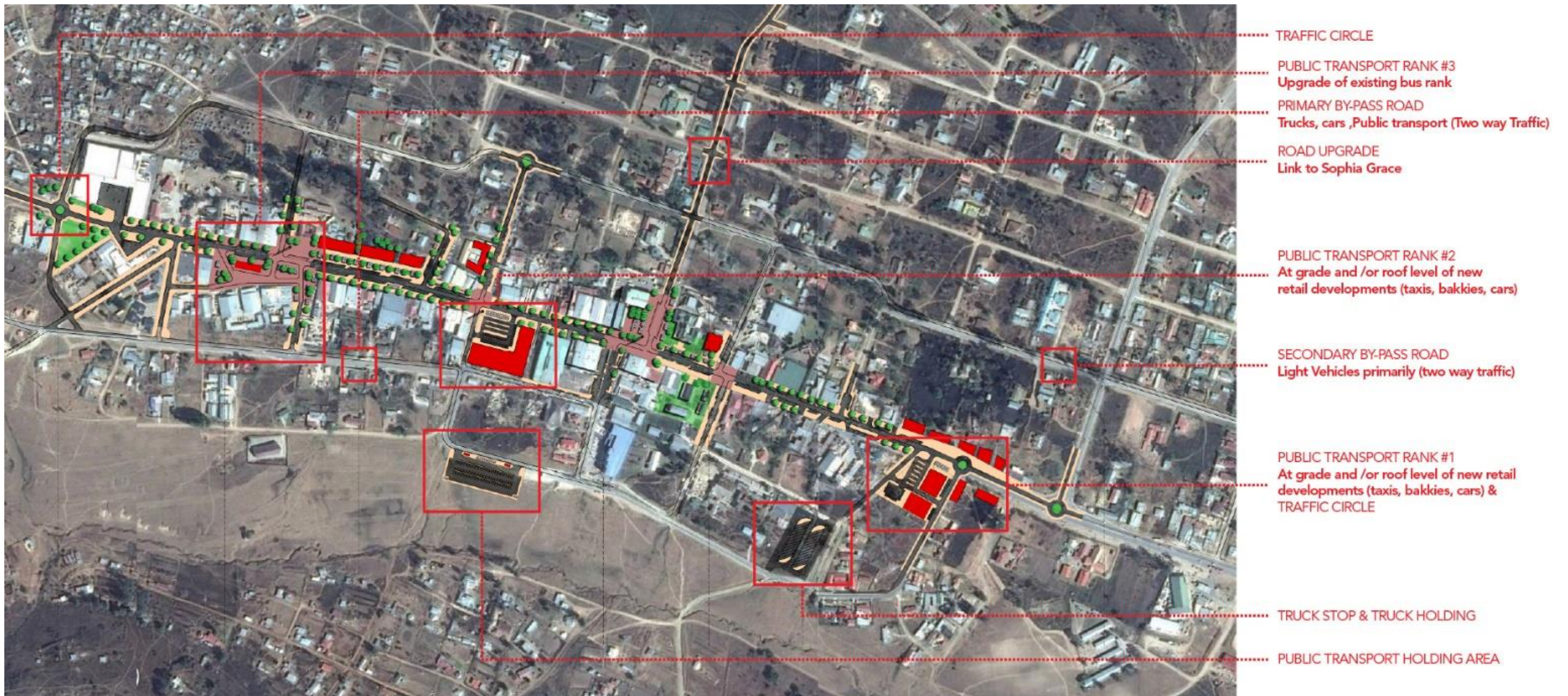


MOUNT FRERE
CALCULATING DEVELOPMENT POTENTIAL

• Land use restrictions adapted from Transkei Town Planning Scheme 1984

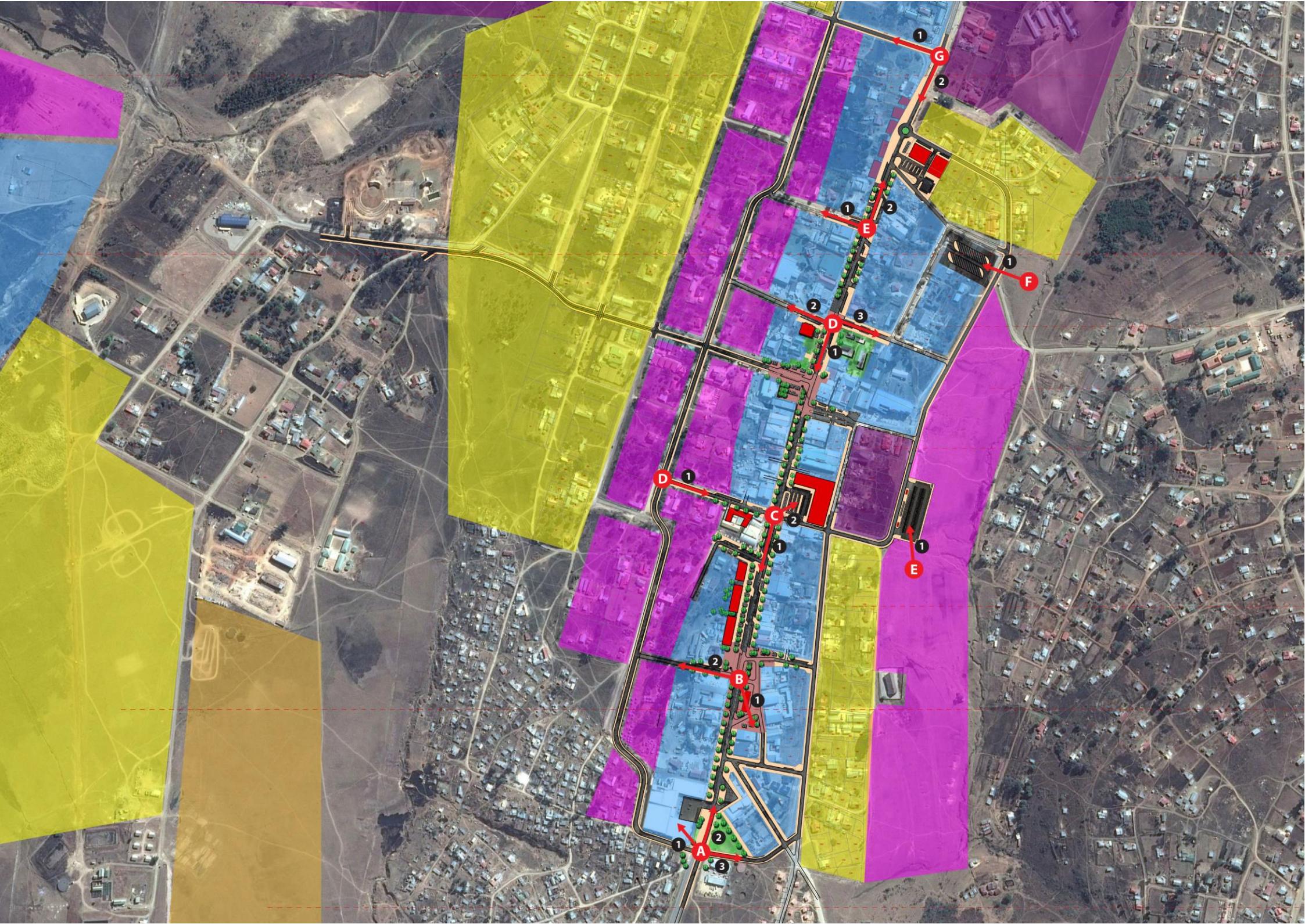


13.2.3. PRECINCT PLAN



13.2.4. 3D RENDERS OF DEVELOPMENT PROPOSALS

The plan below was developed for the reader to orientate themselves when viewing the 3D renders displayed on the next page.



13.2.5. 3D interpretation of MT FRERE proposed development

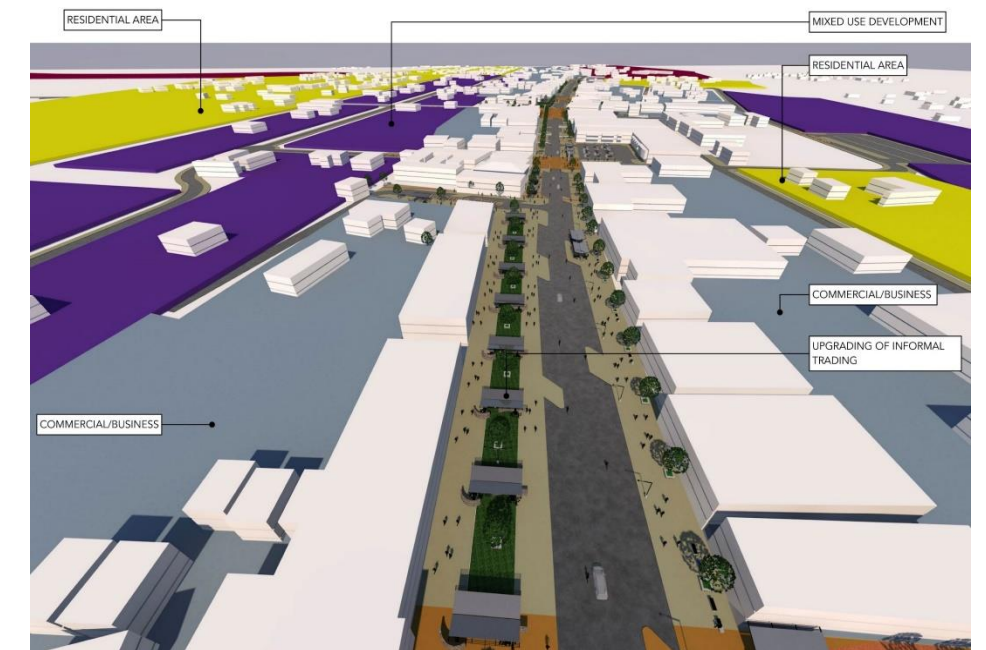
The plans below depict the renders developed for Mt Frere Town together with supporting land uses proposed for the town.



Birds eye view of Land use + 3D Proposal for the CBD



A2/3 - Street view of Traffic Circle and open space at entrance to town



Street upgrades proposed for the main street - Trading Facilities, Pedestrianised Walkways, and Street Furniture, Angled parking + Kerb Pull outs



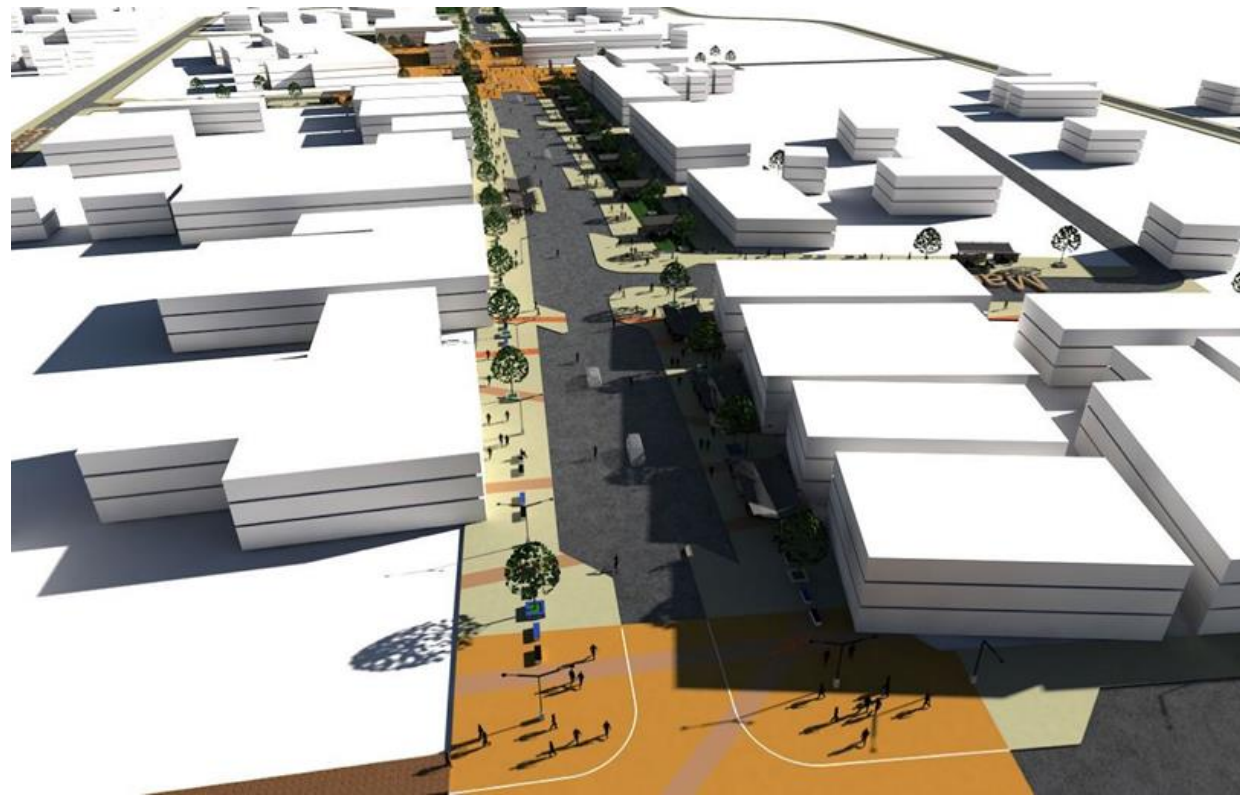
Aerial view of upgrade to Public Transport Rank (PT) 3



B2 - Street view of PT 3 View 1



B1 - Street view of PT 3 View 1



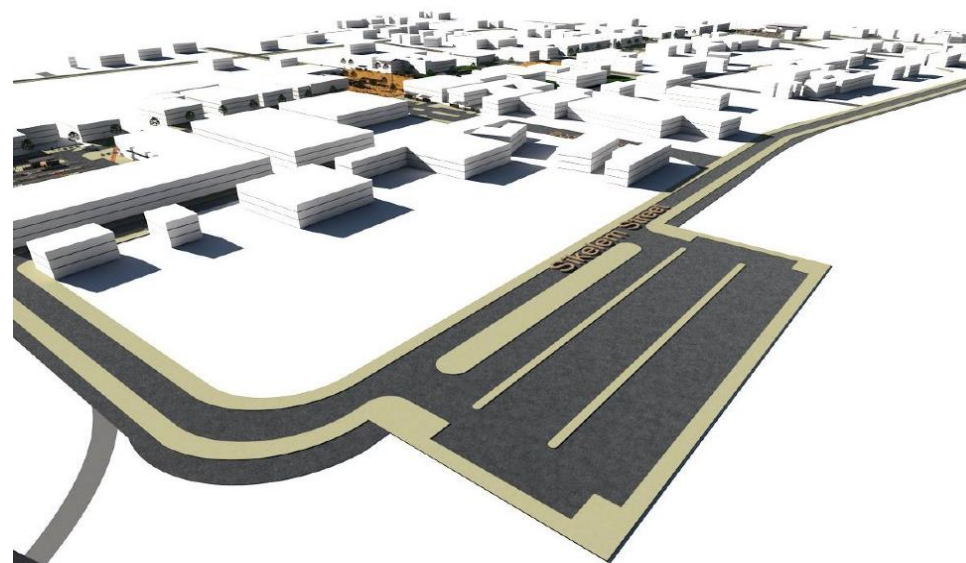
C1 - View from Intersection of New Mall Development (Rhino Cash & Carry) looking up the main Street



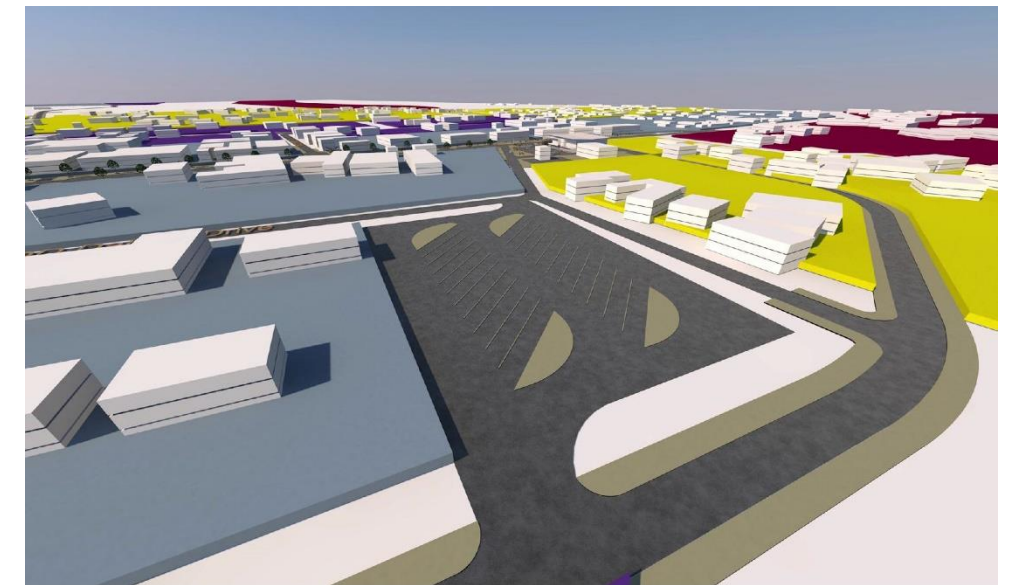
C2 - Proposal for Public Transport Holding Area 2 located at basement or Roof top Level of Mall Trading Facilities to be provided along Main Street Adjacent to Shopping Mall which will allow better movement of people with formalised spaces



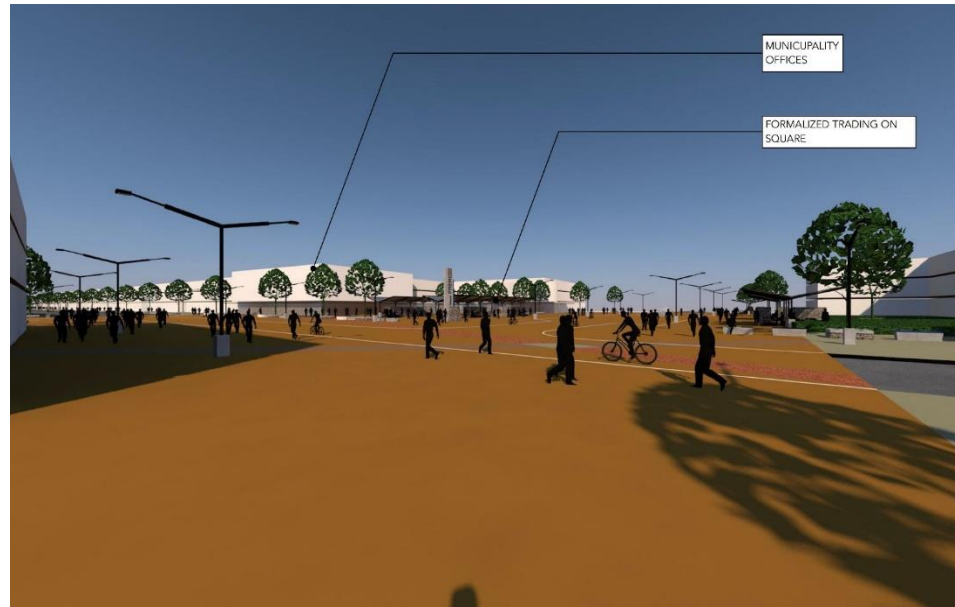
D1 - View of a side street reflecting Angled Parking and Pavement Upgrades to Facilitate pedestrian movement



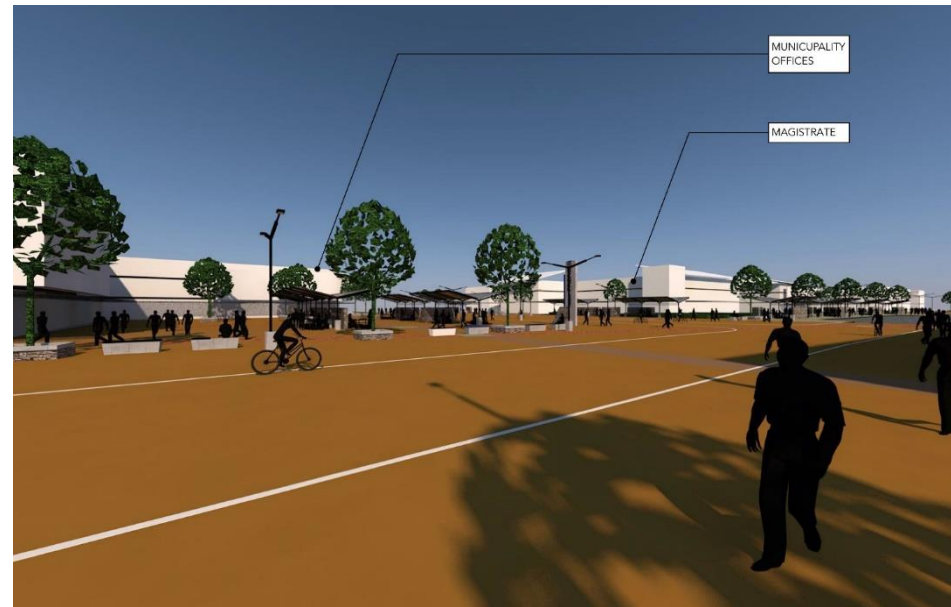
E1 - An alternate Public Transport Holding Area to the Shopping Mall Located Two Streets behind the Shopping Mall Development to divert traffic of the Main Street



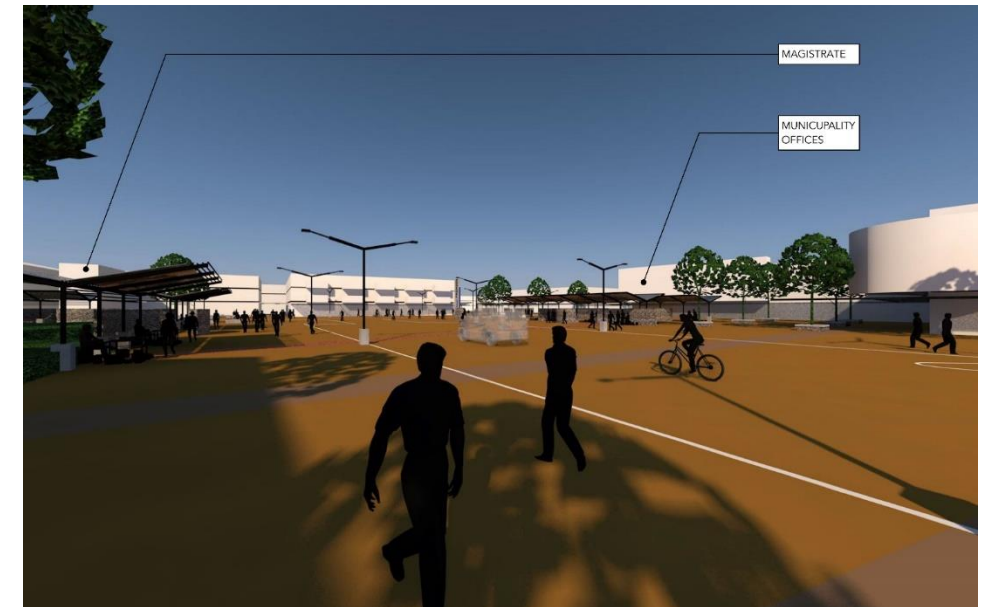
F1 - Proposed truck Stop & Truck Holding Area at Lower end of CBD Compulsory waiting area for trucks until the need for loading/off-loading arises



Street view of Civic Square Upgrade outside the Municipality View 1



Street view of Civic Square Upgrade outside the Municipality View 2



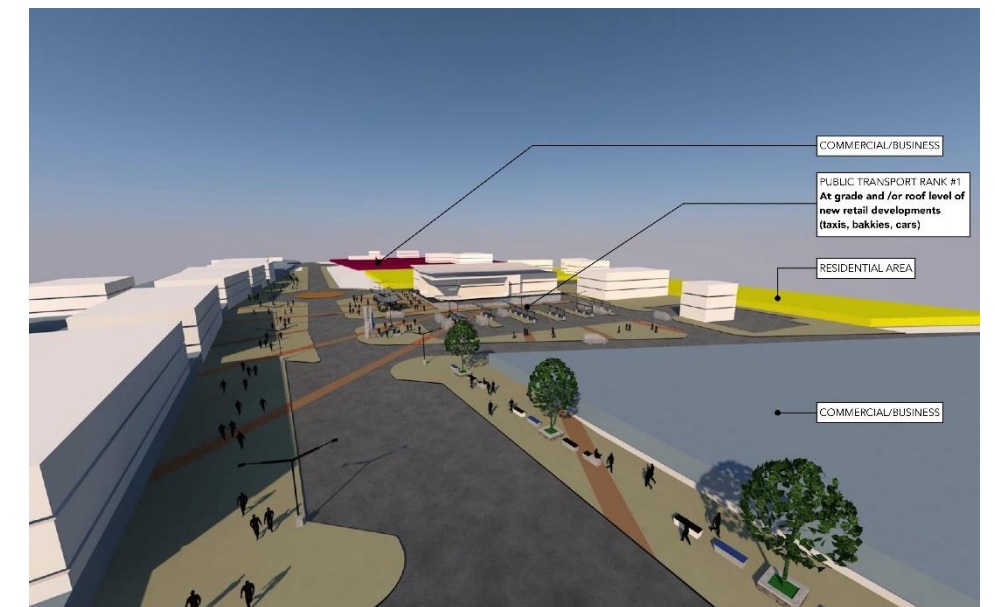
Street view of Civic Square Upgrade outside from Solis Street alongside ULM



View of Pedestrian and Trade Activity along Main Street supporting the Civic Square Upgrade



D3 - Intersection Upgrade at intersection after the Solis street Upgrade and Before the New Carlton Hotel



E2 - View of PT Rank 1 and supporting street upgrades

13.3. PHUTI JUNCTION

13.3.1. GOALS & STRATEGIES

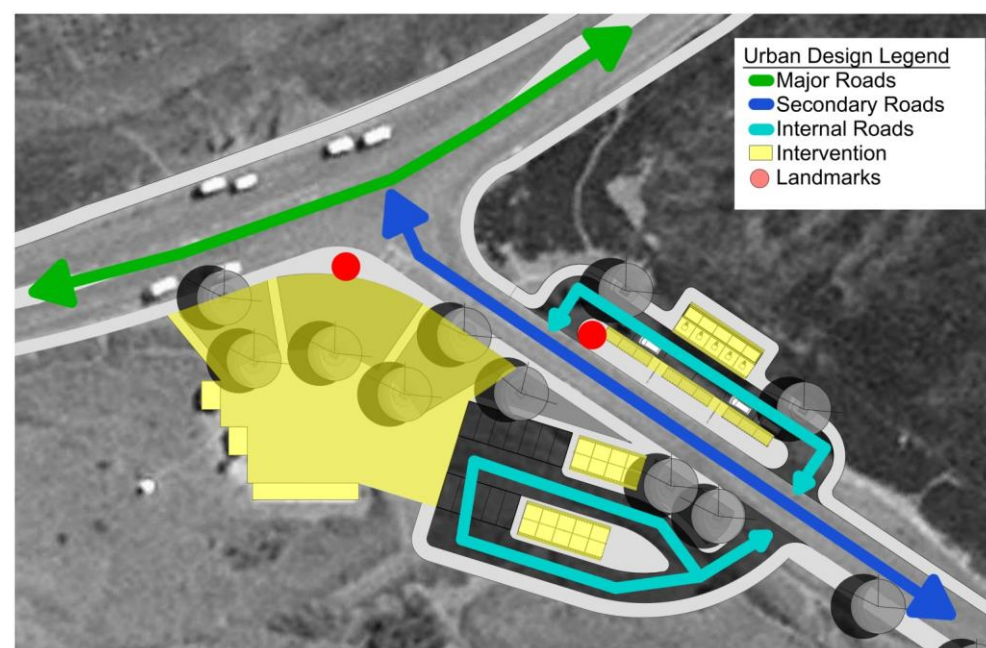
13.3.1.1. MOVEMENT & CONNECTIVITY

The node is positioned in a strategic intersection between the N2 and road to Ntabankulu. The intersection experiences high volumes of vehicular movement due to the presence of the N2 alongside the site. The issues surrounding traffic at Phuti Junction is unlike Mt Frere and Mt Ayliff which experience challenges surrounding congestion. The strategies to accompany the Phuti Intersection upgrade are aimed at:

- Offering safe commuter facilities
- Eliminating the trend of taxis pulling off on the side of the N2 to pick up and drop off passengers
- Formalising spaces for vehicles (in particular taxis) to pick-up and drop off passengers
- Exploit the opportunity which lies in the strategic link formed between Mt Frere, Mt Ayliff (via the N2) and Ntabankulu.

The overall intersection upgrade aims to promote Improved Accessibility & Transport Management through:

- Formalisation of Public Transport interchange with facility upgrade
- Upgrade to pavements and sidewalks to emphasise pedestrian priority
- Separation of pedestrian and vehicular movement
- Convenient parking for vehicles at the Eco Hub
- Commuter holding areas



The movement and connectivity which currently occurs at the junction is mainly associated with the N2 and road to Ntabankulu. The aim of the proposals are to formalise the internal movement patterns within the junction through holding areas, designates parking facilities and loading/off-loading spaces.



13.3.1.2. ECONOMIC STIMULATION

The intersection upgrade is aimed at formalising the current informal trade activities taking place. The inclusion of proper facilities delivers the potential of commuters and other road users supporting local business and igniting investor confidence. The proposed car wash development is one which aims to serve the local taxi owners functioning via these routes.

The Phuti Junction upgrade also presents opportunity for Job Creation & Economic development through:

- Formalised trading spaces for informal traders
- Local business to be accommodated within the Eco Hub
- Kiosk to support the Car Wash Proposal
- Commuter confidence increased to use Public Transport

13.3.1.3. BUILT FORM

Intersection Upgrade

The purpose of this urban design intervention, is the upgrading of the road infrastructure, formalization the informal trade along the main road as well as provide carwash and ablution facilities.

Place Making

In the case of place making creating a sense of community ownership and pride is crucial to the success of the intervention. Furthermore, the identity of the intervention should emphasis the intersection as an important node. The formalization the taxi rank, provides shading, facilities and ablutions for the Pedestrians, Taxi drivers and Traders thus making it a convenient an attractive junction.

Landmarks

Two landmarks are proposed for Phuti, the first is located on the N2 to indicate the intersection as a significant junction. The second is located at the proposed taxi rank to indicate the rank.

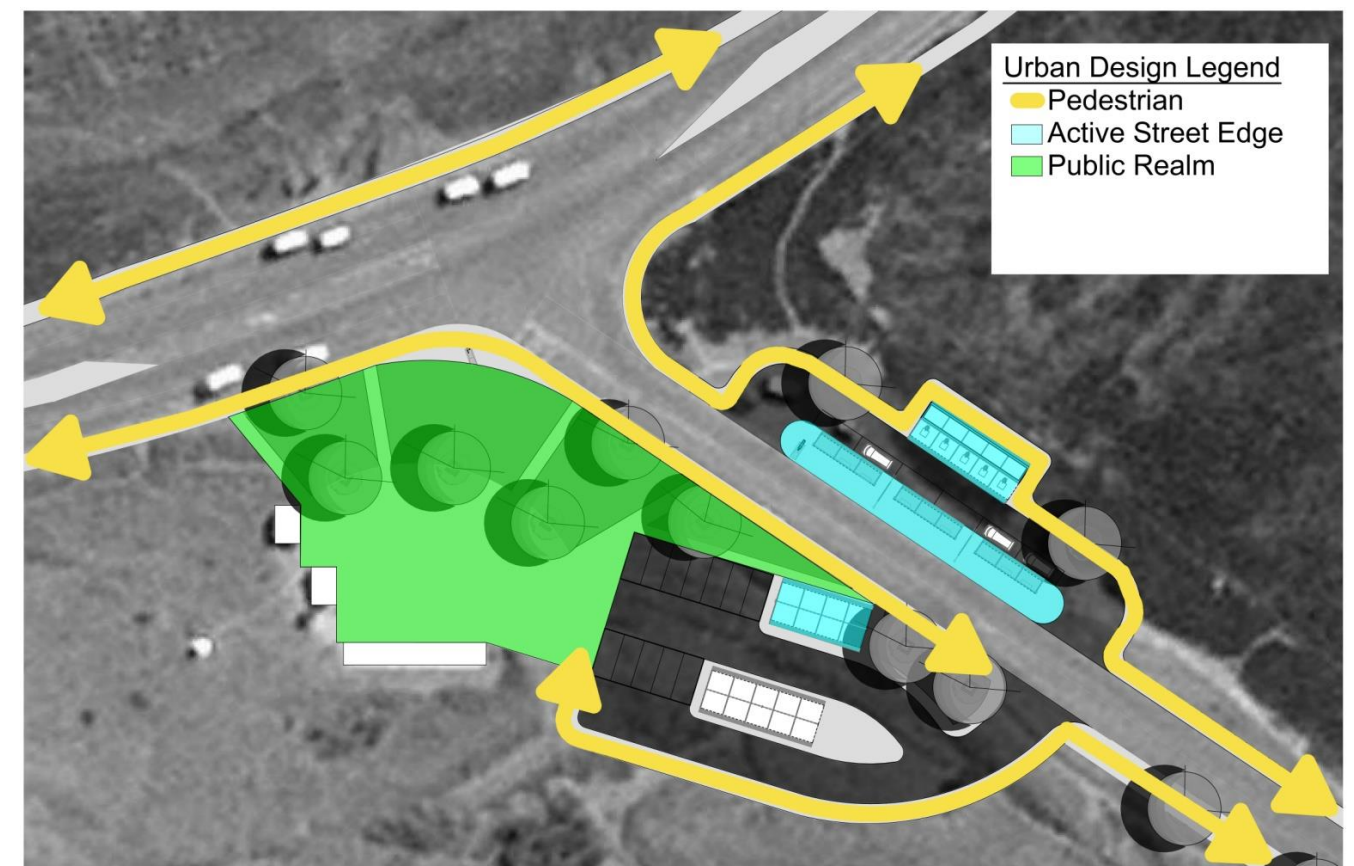
Active Edge

The addition of sidewalks along the main road, will provide for better movability as well as provide better access to the Carwash, Taxi Rank and Eco Hub Centre. The Formalization of the Traders along the main road provide an active street edge. The sheltered facilities provided for commuters make Phuti junction an appealing node for commuters and pedestrians alike.

Improved Safety & Security

Safety and security is a critical component especially when dealing with commuter well-being. It is for this reason that the following have been considered:

- Improved street lighting
- Secure trading facilities provided at rank and Eco Hub
- Visible policing by SAPS and Metro Police
- CCTV monitoring of the Eco Hub and Cr Wash Facility



Materiality

Upgrades to the Street, Taxi rank and Carwash should

- Express the regional context of the site.
- Express the Culture of the area
- The choice of landscaping, should reflect the local trees and vegetation of the area, by being indigenous to the site.
- Parks, Benches, Street lights, Taxi rank and Carwash should be of a similar design, to create unity within the intersection

The built form proposals are linked to the Trading facilities and holding areas around the Public transport interchange.



Been located opposite the lush forestry plantations Phuti Junction should complement the setting by promoting landscaping and greening at the intersection. The envisaged development for Phuti is one which encourages road users to stop over and for this basic open spaces with welcoming landscapes are to be promoted.



13.3.1.4. BEAUTIFICATION & PUBLIC SPACE

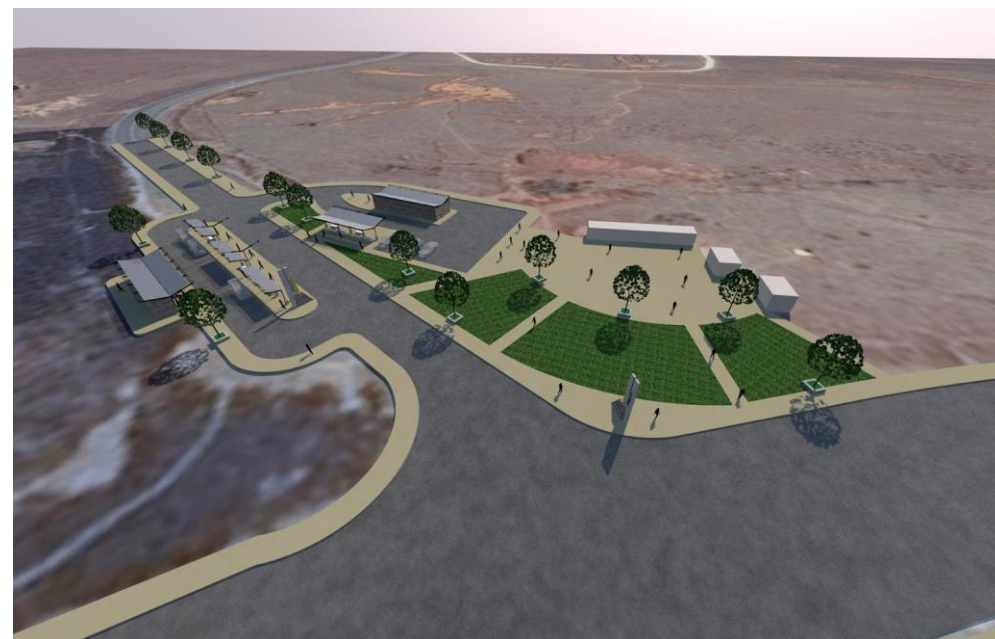
As depicted in the plans below the intersection aims to act as a pivotal landmark with incision of key urban design elements which ensures that it is public friendly and speaks to the local setting. Further attention is dedicated toward enhanced social amenities which include:

- The Eco Hub Kiosk and Car Wash which will attract people who desire a safe place to make a pit stop or enjoy refreshments in a local setting
- New street furniture (benches, bins, streetlights, trees)
- Upgraded public facilities, e.g. public toilets and open spaces for leisure
- The Phuti upgrade aims to formalise the current activity that already exists in coherent manner

13.3.2. PRECINCT PLAN



13.3.3. 3D INTERPRETATION OF PHUTI JUNCTION PROPOSED DEVELOPMENT



Aerial View of Phuti Junction Upgrade



View from N2 of Junction Upgrade with Open spaces proposed for Leisure and social well being



Upgraded Entrance to Phuti Junction



View of dedicated Pick-up & Drop-off point for Taxis with trading Facilities alongside

13.4. PHAKADE

13.4.1. GOALS & STRATEGIES

13.4.1.1. MOVEMENT & CONNECTIVITY

Due to the parking space provided at Phakade Junction there are no significant traffic related issues apart from the need for proper commuter and trading facilities to be included at the junction. The focus on movement and connectivity pays attention to the link between the N2 and the R394 as well as the promotion of pedestrian priority routes in and around the node.

The intersection upgrade will also promote improved Accessibility & Transport Management through:

- Formalisation of Public Transport interchange with facility upgrade
- Traffic calming through new cobbled surface, raised roadway platforms linking the rank and craft centre
- Separation of pedestrian and vehicular movement
- Convenient parking for visitors
- Commuter holding areas



Urban Design analysis, Roads, Districts and Landmarks.

Phakade Junction experiences a lot of vehicular activity and with the upgrade of the craft centre facility it is envisaged that the junction will experience even more activity. The main traffic related proposals considered surround proper parking management and a public transport interchange.



13.4.1.2. ECONOMIC STIMULATION

Due to Phakade Junctions strategic position as a gateway into the Eastern Cape from Kwa Zulu Natal the node holds large opportunity for economic growth. Phakade Junction enable the promotion of Job Creation & Economic development through:

- Formalised trading spaces for informal traders
- Local business to be accommodated within the Craft Centre Precinct

However, in addition to the above mentioned the upgrade of the craft centre is aimed at accommodating new buildings which will include a Tourism office and an office for the ward councillor. The formalisation of the Junction and in particular the Tourism Info Centre is aimed at promoting all tourism opportunities and product offerings within ULM. The overall upgrade is one which aims at promoting Umzimvubu and selling the brand of ULM to a broader market.

13.4.1.3. BUILT FORM

Intersection Upgrade

The Urban design proposal aims to formalize the taxi rank and upgrade the existing craft centre and to elevate the current node as a point of interest along N1 and the R394, which will allow for better navigation within the area. This will aid in promoting it as vital interchange of goods and transport and commuters.

Nodal Development

This intersection is considered to be the gathering point between the communities of Brooks Neck and Ndimakude. It also serves as a drop of point for commuters traveling to Port St Johns, Kwa Zulu Natal and Mt Ayliff. Phakade is situated 25km from Mt Ayliff and 24km from Kokstad, furthermore it is located at the intersection of the R394.

Place Making In Phakade

In the case of place making creating a sense of community ownership and pride is crucial to the success of the intervention. Furthermore, the identity of the intervention should be displayed in the architectural language. Both the taxi rank and the craft centre should be built to a relatable human scale and even more to a local scale.

The formalization of the taxi rank allows for better management of the transport hub within the nodal vicinity. Included into the taxi rank design will be a tower, to act as a landmark, and will also act as beacon of identification for the surrounding community.

The new addition to the craft centre aims to centralize the crafts into a main hub. In it will be provided new ablution facilities. The new addition to the craft centre includes a new centralized cluster of buildings, these spaces will consist of courtyards which will stimulate activity.

By setting back the building from the street, visitors can be drawn into the buildings, this building can later be repurposed as an information centre for the area, acting as a gateway for the region.

The new centre is positioned opposite the taxi rank connecting the two buildings.

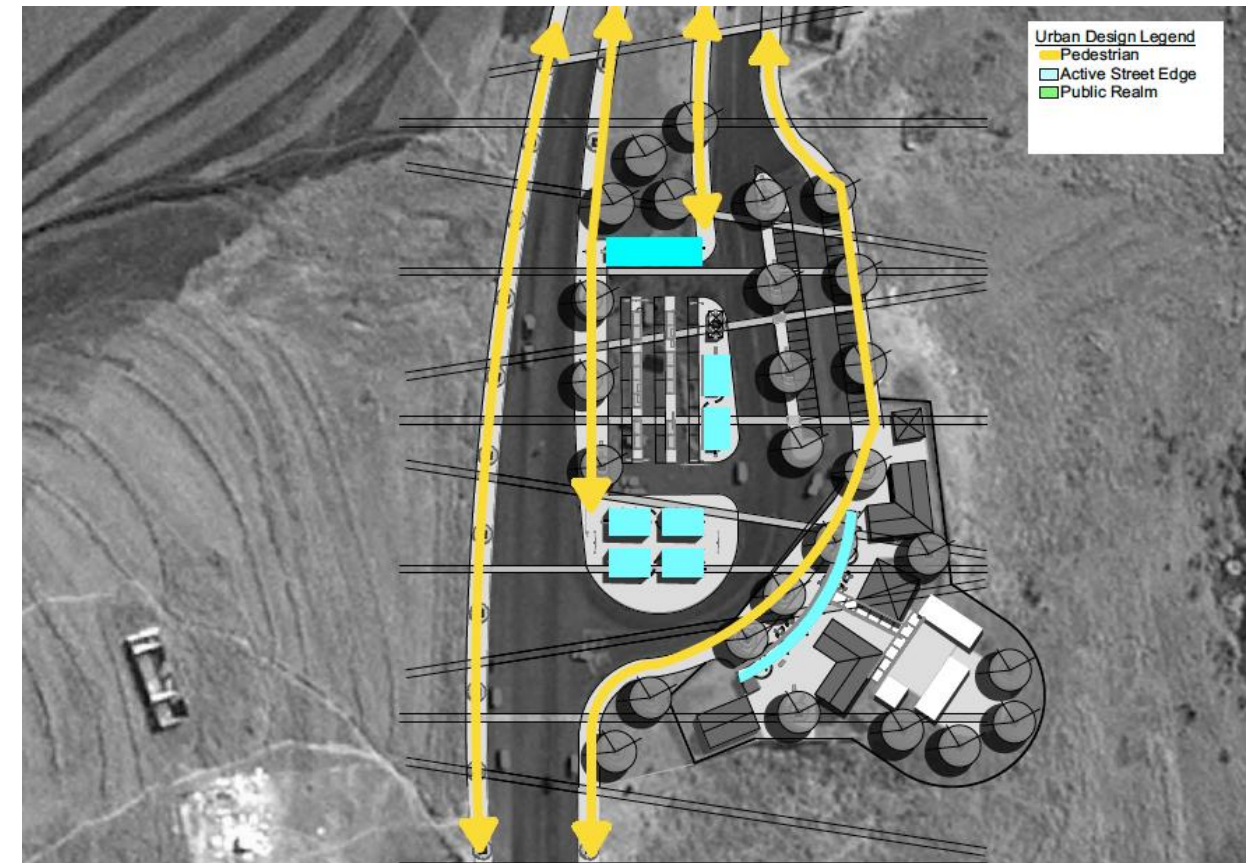
Landmarks

The addition of two landmarks to the site allows for better legibility to both vehicles and pedestrians alike. The aim of these landmarks provide points of navigation for vehicles traveling along the N2.

Active Edge in Phakade

Insertion of trees along the N1 edge allow for beautification, act as a sound buffer along the highway, as well as to provide shade for traders and pedestrians in the taxi rank. The addition of parking for visitors

along the R394, allows for better access and engagement with the craft centre. The addition of sidewalks along main roads, will promote better pedestrian movement within the site. A covered walk way is provided along the edge of the craft centre which acts as a gateway to the craft centre as well as provided shading for visitors.



Active Street edges (retail and informal trade) to promote pedestrian movement

Materiality

The New upgrade of the craft centre and taxi rank should consider the following

- Express the regional context of the site.
- Express the culture of the area by using products from the Arts centre
- The choice of landscaping should reflect the local trees and vegetation of the area by being indigenous to the site.
- The new upgrade should be of similar design, to create unity within the site.
- Emphasis should be placed on designable elements such as street lights, benches and architectural elements, as these contribute in establishing an identity for the area.
- Driving tourism in the area by marketing local product offering

Improved Safety & Security

The facility will need to be extremely secure as the junction will experience an influx of visitors to whom the experience they are given will impact the way they market the ULM and the Eastern Cape as a whole. The interventions aimed at making the area as secure as possible include:

- Improved street lighting
- Secure trading facilities provided at rank and Craft centre
- Visible policing by SAPS and Metro Police
- CCTV monitoring of the craft centre
- Limited access and trading hours



The built form proposals made at Phakade Junction include the facilities to be installed at the Public Transport interchange and the upgrade of the Craft centre. The proposals will adopt design which speak to the nature and setting of the area.

13.4.1.4. BEAUTIFICATION & PUBLIC SPACE

Phakade's desired function to form a Landmark and Gateway into ULM can only be achieved by transforming it into a destination which people are attracted to. Such is aimed at achieving through Enhanced Social Amenities which include:

- The craft centre accommodating businesses which will attract people through a unique product offering
- New street furniture (benches, bins, streetlights, trees)
- Upgraded public facilities, e.g. public toilets

- The Phakade upgrade is aimed at becoming a focal point of the area with a hive of activity socialising between locals and visitors
- The interaction between the craft centre and the taxi rank is encouraged by means of surfacing and dedicated pedestrian accessibility



It is also necessary that landscaping and greening are achieved through inclusion of shaded areas and natural open spaces for visitors, commuters and traders alike. A key focus at Phuti Junction was for the area to be pedestrian friendly. This created the need for focus on open spaces and dedicated areas for recreation and relaxation.

13.4.2. PRECINCT PLAN



Urban Design 2D Render of Development Proposals

FORMALIZING OF
TAXI RANK

INFORMAL
TRADE

NEW BUILDINGS OF CRAFT CENTRE
ABLUTIONS TO BE INCLUDED

13.4.3. 3D INTERPRETATION OF PHAKADE PROPOSED DEVELOPMENT

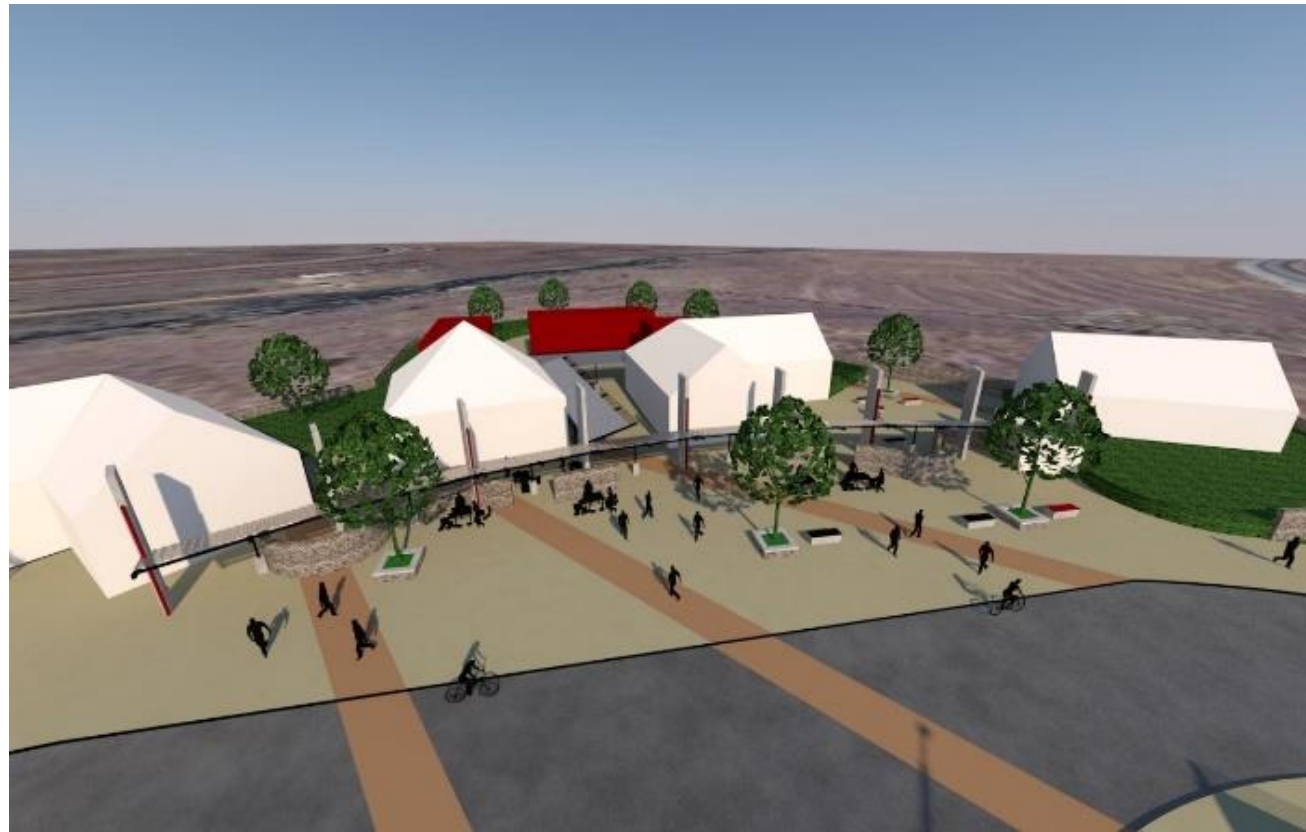
The aerial view of Phakade de Junction gives rise to the idea of the nodal area acting as a landmark along the N2. The upgrade characterises the area as a gateway into the Eastern Cape if one is approaching from Kwa Zulu Natal. The various urban design proposals employed ensure that it speaks to the existing character of the surrounds.



View of Phakade with Intersection between N2 and R 394 View 2



View of Phakade with Intersection between N2 and R 394 View 1



Aerial view of the Craft centre upgrade with facelift and entrance upgrade



Street View of Phakade Junction Craft Centre Upgrade



View of the proposed mix of activity to accompany the Upgrade between pedestrians, commuters, traders and visitors



Sheltered Facilities to be provided for traders

13.5. NTENETYANA DAM

13.5.1. GOALS & STRATEGIES

13.5.1.1. MOVEMENT & CONNECTIVITY

Ntenetyana Dam is located approximately 30-35 Km from Mt Frere however the Dam is only accessible via a gravel road which acts as a deterrent for many people wanting to visit the Dam. In aiming to curb this issue the following interventions are aimed at improving Accessibility & Transport Management:

- Currently the gravel road is the only existing point of entry to the study area which requires formalisation and regular grading of the route to permit the perceived influx of people to visit the site
- Designated pedestrian pathways and routes at the site
- Sufficient parking areas and routes for vehicles visiting the site



Movement and connectivity at Ntenetyana Dam are focused on the internal movement patterns linked to the facility. In addition to these proposals will be the main road giving access to the facility.

13.5.1.2. ECONOMIC STIMULATION

Ntenetyana Dam will need to be marketed to a local, national and international audience in order for it to be a successful development and most importantly a viable one. The direct economic impacts of the proposed development are through Job Creation & Economic development which entail:

- The local community given preference for any employment opportunities arising from the development

- The Resort development to be a local asset from which funds can be generated
- The facility is expected to create a total of 198 employment opportunities through direct and indirect opportunities

13.5.1.3. BUILT FORM

Proposed Development

The aim of this intervention, is to incorporate conference and accommodation faculties. Furthermore, the proposal explores the possibility of including day visitor facilities. Included in the proposal is the upgrading of the current road infrastructure leading to the site.

Proposed Development

In the case of place making, the conference facilities being provided at the Ntenetyana, will aim to empower the community. Secondly the conference centre can provide an identity from the community, as well as becoming a catalyst for other developments to occur. The development is situated away from the busy CBD of the towns and it is for this reason that the unique setting is believed to be critical element of place making.

Landmarks

Two landmarks are proposed for the development, the first situated at the entrance of the conference centre allows for better legibility for passing motorist creating greater exposure to the facilities provided. The second landmark will be provided at the between the conference and restaurant, this land mark will allow from better legibility and navigation within the proposed conference centre.

Materiality

Buildings and Upgrades proposed for the Ntenetyana should:

- Express the regional context of the site.
- Express the Culture of the area
- The choice of landscaping, should reflect the local trees and vegetation of the area, by being indigenous to the site.
- The development of the conference centre and accommodation facilities needs to reflect the surrounding community culture.

Public Realm

The public realm is located to the north of the site, this allows for better access to the dam, this space is accompanied by ablution, picnic and braai facilities. This allows for a clear distinction between the public space and the more private accommodation.

Improved Safety & Security

The safety of overnight and day visitors need to be ensured in order to market Ntenetyana Dam in a



Public Realm and Pedestrian movement

positive light and also to provide a positive visitor experience. Such can be achieved through:

- The facility been fenced and entrance to be permitted by a security guard
- Ample lighting provided to ensure visibility at all times
- Day visitor facility to have strict opening and closure times
- Security patrolling the area to ensure upkeep and rules obeyed when using the facility

The builtform proposals are linked to the Accomodation, Conference facilities and restaurants. There will also be a need for a huard house and ablution facilities for day visitors.



13.5.1.4. BEAUTIFICATION & PUBLIC SPACE

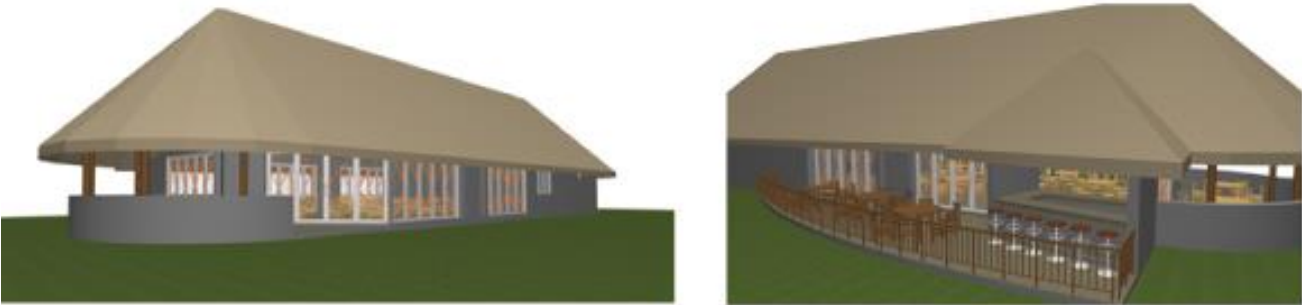
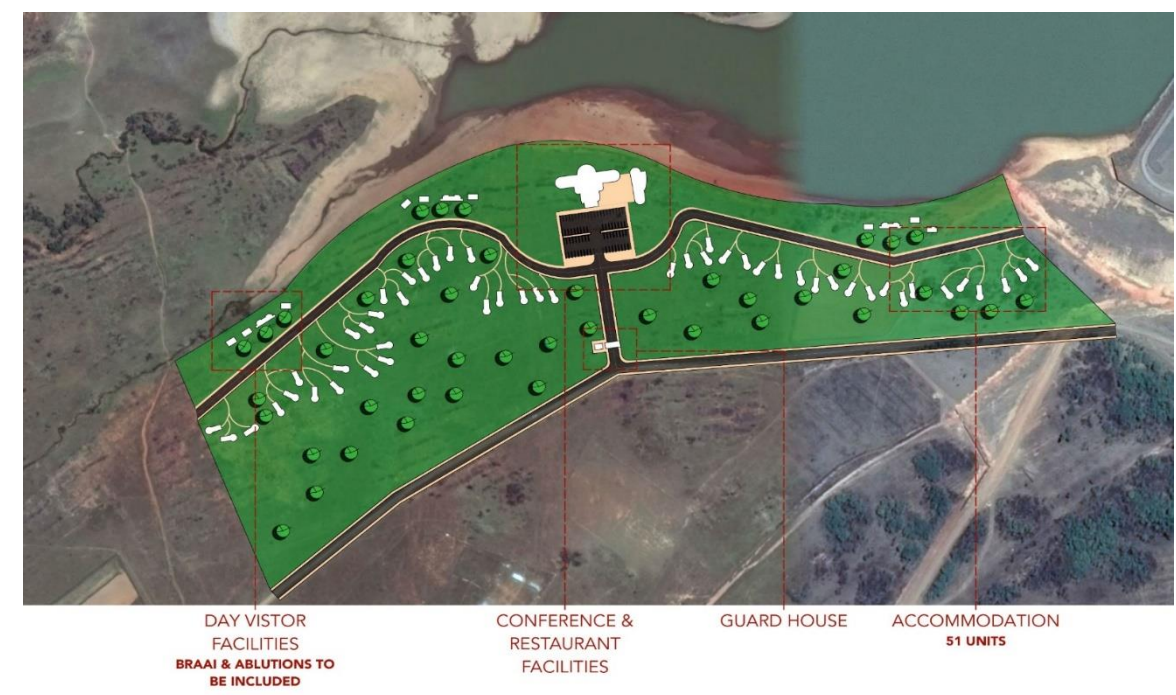
The serene and tranquil setting delivered at Ntenetyana Dam is one which leaves an unforgettable memory imprinted in the mind of the visitor. The design of the facilities are influenced by the surrounding rural setting with an urban edge for a unique experience. The enhanced social amenities on the site will include:

- The day visitor area which is aimed at being a popular spot in ULM for the public to enjoy for leisure and recreation
- The conference facility is aimed at becoming a desired destination for locals to host weddings and other gatherings as well as for use by companies and government departments.



The landscaping proposals are imperative for the study area. The Dam is in a serene setting and surrounded by mountains and trees. Thus, the greening initiatives proposed within the study area need to complement the setting. The landscaping needs to be accommodated in such a way that it acts as natural shade cover for day visitors.

13.5.2. PRECINCT PLAN



Proposed Restaurant Development to accompany the Ntenetyana Dam Proposal

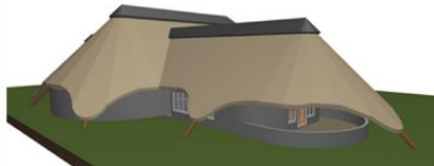
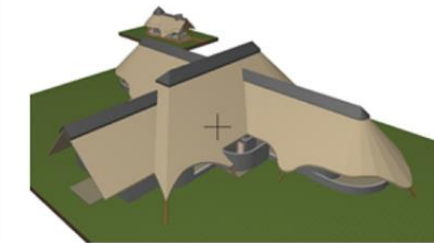
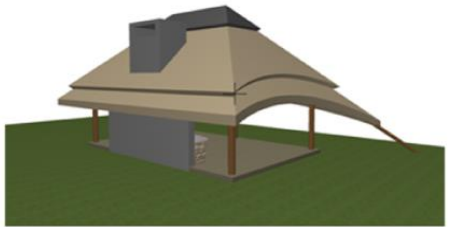
13.5.3. 3D INTERPRETATION OF NTENETYANA DAM PROPOSED DEVELOPMENT



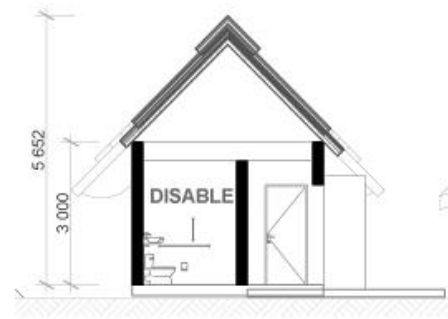
Aerial view of the Ntenetyana Dam Proposal



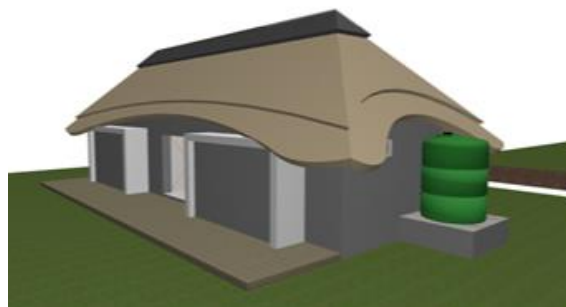
SECTION



Render of Lappa Area and Conference Venue



SECTION



Ablution Block Design



Design of Accommodation

14. IMPLEMENTATION FRAMEWORK

14.1. IMPLEMENTATION STRATEGY

The implementation strategy for the ULM Precinct Plans is based on a number of key interventions that are considered necessary in order to initiate and/or consolidate development investment spatially within the study areas in a manner that reinforces sustainable economic growth objectives in the Umzimvubu IDP and that are necessary to create employment and reduce poverty. In aiming to set the tone of the implementation plan it is worth while taking heed of ULM's strategic goals as per the IDP:

STRATEGIC FOCUS

1. *Financial viability*

To achieve a 100% of rate collections by the end of the 2017, consistently (over the five years) maintain the unqualified audit status rating by the auditor general and to earn the clean audit political tag.

2. *Good Governance*

To strengthen the ULM's IGR participation and influence to improve collaboration with government departments at provincial and national levels in order to coordinate service delivery on concurrent and functions performed by other spheres.

3. *Institutional development and transformation*

To enhance public participation and inclusivity in support of ULM programmes to deepen democracy and the partnership between the municipality, communities and all stakeholders, to build the municipality's profile as a caring and employer of choice to current and prospective employees (through skills retention, skills development, wellness programmes, sound labour relations, recognition of good performance, etc.), To undertake the transformation of the municipality's systems and policies across the board, as a cornerstone of building a modern and world-class developmental organisation, To promote, deepen and champion the understanding of pacd values and *Batho Pele* principle as the foundation for transforming the way things are done and the things that are done in and on behalf of the municipality,

4. *Local Economic Development*

The development of agriculture as a primary and number one economic base for the municipality, To sustain EPWP financed and run programmes and project beyond the partnership through effective planning and prudent budgeting, To create conditions that are conducive for investment and to attract investors for job opportunities and other economic development, To increase business opportunity of local businesses (SMME) through ULM SCM policies and processes, To develop a comprehensive spatial planning (environment) the entire municipality including rural areas, The

5. *Service delivery improvements*

To facilitate the development of middle income and social housing in the two urban towns of the municipality to create space to a boom of middle income citizens brought by the relocation of provincial departments to the municipality, To facilitate the development of middle income and social housing in the two urban towns of the municipality to create space to a boom of middle income citizens brought by the relocation of provincial departments to the municipality, To develop a modern civic centre with conference facilities to ensure the reduction of reliance on other municipality's and the KZN province, To sustain the access roads maintenance programme and build on this success in coordinating efforts to modernise the municipality's road network, To expand the municipality's service offerings to include municipal services previously not performed by the municipality, To coordinate bulk services provisioning and eradication of backlogs .e.g. Electricity, water and sanitation to.

14.2. IMPLEMENTATION GUIDELINES

For the successful implementation of the Precinct Plans the following guidelines have been proposed which speak to the manner in which the proposed projects are intended to unfold and be executed.

- Drive development and growth through proactive planning and strategic investment.
- Coordinate, integrate and align activities and energies of all key stakeholders.
- Release land for development in a coordinated manner.
- Align public investment for infrastructure, transportation, housing
- Prioritise more detailed levels of planning in areas that will require rezoning.
- Enforcement of recommendations and By-laws

1. *Driving Development and Growth*

The strategic position of Umzimvubu been located in close proximity to Kwa-Zulu Natal and having the N2 in close proximity to Mt Ayliff and dissecting Mt Frere. This unlocks the potential to make a significant contribution to the spatial restructuring of Umzimvubu and the two towns alike. However, in order to exploit its strategic position the towns need to focus on: accommodation of urban and rural settlement growth and expansion; the generation of local economic investment and employment; and the protection of environmental and agricultural assets. This potential will not be realised, however, if development is allowed to occur in an uncontrolled manner.

The Municipality has, however, through the ULM Precinct Plans, initiated a process which is proactive and forward looking by identifying and assessing long term needs for land release and for associated infrastructure and transportation requirements. However, the efficient and sustainable development of the study areas will require ongoing significant, strategic and proactive intervention by the Municipality, in

conjunction with other key role players, to drive development and growth, to change the nature of planning and development and to influence the spatial redirection of both private and public investment within a marginalised rural setting.

The institutional context and projected growth pressures and development needs within Umzimvubu requires that the Municipality takes a firm and clear stand on leading and initiating change in those areas of development and/or management that are resulting in negative impacts in the area and on the uncertainty of investment and the resident community.

Other stakeholders will need to be involved, encouraged and supported, but the Municipality together with supporting institutional partners will need to intervene initially to show commitment to the growth, development and restructuring of the study area Umzimvubu. ULM has to date been taking steps in this direction, however it is now required that municipality take necessary measure in order to stimulate their local economy over and above the spatial interventions proposed.

As has been previously noted, the towns are nowhere near their maximum development potential. Large tracts of land are still under land claims and act as a major constraint to development. That been said, significant opportunity for densification are present within the CBD core and in close proximity

This will in turn need to be supported by the requisite institutional capacity, financial resources and political will to ensure orderly and sustainable development, and to initiate and deliver projects, in accordance with the provisions of the Precinct Plan.

2. Coordinate, Integrate and Align Stakeholders

In the first instance, it will be necessary for the Municipality to take the lead through playing an active coordinating and directing role in Mt Frere and Mt Ayliff. In this regard, three areas of co-ordination should be targeted:

Alignment of Municipal Stakeholders:

The objective is to ensure that all municipal sectors are made fully aware of the Precinct Plans initiative and that their respective planning and budgets reflect the intentions of the initiative. The PSC for this project could be the initial co-ordinating mechanism.

Alignment of other key Public Stakeholders

All provincial and national spheres of government and parastatals should be made fully aware of the Precinct Plans initiative and urged to align their respective planning and budgets to reflect the intentions of the initiative.

Co-ordination of Private and Community Stakeholders:

A development forum consisting of key public and private sector development stakeholders in the area should be established in order to confirm and communicate a common direction for the ULM study areas

and to achieve a greater level of coordination with respect to individual stakeholder investment objectives. The ground work for achieving this sphere of co-ordination has already been completed through the data base formed from the Investor Conference. The objectives of the forum should be based on the following principles:

- Understanding and supporting existing energies and strengths of all stakeholder groups (ULM, business, community and conservation groups, Departments of Transport, Human Settlements, Agricultural and Environmental Affairs and COGTA, etc.). Establishing what initiatives exist/or require establishing and communicate how the Precinct Plan fits into municipal priorities.
- Focusing investment sectorally and spatially identifying and agreeing on common areas for both new development areas and for brownfields development and/or redevelopment. **This process has already been executed to a large degree through introducing proposed developments at the investor conference.**
- Integrating investment by promoting projects and initiatives that mix public and private investment, where necessary, to achieve common goals.
- Shared benefits by ensuring that all stakeholders benefit from opportunities for development created by public investment.

3. Develop a Land Release Approach

An effective land release approach is required in order to release land for development in a co-ordinated manner that will achieve the development objectives of the Precinct Plan. This will need to focus on:

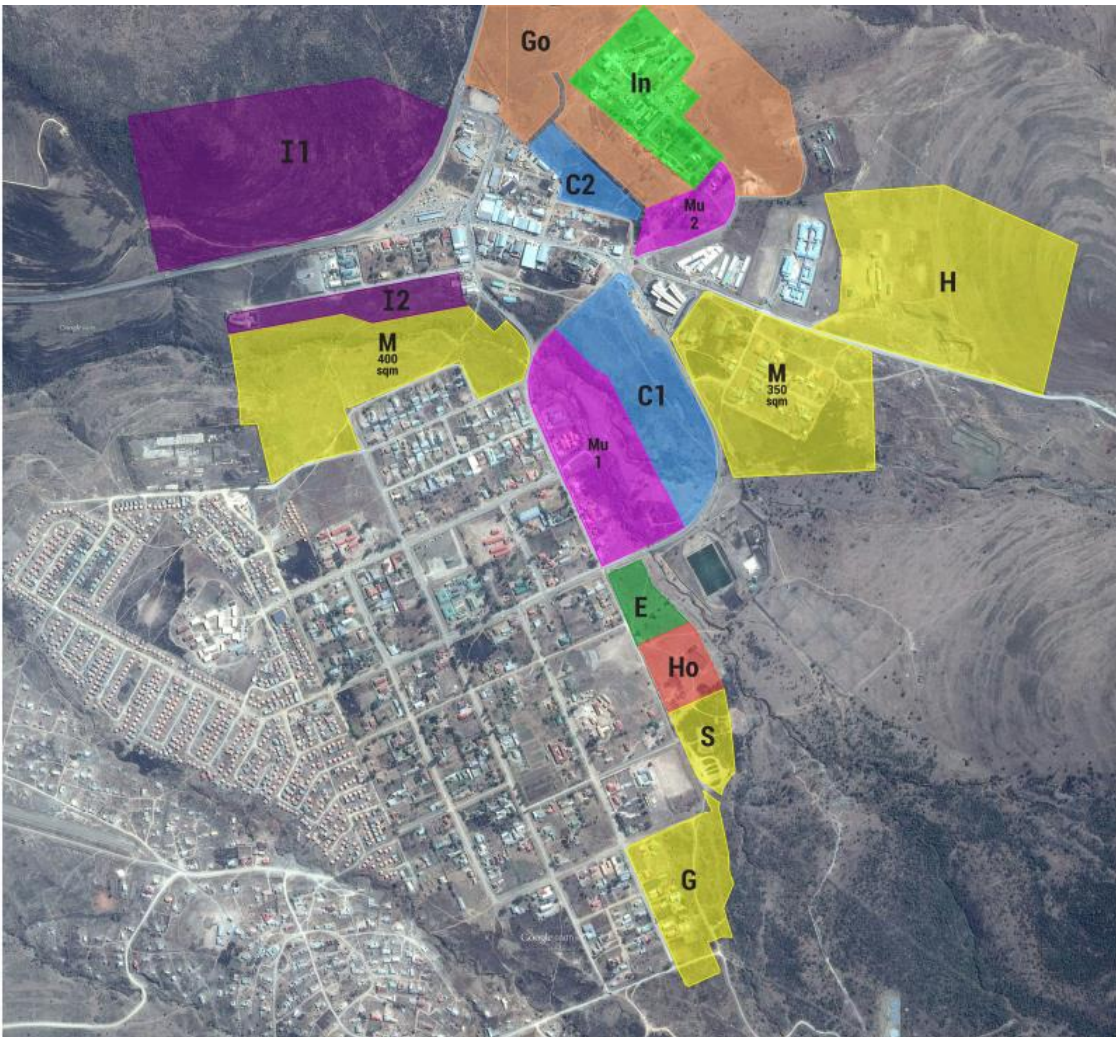
- Where land should be released for development?
- How much land should be released?
- What types of uses should be promoted?

Where should land be released for development?

The release of land for urban and rural development has been informed by the objectives of the Precinct Plans as they relate to the establishment of compact and integrated developments. However, it has also been considered in the light of the commitments and stated intentions of the ULM, other government entities and the private sector will need to be involved in the process.

The key element of the land release approach is to release land for both residential and non-residential purposes in a manner that consolidates the existing fragmented urban form and that concentrates development around the main transportation spines and nodes within the area. It is necessary for there to be a shared commitment to this as both the state and private sector stakeholders have previously struggled to deliver development informed by these sustainability imperatives. In this context, priority should be given to releasing land in areas where market demands intersect with infrastructure capacity

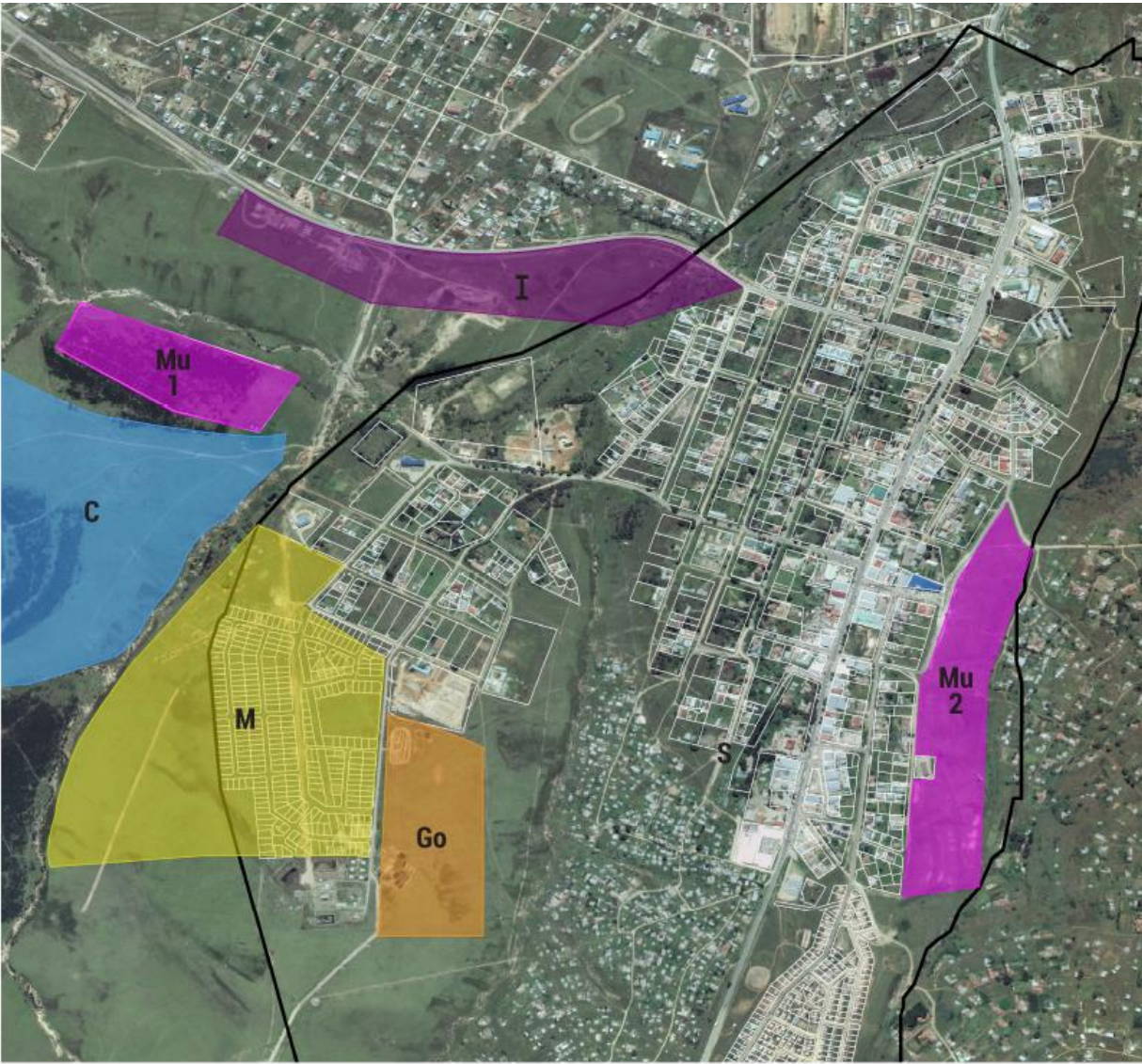
or where infrastructure can be easily extended whether it is by the private sector or public sector or in some form of partnership. The identified land parcels below and as we have seen in the Previous sections have been earmarked for immediate release and are priority projects in the development agenda for the towns.



MOUNT AYLIFF
CALCULATING DEVELOPMENT POTENTIAL

* Land use restrictions adapted from Transkei Town Planning Scheme 1984

H HIGH INCOME HOUSING Area - 20.6Ha; Dev Area (less 35%) - 13.3Ha; No. of Sites - 13.3Ha / 700sqm = 190 sites	M MIDDLE INCOME HOUSING Area - 16.5Ha; Dev Area (less 35%) - 10.7Ha; No. of Sites - 10.7Ha / 400sqm = 268 sites	M MIDDLE INCOME HOUSING Area - 13.3Ha; Dev Area (less 35%) - 8.6Ha; No. of Sites - 8.6Ha / 350sqm = 245 sites	S HIGH DENSITY SOCIAL HOUSING Area - 3.4Ha; Dev Area (less 35%) - 2.2Ha; Dw/Ha - 70; Total Units - 70 x 2.2Ha = 154	G GATED COMPLEX Area - 4.3Ha; Dev Area (less 35%) - 2.8Ha; Dw/Ha - 50; Total Units - 50 x 2.8Ha = 140
C1 COMMERCIAL LAND USE* Area - 8.5Ha; Dev Area (less 35%) - 5.5Ha; Coverage (75%) = 4.14Ha; Height = 2-3 Storeys	I1 INDUSTRIAL LAND USE* Area - 12.1Ha; Dev Area (less 35%) - 7.8Ha; Coverage (75%) = 5.8Ha; Height = 2-3 Storeys	Mu1 MIXED USE (General Business)* Area - 9.35Ha; Dev Area (less 35%) - 6Ha; Coverage (80%) = 4.8Ha; Height = 2-3 Storeys	Go GOVERNMENT PRECINCT* Area - 20.8Ha; Dev Area (less 35%) - 13.5Ha; Coverage (100%) = 13.5Ha; Height = 2-3 Storeys	
C2 COMMERCIAL LAND USE* Area - 2.64Ha; Dev Area (less 35%) - 1.7Ha; Coverage (75%) = 1.27Ha; Height = 2-3 Storeys	I2 INDUSTRIAL LAND USE* Area - 2.5Ha; Dev Area (less 35%) - 1.6Ha; Coverage (75%) = 1.2Ha; Height = 2-3 Storeys	Mu2 MIXED USE (General Business)* Area - 2.5Ha; Dev Area (less 35%) - 0.8Ha; Coverage (80%) = 0.64Ha; Height = 2-3 Storeys	In INSTITUTIONAL PRECINCT Area - 7.1Ha; Dev Area (less 35%) - 4.6Ha; Coverage (50%) = 2.3Ha; Height = 2-3 Storeys	
E PRIVATE SCHOOL (Education)* Area - 2.1Ha; Dev Area (less 35%) - 1.4Ha; Coverage (50%) = 0.7Ha; Height = 2-3 Storeys	Ho PRIVATE HOSPITAL (Institutional)* Area - 2.7Ha; Dev Area (less 35%) - 1.8Ha; Coverage (50%) = 0.9Ha; Height = 2-3 Storeys			



MOUNT FRERE
CALCULATING DEVELOPMENT POTENTIAL

* Land use restrictions adapted from Transkei Town Planning Scheme 1984

M MIDDLE INCOME HOUSING Area - 61Ha; Dev Area (less 35%) - 40Ha; No. of Sites - 40Ha / 700sqm = 571 sites	Go GOVERNMENT PRECINCT* Area - 11.4Ha; Dev Area (less 35%) - 7.41Ha; Coverage (100%) = 7.41Ha; Height = 2-3 Storeys	C SHOPPING CENTRE (Commercial)* Area - 131Ha; Dev Area (less 35%) - 85.2Ha; Coverage (75%) = 63.9Ha; Height = 2-3 Storeys	Mu1 MIXED USE (General Business)* Area - 18.2Ha; Dev Area (less 35%) - 11.83Ha; Coverage (80%) = 9.5Ha; Height = 2-3 Storeys
	Mu2 MIXED USE (General Business)* Area - 16Ha; Dev Area (less 35%) - 10.4Ha; Coverage (80%) = 8.32Ha; Height = 2-3 Storeys	I LIGHT INDUSTRIAL* Area - 32.6Ha; Dev Area (less 35%) - 21.2Ha; Coverage (75%) = 15.9Ha; Height = 2-3 Storeys	

How Much land should be released?

It should be noted that a proportion of the above land supply quantum will be undevelopable due to physical or environmental constraints, some lands may also not be released due to market factors or

competing land uses and the development of certain lands may also be delayed due to zoning or servicing constraints.

The supply of lands over the next 5 to 10 years should accordingly provide for the supply of additional lands in excess of estimated demand to ensure that there will be sufficient lands available to service development demands in the future. It also for this reason that a mixture of land use proposals have been identified in order to promote diversity and speak to the future needs of the towns.

It will be important to provide for the phasing and orderly development of lands. This will be guided by the phasing provisions in the next section of the implementation Plan. This requires the employment of good planning principles in relation to proximity to existing development, avoiding leapfrogging, access to transport and infrastructure, etc.

The exact phasing of development by private developers in the targeted areas are expected to take place within the next 5 years. However, it will be difficult to predict unforeseen challenges and therefore an approach should be adopted that provides for a level of flexibility within the targeted areas. Such an approach provides for a 'window' of development opportunities that can be sustainably serviced and allows for a developer to choose where within the 'window' development will occur. It is also important to note that many of the developments are aimed at been funded through public enterprises.

Such needs to be noted as prompt receipt of funding could result in developments taking place before the expected specified window. The case of Mt Ayliff is a prime example, been identified as the desired destination for relocation of government offices from Kokstad. This warrants the need for proposed developments to be fast tracked in order to speak to the needs of an increasing population.

What type of uses should be promoted?

In present day development processes the overwhelming demand from the private sector is for land uses that allow for greater degrees of flexibility whilst the public sector still seeks to secure some greater development certainty in space through relatively traditional zoning instruments. Raising densities and improving urban efficiencies and town functionality does require a greater degree of flexibility within defined parameters, but also demands levels of public funding and private sector responsiveness that have been absent in many areas.

Note should be taken of some of the following imperatives:

- Appropriate housing mix – this must be made possible to deliver housing opportunities across the full spectrum to avoid the existing binary of low cost versus middle class cluster development. Such has been the approach the development emanating from the Precinct Plans and this should be practised in all future developments within Umzimvubu.

- Mixed use Preferment – areas with a predominant commercial character could also accommodate mixes of residential and commercial/retail as well as appropriate institutional uses. This is the strategic direction realised for the towns in order to maximise development potential and concentrate activity within the CBD core and parallel streets
- Light industrial – areas with a predominant light industry character could also accommodate varieties of commercial and associated uses. The proposed spaces for industrial development are also strategically located to curb settlement invasion. There is also a need for such provision to be made facilities are required for conversion and value add of extracted raw materials.
- General industry and light industry mixes could include agri-processing, industrial processes
- Government precincts are also positioned high on the development agenda as Umzimvubu generates majority if its income through municipal functions. Currently the ULM offices still make use of temporary structures which is not ideal for the image ULM or idealistic working conditions.
- Agriculture, leisure and environmental land uses.

4. Align Public Investment

Alignment of Bulk Infrastructure Investments

Key bulk infrastructure elements relating to transportation, water and sanitation should be phased and prioritised towards the servicing of the targeted land release areas described above. Principles that could be used to guide investment phasing within the Vision 2030 horizon include:

- Infrastructure investment by public sector may need to invest ahead of demand in order to direct and facilitate private sector investment in targeted areas. This will be particularly important in order to unlock important housing and economic/mixed use/industrial developments along the CBD main streets and development in close proximity to the town. Mt Ayliff for example will require brave and bold steps from the public sector in embarking on the Social and middle income Housing Developments before investors see potential.
- Infrastructure investment should be monitored against actual development demand within the targeted areas and public investment structured so as to ensure that it will leverage private and other public development investment in these targeted areas.
- Infrastructure required for social housing should be phased as far as possible to align with requirements to service land for private investment that will result in employment generating land uses.

Alignment of Housing Investments

A key driver of new urban and rural development will be the provision of new low, middle and high income housing to meet expected population growth and to accommodate relocations from surrounding towns. The programme for the delivery of greenfield or upgrading projects that have been identified need to be reviewed in terms of their phasing in order to align the associated investment with that of the bulk infrastructure investment identified to serve the targeted land release areas.

5. Undertaking Priority Action Areas

Given the approach described above and the focus that this has on aligning stakeholders and their investment the detailed planning and design of these areas need to be marketed, promoted and prioritised. This needs to occur in terms of the package of plans approach so as to ensure that land is prepared for development in terms of environmental and planning authorisations. Intention and expression of interest to develop specific areas as per the identified catalytic project list need to be made known and all necessary planning approvals need to be arranged.

6. Develop Catalytic Projects

Catalytic projects may be described as projects that will be able to initiate change and confidence as well as initiate the creation and identification of additional projects, without necessarily destroying the existing development and energies or positive settlement or landscape qualities prevalent in the area. To a large extent the project identification process has already been ignited. However the manner in which they will be implemented require guidance and the following consideration should be maintained through the process:

- Projects that can be driven and delivered by the municipality
- Projects that involve significant inputs from other spheres of government and that will need to be facilitated by the Municipality
- Projects that involve the involvement of the private sector and/or community and that will need to be promoted and supported by the municipality

The projects can be categorised in terms of their applicability to either the whole study area or specifically to the identified “priority action area” that has been identified within the study area. The projects outside of the study area (CBD) are particularly important for an overall change since they relate to fundamental contextual and social challenges that are constraining positive change and development or that are undermining investment in the area as a whole.

The Precinct Plan identifies a number of catalytic projects of various sizes and types distributed between Mt Frere, Mt Ayliff, Phuti, Phakade and Ntenetyana that will contribute to achieving the vision and frameworks for the area on an incremental basis. These projects will, however, each be able to catalyse

and distribute development and/or management action and delivery and stimulate investment in the broader Umzimvubu area. A particular focus of the town regeneration plans are associated with traffic related issues and such interventions will surely benefit all road users.

14.3. IMPLEMENTATION FUNDING

The Umzimvubu Municipality will need to access existing funding sources and allocate resources from its budget to implement the projects identified for the identified study areas on a prioritised and targeted basis. The scale of investment required to service the extent of development envisaged for the area will also require additional funding sources. The table below indicates potential funding sources that can be leveraged to fund different types of projects within the study area, such as infrastructure, planning, environment, housing, etc. The table also prioritises project in terms of High (0-2 years), Medium (2-5 years) and Low (5+ years) projects.

14.4. PROJECT IMPLEMENTATION

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
CATALYTIC PROJECTS						
C 01	High Income Housing	A long term project initiative which is to be implemented subject to market demand	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 1 200 000	
					R 16 300 000	
C 02	Middle Income Housing (M 400 + m350)	Intends to offer residential options to those who seek accommodation in neighbouring towns and providing for increased population growth within the town.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 1 000 000	
					R 32 600 000	
C 03	Middle Income Housing	Intends to offer residential options to those who seek accommodation in neighbouring towns and providing for increased population growth within the town.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 700 000	
					R 16 000 000	
C 04	High Density Social Housing	Aiming to offer affordable accommodation to the lower end of the market with forma Human settlements	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 1 000 000	
					R 16 600 000	
C 05	Gated Complex	Offering a new type of housing within Mt Ayliff for a higher income bracket	Mt Ayliff	<ul style="list-style-type: none"> Private Sector 		Low
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 900 000	
					R 16 600 000	
C 06	Private School	A private School is proposed on the Southern Boundary of Mt Ayliff's urban edge	Mt Ayliff	<ul style="list-style-type: none"> Private Sector 		Low
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 900 000	
					R 7 500 000	
C 07	Private Hospital	A private hospital is also anticipated next to the Private School	Mt Ayliff	<ul style="list-style-type: none"> Private Sector 		Low
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 850 000	
					R 8 500 000	
C 08	Institutional Precinct	A large portion of land was allocated towards Industrial development adjacent to the entrance of the town and situated alongside the N2. An additional industrial precinct is proposed within the town in close proximity to the town centre.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Low

	• Town Planning & Survey				R 900 000	
	• Infrastructure Support				R 8 800 000	
C 09	Mixed Use Development (MU1 + MU 2)	Two Mixed Use Precincts are proposed to the South of the CBD and another next to the Institutional Precinct	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 900 000	
	• Infrastructure Support				R 17 800 000	
C 10	Mixed Use Development (MU1 +MU 2)	Two Mixed Use Precincts are proposed to the South of the CBD and another next to the Institutional Precinct	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 1 000 000	
	• Infrastructure Support				R 35 700 000	
C 11	Commercial Development (C1 + C2)	Two Business/Retail Precincts are proposed to attract more Commercial activity into the towns	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 950 000	
	• Infrastructure Support				R 19 200 000	
C 12	Commercial Development	Two Business/Retail Precincts are proposed to attract more Commercial activity into the towns	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 1 000 000	
	• Infrastructure Support				R 24 300 000	
C 13	Government Precinct	Proposed development for offices been relocates from Kokstad	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 1 800 000	
	• Infrastructure Support				R 8 800 000	
C 14	Government Precinct	Proposed development for offices been relocates from Kokstad	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 1 800 000	
	• Infrastructure Support				R 16 0000 000	
C 15	Light Industrial Precinct (I1 + I2)	Proposed developments along strategic routes aimed at curbing settlement invasion	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & 		Medium

				Environment Management		
	• Town Planning & Survey				R 2 000 000	
	• Infrastructure Support				R 16 370 000	
C 16	Light Industrial Precinct	Proposed developments along strategic routes aimed at curbing settlement invasion	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 2 000 000	
	• Infrastructure Support				R 9 800 000	
C 17	WWTW Upgrade	Upgrades required to Waste water treatment works in order to facilitate proposed development	Mt Frere	• ULM Infrastructure & Planning	R 20 000 000	Medium
C 18	WTW Upgrade	Upgrades required to Water treatment works in order to facilitate proposed development	Mt Frere	• ULM Infrastructure & Planning	R 20 000 000	Medium
C 19	WWTW Upgrade	Upgrades required to Waste water treatment works in order to facilitate proposed development	Mt Ayliff	• ULM Infrastructure & Planning	R 10 000 000	Medium
C 20	WTW Upgrade	Upgrades required to Waste water treatment works in order to facilitate proposed development	Mt Ayliff	• ULM Infrastructure & Planning	R 10 000 000	Medium
TRANSPORTATION						
T 01	By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the northern side of the CBD. The road to be designed to accommodate freight and truck traffic. The road will be a two-lane single carriageway road.	Mt Ayliff	• ULM Infrastructure & Planning	R 8 000 000	Medium
T 02	PT Rank	Upgrades and extension of the existing public transport rank	Mt Ayliff	• ULM Infrastructure & Planning	R 6 000 000	Medium
T 03	Truck Stop/Truck Holding	Construction of a new truck stop/truck holding area at the entrance to the CBD	Mt Ayliff	• ULM Infrastructure & Planning	R 6 000 000	Medium
T 04	Traffic Circle (Gyratory)	The construction of a large traffic circle (gyratory), outside the municipal offices, at the intersection of the new by-pass road and the access roads to the municipal offices, residential area and hospital.	Mt Ayliff	• ULM Infrastructure & Planning	R 4 000 000	Medium
T 05	CBD Street Upgrade	The upgrade of the two main CBD Streets. The upgrade could include kerb build outs at the intersections with the minor streets, the widening of sidewalks, centre medians, mid-block pedestrian crossing points and provision of additional on-street parking (angle and/or parallel bays)	Mt Ayliff	• ULM Infrastructure & Planning	R 4 230 000	High
T 06	Off-street parking area	The construction of off-street parking outside the municipal offices	Mt Ayliff	• ULM Infrastructure & Planning	R 4 200 000	High
T 07	Construction of access roads	Upgrade of existing gravel access roads and construction of new access roads to serve development stands within the CBD.	Mt Ayliff	• ULM Infrastructure & Planning	R 3 500 000	Medium
T 08	Primary By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the eastern side of the CBD. The road to be designed to accommodate freight and truck traffic. The road will be a two-lane single carriageway road.	Mt Frere	• ULM Infrastructure & Planning	R 32 000 000	High
T 09	Secondary By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the western side of the CBD. The road to be designed to accommodate light vehicle primarily. The road will be a two-lane single	Mt Frere	• ULM Infrastructure & Planning	R 8 000 000	Medium

		carriageway road.				
<i>T 10</i>	PT Rank #1	New Taxi Rank on the northern side of the CBD	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 10 500 000	Medium
<i>T 11</i>	PT Rank #2	New Taxi Rank in the centre of the CBD, in the vicinity of the Police Station	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 18 000 000	High
<i>T 12</i>	PT Rank #3	Upgrade to the existing Bus Rank	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 18 000 000	High
<i>T 13</i>	Taxi Holding Area	Construction of a new taxi holding area, west of the new PT Rank #2	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 15 000 000	High
<i>T 14</i>	Truck Stop/Truck Holding	Construction of a new truck stop/truck holding area along the new primary by-pass road	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 15 000 000	High
<i>T 15</i>	Conversion of five minor roads to one-way	The conversion of four minor roads to one-way, to accommodate more pedestrian sidewalk space, on-street parking and on-street loading bays. Two streets on the eastern side and two to the west.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 150 000	High
<i>T 16</i>	Implementation of loading bays on side-streets	The relocation of loading bays from the main road (N2) to the minor roads	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 100 000	High
<i>T 17</i>	Traffic Signals/Traffic Circles	The upgrade of the intersections of N2 and the by-pass roads to either a traffic circle or traffic signal	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 5 000 000	Medium
<i>T 18</i>	Main Street Upgrade	The upgrade of Main Street between the intersections of the by-pass road. The upgrade could include kerb build outs at the intersections with the minor streets, the widening of sidewalks, centre medians, mid-block pedestrian crossing points and provision of additional on-street parking (angle and/or parallel bays)	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 5 000 000	High
BEAUTIFICATION & PUBLIC SPACE						
<i>BP 01</i>	Street Lighting	Ensuring visibility on the main and side streets. Especially focused on areas intended for public spaces. Focus is placed on upgrade and maintenance of existing lighting	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 6 000 000	High
<i>BP 03</i>	Public Toilets Install	Required at the Taxi Rank and within the town at various points	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
<i>BP 04</i>	Informal Trader Facility Install	Formalising informal trade facilities along the main street and around the taxi rank vicinity	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
<i>BP 06</i>	Open space Recreational Facility		Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 2 000 000	Medium

				<ul style="list-style-type: none"> ULM Social & Community Development ULM LED & Environment Management 		
BP 07	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all major roads and internal roads.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 16 000 000	High
BP 08	Landmarks	Landmarks proposed at specific sites to allow for better navigation	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	Medium
BP 09	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
BP 10	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all major roads and internal roads.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 60 000 000	High
BP 11	New Civic Cluster	The urban concept aims to implement a civic precinct, this will create a centrality to the linear town, serving as its anchor. The Civic square provides centrality and common place for social meetings or gatherings.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 16 000 000	High
BP 12	Landmarks 1	Six new landmarks across the precinct. Three of the landmarks will be situated to indicate the existing and the two additional taxi ranks. With the fourth land landmark being positioned on civic square proposed for the centre of town.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development 	R 4 200 000	High

				ULM LED & Environment Management		
BP 13	Landmarks 2	The last two landmarks will be positioned on the traffic circles as gateways to the town.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium
BP 14	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 6 000 000	Medium
BP 15	Intersection Upgrade	The purpose of this urban design intervention, is the upgrading of the road infrastructure, formalization the informal trade along the main road as well as provide carwash and ablution facilities.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 500 000	High
BP 16	New Facilities	The formalization the taxi rank, providing shading, facilities and ablutions for the Pedestrians, Taxi drivers and Traders thus making it a convenient an attractive junction.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	High
BP 17	Landmarks	Two landmarks are proposed for Phuti, the first is located on the N2 to indicate the intersection as a significant junction. The second is located at the proposed taxi rank to indicate the rank.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	High
BP 18	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, shading structures, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all identified roads.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 400 000	High

BP 19	Eco Hub Kiosk and Car Wash	The Eco Hub Kiosk and Car Wash which will attract people who desire a safe place to make a pit stop or enjoy refreshments in a local setting	Phuti	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & Community Development • ULM LED & Environment Management 	R 1 200 000	Medium
BP 20	Upgrading public facilities	Public toilets and open spaces for leisure	Phuti	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & Community Development • ULM LED & Environment Management 	R 1 200 000	High
BP 21	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Phuti	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & Community Development • ULM LED & Environment Management 	R 1 000 000	Medium
BP 22	Public Transport interchange upgrade	The purpose of this urban design intervention, is the upgrading of the road infrastructure, formalization the informal trade along the main road as well as provide carwash and ablution facilities.	Phakade	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & Community Development • ULM LED & Environment Management 	R 1 000 000	High
BP 23	Facilities Upgrade	Upgrade of the craft centre is aimed at accommodating new buildings which will include a Tourism office and an office for the ward councillor. The formalisation of the Junction and in particular the Tourism Info Centre is aimed at promoting all tourism opportunities and product offerings within ULM.	Phakade	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & Community Development • ULM LED & Environment Management 	R 4 200 000	High
BP 24	New Facilities	The new addition to the craft centre aims to centralize the crafts into a main hub. In it will be provided new ablution facilities. The new addition to the craft centre includes a new centralized cluster of buildings, these spaces will consist of courtyards which will stimulate activity.	Phakade	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & Community Development • ULM LED & Environment Management 	R 4 200 000	High
BP 25	Landmark	The addition of two landmarks to the site allows for better legibility to both vehicles and pedestrians alike. The aim of these landmarks provide points of navigation for vehicles traveling along the N2.	Phakade	<ul style="list-style-type: none"> • ULM Infrastructure & Planning • ULM Social & 	R 600 000	High

				Community Development ULM LED & Environment Management		
BP 26	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, shading structures, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all identified roads.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	High
BP 27	New Covered Walkway	Along the edge of the craft centre	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium
BP 28	Landscaping and Greening	It is also necessary that landscaping and greening are achieved through inclusion of shaded areas and natural open spaces for visitors, commuters and traders alike.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 700 000	High
BP 29	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium
BP 30	Upgrading of the current road infrastructure	Currently the gravel road is the only existing point of entry to the study area which requires formalisation and regular grading of the route to permit the perceived influx of people to visit the site	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
BP 31	New Conference Facility	The conference centre can provide an identity from the community, as well as becoming a catalyst for other developments to occur.	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment 	R 45 000 000	High

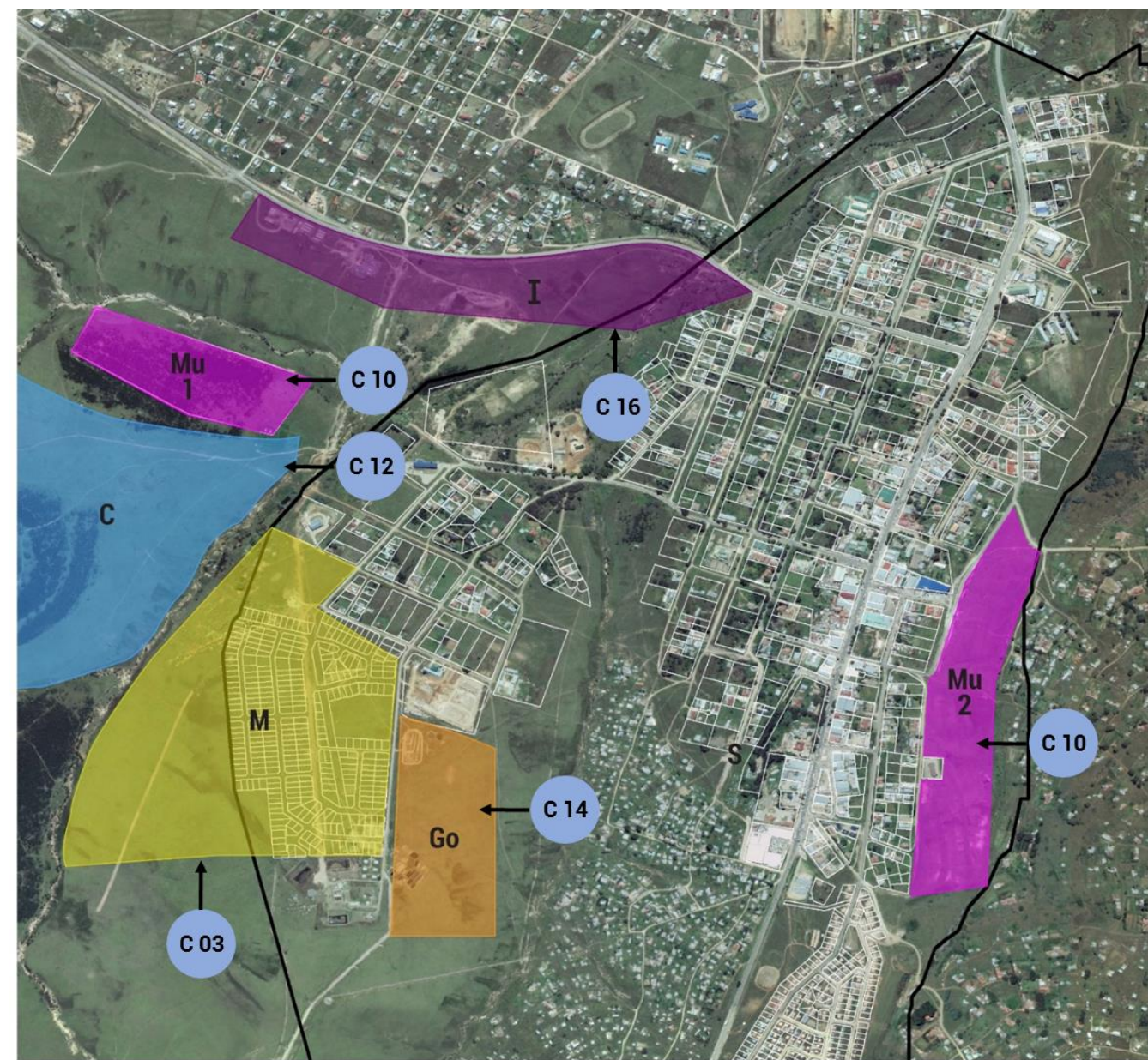
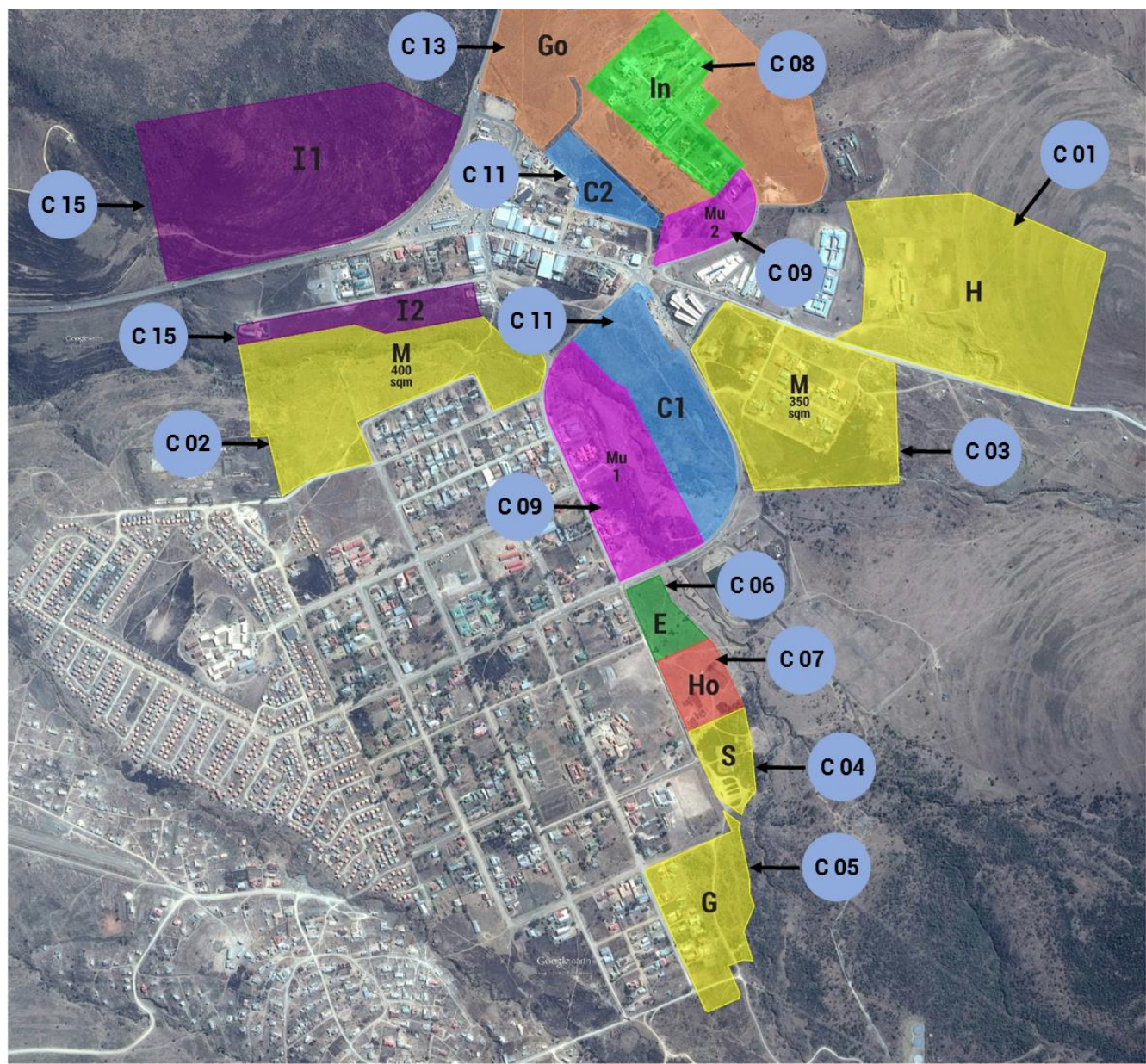
				Management		
BP 32	New Accommodation Facilities	51 new accommodation units east and west of the new conference facility.	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 25 000 000	Medium
BP 33	New Day Visitor Facilities	The day visitor area which is aimed at being a popular spot in ULM for the public to enjoy for leisure and recreation. This will include braai areas, picnic areas and ablution facilities	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 3 000 000	High
BP 34	Landmarks	Two landmarks are proposed for the development, the first situated at the entrance of the conference centre allows for better legibility for passing motorist creating greater exposure to the facilities provided. The second landmark will be provided at the between the conference and restaurant, this land mark will allow from better legibility and navigation within the proposed conference centre.	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 300 000	High
BP 35	Upgrade to building frontages on main street	Facelifts to support all buildings located on the main street and are currently In aa vandalised or dilapidated state	Mt Frere & Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure and planning ULM Social & Community Development 	R 2 000 000	High
ECONOMIC STIMULATION						
E 01	Develop a Database of Informal Traders within the town within focus local and foreign owned business		Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 400 000	High
E 02	Establish a data base of all SMME and Co-operatives		Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 500 000	High
E 03	Entrepreneurial Skills Transfer Programme		Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 400 000	Medium
E 04	Develop Partnerships with Institutions of Higher Learning		Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 		High
E 05	Conduct community outreach programmes on tourism, arts & crafts.		Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management ULM Social & Community Development 	R 700 000	Medium
E 06	Facilitate training and skilling of community based tourists guides		Mt Ayliff	<ul style="list-style-type: none"> ULM Corporate Services 	R 1 000 000	Medium

	and operators			<ul style="list-style-type: none"> ULM Social & Community Development 		
<i>E 07</i>	Industrial Feasibility and Management Plan		ULM	<ul style="list-style-type: none"> ULM Infrastructure and planning 	R 400 000	Medium
<i>E 08</i>	Business Incubator Hub		Mt Frere	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 5 000 000	Medium
<i>E 09</i>	Youth Development Campaign		ULM	<ul style="list-style-type: none"> ULM Social & Community Development 	R 600 000	High
<i>E 10</i>	Skills audit		ULM	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 350 000	High
<i>E 11</i>	Marketing and Promotion Strategy		ULM	<ul style="list-style-type: none"> ULM Marketing and Communications 	R 500 000	High
<i>E 12</i>	Revamp of Water Purification Incubator Hub		Mt Ayliff	<ul style="list-style-type: none"> ULM Corporate Services ULM LED & Environment Management 	R 7 000 000	Medium

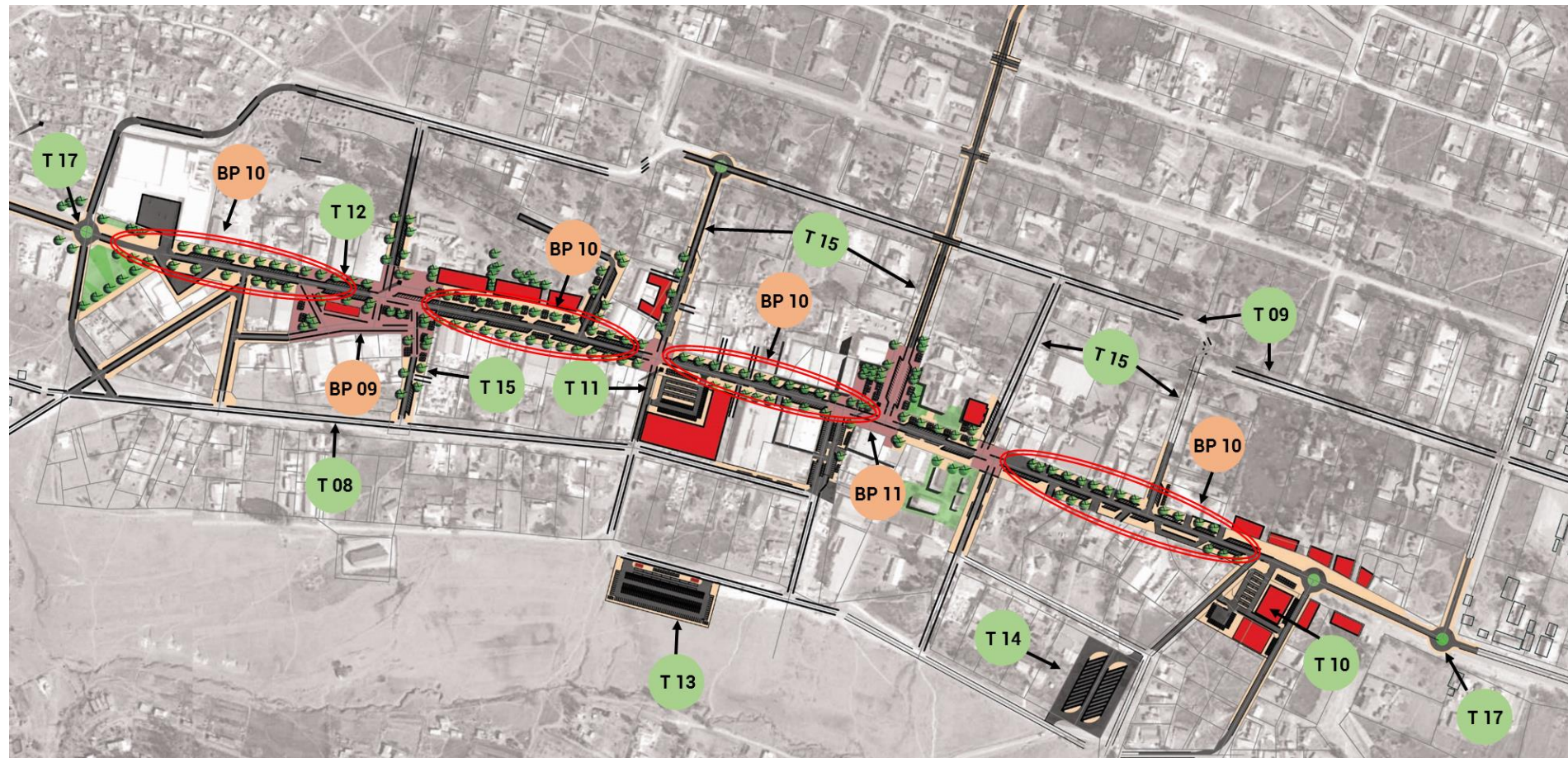
NOTES

- Refer to plans below to for spatial representation of projects identified in the table above

Represented below are plans which represent the Catalytic Projects for Mt Frere and Mt Ayliff.



Represented below are plans which represent the Transportation, Beautification and Public Spaces for Mt Frere and Mt Ayliff.



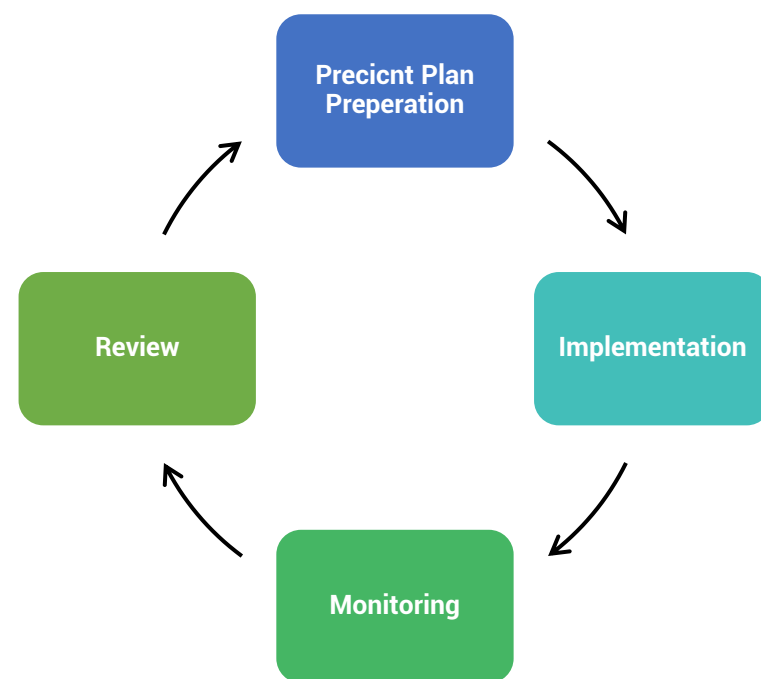
14.5. POJECT FUNDING

FUNDING SOURCES		Catalytic Projects	Transportation	Beautification & Public Space	Economic Stimulation
GOVERNMENT	Alfred Nzo District Municipality (ANDM)	•		•	
	Alfred Nzo Development Agency (ANDA)			•	•
	Department of Agriculture				•
	Department of Arts and Culture			•	
	Department of Co-operative Governance and Traditional Affairs	•	•	•	•
	Department of Environmental Affairs and Tourism			•	•
	Department of Education	•			
	Department of Housing	•			
	Department of Labour				
	Department of Land Affairs	•			
	Department of Minerals and Energy				
	Department of Public Works	•	•	•	
	Department of Rural Development & Land Reform (DRDLR)				
	Department of Rural Development & Agrarian Reform (DRDAR)				
	Department of Safety and Security (Secretariat)				
	Department of Science and Technology				
	Department of Sport and Recreation Arts & Culture (DSRAC)			•	
	Department of Trade and Industry (DTI)	•			
	Department of Transport		•		
	Department of Water Affairs and Forestry (DWAF)				
	Eastern Cape Parks & Tourism Agency			•	•
	Extended Public Works Programme (EPWP)		•	•	
	Municipal Infrastructure Grant	•		•	
	National Treasury	•			•
	Office of the Premier (Eastern Cape)				
	SOHCO	•			
	South African Local Government Association (SALGA)				
	South African National Roads Agency Limited (SANRAL)		•		
	Small Enterprise Development Agency (SEDA)				•
	Umzimvubu LM (ULM)				•

14.6. MONITORING & REVIEW

The Precinct Plan prepared for the Umzimvubu study areas is not a blueprint for development and therefore must be able to respond to changing circumstances in order to remain relevant and so that developers are not discouraged. Such changes include changes within the broader policy environment, development pressures and/or changing political priorities. These changes, however, need to be effected through a co-ordinated monitoring and review system.

Monitoring and review is process by which the success of the plan is assessed using key performance indicators that measure development trends, the plan is reviewed in light of these, and where necessary amended, or replaced to reflect necessary changes.



Monitoring & Review Process

1. Monitoring

The monitoring system proposed for the Precinct Plan focuses on:

- Ensuring the adoption of the Precinct Plan by ULM
- Implementation of the Precinct Plan and its strategies, policies and projects by both the public and private sectors
- the impact of the plan on achieving its desired effects in terms of the type, form, rate and impact of growth as well investment generated for ULM through the Precinct Plan

2. Review

The review of the ULM Precinct Plan is the responsibility of the Infrastructure & Planning Unit in conjunction with other municipal departments and in consultation with public and private

stakeholders. Whilst monitoring is ongoing, the review of the plan should occur every five (5) years. Any form of review must be based on the assessment of the Precinct Plan according to the KPAs adopted to monitor the LAP.

3. Tools

Monitoring and review requires a number of tools. These include:

ULM Trends Document – a proposed mid-term (2.5 years) publication which provides statistical information on a range of social, economic and environmental indicators, including development trends, i.e. average annual take-up rates for industrial development, population and employment growth, housing delivery, public transport ridership, modal splits in public transport, changes in income levels, environmental impacts, etc. This will be an effective tool when comparing the statistical information obtained in the situation analysis of the present Precinct Plan compared with the information obtained when developing the trends report.

Umzimvubu Development Database – a spatial database (GIS) must be developed for the study areas that captures where development applications are occurring, what types of development are being applied for, where applications conflict with the plan, number of completed building plans, the level of services and infrastructure provided, etc. The development data base needs to be inspired from the investor conference. The data base should also identify investors who have been involved in regular developments or large scale development. Such individuals should be targeted, incentivized and experience fast tracked development approvals.

Household Travel Survey – a vital source of information related to vehicle ownership, household travel patterns, origin destination data, etc.

Town Planning Schemes – the Umzimvubu zoning scheme which is in the process of finalisation needs to speak the recommendations put forth in the Precinct Plan concepts and policies especially with respect to land use, density form and typology. The zoning scheme needs to be applicable to new Greenfield development as well.

Medium Term Expenditure Framework Budget – ensuring that the budget priorities of various municipal departments within the Municipality align with the proposed infrastructure framework for the Precinct Plan will assist in releasing opportunity areas in a co-ordinated manner.

Municipal Publications (website and print media) – the platforms which have been used through the precinct planning process thus far has been extremely effective and useful in educating people locally and abroad. This practise needs to be maintained in order to keep potential investors aware of progress and allows people to engage with their local authorities on a digital level.

Forums – integration between municipal departments, between different spheres of government and private stakeholders is best achieved through continued structured interaction and networking evenings.

4. Project Prioritisation

The Implementation Framework has identified a number of projects that are critical to the successful implementation of the Precinct Plan. These projects have the potential to make a significant contribution to the strategic objectives and targets for the municipality. Given the shortage of resources to implement projects and the resulting need to prioritise projects, each project has been ranked against the

13. PROPOSED LAND USE MANAGEMENT GUIDELINES

LAND USE DESIGNATION	LAND USE INTENTION	DEVELOPMENT CONTROLS	AREA OF APPLICATION
SETTLEMENTS			
High Income Housing	This area promotes the development of primarily residential uses with a low density, including detached and semi-detached units, where a limited number of compatible ancillary uses that have a non-disruptive impact on neighbourhood amenity may be allowed, including supporting social facilities and open space amenities	<ul style="list-style-type: none"> 50% coverage 10-20 du/ha 2 storeys 1 Parking bay Per 100 m² of floor area 	<ul style="list-style-type: none"> Protection of amenity of existing low density residential areas Locating low density housing in close proximity to amenities and service and transportation Residential areas in close proximity to sensitive environmental assets
Middle Income Housing	This area retains a high incidence of residential land uses, generally at a medium density, with an increasing number of appropriate ancillary land uses to satisfy local demands and convenience and excludes industrial and trade uses	<ul style="list-style-type: none"> 50% coverage 20-40 du/ha 3 storeys 1 Parking bay Per 100 m² of floor area 	<ul style="list-style-type: none"> Existing Residential zones in Mt Ayliff + Mt Frere New urban middle income residential development proposed within the Town Consolidation, infill and densification of well-located residential development within close proximity of Mixed Use Nodes and major public transport nodes and routes
High Density Social Housing	This area contains all types of residential development, albeit generally at medium to high densities, and provides a wide range of services and activities, but excludes industrial and trade uses	<ul style="list-style-type: none"> 50% coverage 40-80 du/ha 4 storeys 1 Parking bay Per 100 m² of floor area 	<ul style="list-style-type: none"> Intensification of residential thresholds within close proximity to places of work and play Intensification of residential thresholds within close proximity to mixed use hubs
Gated Complex	The intention of such a development is to Introduce a new typology of housing within Mt Ayliff which is aimed at speaking to accommodation needs of the Higher Income market	<ul style="list-style-type: none"> 50% coverage 40-50 du/ha 2-3 storeys 1 Parking bay Per dwelling Unit 	<ul style="list-style-type: none"> Protection of amenity of existing low density residential areas Proposed gated development
CIVIC & SOCIAL			
Education	This area provides for a full range of educational facilities including, infants, pre-primary, primary, secondary with associated buildings and recreational facilities. The intention of the development is to be a Private School.	<ul style="list-style-type: none"> 50% coverage 2-3 storeys 1 space per class room or office + sufficient on and off loading area 	<ul style="list-style-type: none"> Existing Education zones in Mt Ayliff + Mt Frere Proposed school and education sites Accessible locations to surrounding residential thresholds
Private Hospital	A private hospital is envisioned for the town to offer high quality health care. The development usage is primarily health relayed and omits institutions which primarily use office or mainly carry out administrative work.	<ul style="list-style-type: none"> 50% coverage 2-3 storeys 1 Parking bay Per bed 	<ul style="list-style-type: none"> Existing medical clinics or related uses within the town Proposed health care related developments
Institutional	Aims to house all institutional functions into a single precinct for cohesive functioning of current and future trends	<ul style="list-style-type: none"> 50% coverage 2-3 storeys 1 Parking bay Per bed 	<ul style="list-style-type: none"> Proposed institutional precinct within Mt Ayliff + Mt Frere Applicable to any similar developments of this nature or within the precinct
MIXED USE & COMMERCIAL			
Mixed Use Development (Town Centre core, Mixed Use Nodes)	Medium intensity mixed use development with a mix of business, institutional, civic and social uses and medium density residential development and a strong focus on the quality of the public environment and visual appropriateness of built form.	<ul style="list-style-type: none"> 70% coverage 40-80 du/ha 3 storeys Parking to the satisfaction of the Local Authority 	<ul style="list-style-type: none"> Existing General Commercial zone in Mt Ayliff + Mt Frere CBD which aims intend densifying Proposed Development/intensification of mixed use development within 400m of Nodal Activity and local public transport nodes Consolidation of Local Nodes and Rural Service Nodes
Commercial	Such a use will be associated with the service industry, retail or wholesale, which is primarily involved in the rendering of a service, which can reasonably be regarded	<ul style="list-style-type: none"> 75% Coverage 2 Storeys 1 Parking bay Per 100 m² of floor area 	<ul style="list-style-type: none"> Aimed at proposed sites identified for commercial development Supporting existing commercial activities within the CBD

	as being out of character in the residential or business area of the town		
INDUSTRIAL			
Light Industry	Low to medium impact industrial and business development that permits manufacturing uses that are compatible with land uses permitted in adjacent sensitive land use zones, such as residential, mixed use and open space zones, i.e. manufacturing activities that usually do not involve significant vibration, noise, odour, or high volume of automobile and truck traffic.	<ul style="list-style-type: none"> 75% Coverage 2 Storeys 1 Parking bay Per 100 m² of floor area 	<ul style="list-style-type: none"> Existing Industrial zones in Mt Ayliff + Mt Frere Industrial areas within residential settlements and civic and social areas Industrial areas at the interface between general industry and settlement uses
OPEN SPACE & LOGISTICS			
Environmental Management/ Services	Provides for the establishment of a functional open space system that enables the ecosystems contained to operate effectively and in a sustainable manner in order to deliver services that benefit the local and broader community. Development within this area is limited and subject to additional studies and approval. Any approved development needs to be sensitive to its visual impact	<ul style="list-style-type: none"> Minimal development interventions 	<ul style="list-style-type: none"> D'MOSS areas Wetlands Grasslands Existing River Reserve in Mt Ayliff + Mt Frere
Open Space	Provides for sporting and recreational needs, including active and passive recreation such as sports fields, formal and informal parks and a limited range of associated facilities and development.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Existing Public Open Space zones in Mt Ayliff + Mt Frere Existing Public Open Space reservations and Private Open Space zones in the town Existing and proposed sports fields and parks
UTILITIES & SERVICES / TRANSPORT			
Utilities and Services	Provides for utilities and services, such as electricity substations (ESS), water treatment works (WTW), sewage disposal sites/ wastewater treatment works (WWTW), public utilities, pump stations, bulk Stormwater, refuse sites and landfill sites	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Existing Water Works and Refuse Site reservations servicing Mt Ayliff + Mt Frere Existing WWTW servicing Mt Ayliff + Mt Frere Existing Transport and Utilities zone in the town Existing electricity substations Proposed utilities and services
Road Reserve	Provides for roads, streets and associated reserve requirements.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Existing Road reserve in Mt Ayliff + Mt Frere Extension of road reserve to areas outside town
Transport Facility	Provides for transport facilities such as bus depots, bus and taxi ranks and public parking areas.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Existing Transport and Utilities zones (Bus Depot, Parking, etc.) in Mt Ayliff + Mt Frere Existing and proposed bus depots, bus and taxi ranks and public parking facilities

NOTES

- Mixed use zones parking requirements to be imposed by the LM

14. RISK ASSESSMENT

14.1 CATALYTIC PROJECTS

SUMMARY

Catalytic projects formed a critical part of ULM PP as a regeneration element which focuses on the possible development projects which may emanate from the precinct plans.

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
CATALYTIC PROJECTS						
C 01	High Income Housing	A long term project initiative which is to be implemented subject to market demand	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 1 200 000	
					R 16 300 000	
C 02	Middle Income Housing (M 400 + m350)	Intends to offer residential options to those who seek accommodation in neighbouring towns and providing for increased population growth within the town.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 1 000 000	
					R 32 600 000	
C 03	Middle Income Housing	Intends to offer residential options to those who seek accommodation in neighbouring towns and providing for increased population growth within the town.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 700 000	
					R 16 000 000	
C 04	High Density Social Housing	Aiming to offer affordable accommodation to the lower end of the market with forma Human settlements	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 1 000 000	
					R 16 600 000	
C 05	Gated Complex	Offering a new type of housing within Mt Ayliff for a higher income bracket	Mt Ayliff	<ul style="list-style-type: none"> Private Sector 		Low
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 900 000	
					R 16 600 000	
C 06	Private School	A private School is proposed on the Southern Boundary of Mt Ayliff's urban edge	Mt Ayliff	<ul style="list-style-type: none"> Private Sector 		Low
	<ul style="list-style-type: none"> Town Planning & Survey Infrastructure Support 				R 900 000	
					R 7 500 000	
C 07	Private Hospital	A private hospital is also anticipated next to the Private School	Mt Ayliff	<ul style="list-style-type: none"> Private Sector 		Low

	• Town Planning & Survey				R 850 000	
	• Infrastructure Support				R 8 500 000	
C 08	Institutional Precinct	A large portion of land was allocated towards Industrial development adjacent to the entrance of the town and situated alongside the N2. An additional industrial precinct is proposed within the town in close proximity to the town centre.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Low
	• Town Planning & Survey				R 900 000	
	• Infrastructure Support				R 8 800 000	
C 09	Mixed Use Development (MU1 + MU 2)	Two Mixed Use Precincts are proposed to the South of the CBD and another next to the Institutional Precinct	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 900 000	
	• Infrastructure Support				R 17 800 000	
C 10	Mixed Use Development (MU1 + MU 2)	Two Mixed Use Precincts are proposed to the South of the CBD and another next to the Institutional Precinct	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 1 000 000	
	• Infrastructure Support				R 35 700 000	
C 11	Commercial Development (C1 + C2)	Two Business/Retail Precincts are proposed to attract more Commercial activity into the towns	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 950 000	
	• Infrastructure Support				R 19 200 000	
C 12	Commercial Development	Two Business/Retail Precincts are proposed to attract more Commercial activity into the towns	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 1 000 000	
	• Infrastructure Support				R 24 300 000	
C 13	Government Precinct	Proposed development for offices been relocates from Kokstad	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		High
	• Town Planning & Survey				R 1 800 000	
	• Infrastructure Support				R 8 800 000	
C 14	Government Precinct	Proposed development for offices been relocates from Kokstad	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & 		High

				Environment Management		
	• Town Planning & Survey				R 1 800 000	
	• Infrastructure Support				R 16 0000 000	
C 15	Light Industrial Precinct (I1 + I2)	Proposed developments along strategic routes aimed at curbing settlement invasion	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 2 000 000	
	• Infrastructure Support				R 16 370 000	
C 16	Light Industrial Precinct	Proposed developments along strategic routes aimed at curbing settlement invasion	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM LED & Environment Management 		Medium
	• Town Planning & Survey				R 2 000 000	
	• Infrastructure Support				R 9 800 000	
C 17	WWTW Upgrade	Upgrades required to Waste water treatment works in order to facilitate proposed development	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 20 000 000	Medium
C 18	WTW Upgrade	Upgrades required to Water treatment works in order to facilitate proposed development	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 20 000 000	Medium
C 19	WWTW Upgrade	Upgrades required to Waste water treatment works in order to facilitate proposed development	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 10 000 000	Medium
C 20	WTW Upgrade	Upgrades required to Waste water treatment works in order to facilitate proposed development	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 10 000 000	Medium

RISK & MITIGATION STRATEGY

The following risks presents itself when considering strategies to be implemented under the Catalytic Projects Stream. Set out below is an assessment of the probability of occurrence and impacts, as well as the mitigation strategies to minimise the risk.

RISK IDENTIFICATION			
RISK	PROBABILITY	IMPACT	MITIGATION STRATEGY
Failure of Municipality to timeously roll out implementation of Catalytic Projects	Medium	High	Enforcement of the phasing plan developed as part of the implementation plan in the previous phase. Such will ensure that projects are also rolled out according to the development needs of ULM. Ensure the suitably competent individuals are employed in positions responsible for law enforcement.
Lack of funding for implementation of Catalytic Projects	High	High	The identified funding sources in the implementation plan will be a guide as to which will be the suitable departments to source funding from. According to the prioritised projects funding needs to be allocated before close of this financial year end.
Protest from Surrounding Rural Villages due to urban focus of projects	High	High	Noting that the ULM PP is CBD focused the initiatives of this strategy will need to be aligned to IDP priorities for rural villages. The benefits of the Urban Upgrades within the CBD needs to be marketed so that all resident of Umzimvubu are aware of the projects benefits.
Failure to secure investors to initiate identified projects	Medium	High	The database developed from the Investor conference needs to be utilised in order to target all developers present.

It can be seen that most of the risks are of medium to high likelihood

hood and impact. This is because developmental projects are linked to a range of risks. Reviving the CBD can only be successful with strong support, involvement and ownership at a grass roots level.

Based on the risk identification we see that the success of the precinct plan is largely dependent on the support, input and guidance of the Local authorities. A strong developmental approach is required from ULM

Essentially people are different and introducing change which requires the support of the broader public will take time as trust and good working relationships with the local community needs to be formed.

The risk mitigation strategies are focused on effective facilitation and support required from all parties. The immediate implementation of these initiatives by ULM is required in order to start rehabilitating the CBD through enhancing investor confidence.

BENEFIT

The need for catalytic projects within ULM is located very high on the development agenda. Investor confidence needs to be enhanced and this can be achieved through driving development. The range of projects identified are targeted largely towards the middle to upper income groups. This stems from the decision of government to re-locate municipal offices from Kokstad to Mt Ayliff. Large opportunity presents itself for Residential and commercial development in order to support the influx of employed individuals within the public sector.

IMPACT ON THE MUNICIPALITY

The opportunities for ULM are tied to economic growth and ultimately igniting investor confidence. The revenue that will be generated by ULM through rates and taxes are notable. The benefit of people regaining confidence in their institutional representation cannot be expressed enough. A strong working relationship fostered between the two will result in willingness of the public to actively participate in the positive change of Umzimvubu. which makes the tasks of the municipality that much easier.

14.7. TRANSPORTATION

SUMMARY

The Precinct Plans identified transportation and traffic related challenges as a key focus area of the precinct plans. Mt Frere CBD is dissected by the N2 and as a result experiences high levels of congestion. The congestion of peak hour traffic is exacerbated by the influx of taxis, buses and LDV's in the CBD which do not have designated holding areas. The following interventions were identified to curb the transportation challenges facing ULM.

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
TRANSPORTATION						
T 01	By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the northern side of the CBD. The road to be designed to accommodate freight and truck traffic. The road will be a two-lane single carriageway road.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 8 000 000	Medium
T 02	PT Rank	Upgrades and extension of the existing public transport rank	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 6 000 000	Medium
T 03	Truck Stop/Truck Holding	Construction of a new truck stop/truck holding area at the entrance to the CBD	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 6 000 000	Medium
T 04	Traffic Circle (Gyratory)	The construction of a large traffic circle (gyratory), outside the municipal offices, at the intersection of the new by-pass road and the access roads to the municipal offices, residential area and hospital.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 4 000 000	Medium
T 05	CBD Street Upgrade	The upgrade of the two main CBD Streets. The upgrade could include kerb build outs at the intersections with the minor streets, the widening of sidewalks, centre medians, mid-block pedestrian crossing points and provision of additional on-street parking (angle and/or parallel bays)	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 4 230 000	High
T 06	Off-street parking area	The construction of off-street parking outside the municipal offices	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 4 200 000	High
T 07	Construction of access roads	Upgrade of existing gravel access roads and construction of new access roads to serve development stands within the CBD.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 3 500 000	Medium
T 08	Primary By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the eastern side of the CBD. The road to be designed to accommodate freight and truck traffic. The road will be a two-lane single carriageway road.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 32 000 000	High
T 09	Secondary By-Pass Road	The construction/completion of a mobility road around the core of the CBD. The road will run along the western side of the CBD. The road to be designed to accommodate light vehicle primarily. The road will be a two-lane single carriageway road.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 8 000 000	Medium
T 10	PT Rank #1	New Taxi Rank on the northern side of the CBD	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 10 500 000	Medium
T 11	PT Rank #2	New Taxi Rank in the centre of the CBD, in the vicinity of the Police Station	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 18 000 000	High
T 12	PT Rank #3	Upgrade to the existing Bus Rank	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 18 000 000	High
T 13	Taxi Holding Area	Construction of a new taxi holding area, west of the new PT Rank #2	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 15 000 000	High

T 14	Truck Stop/Truck Holding	Construction of a new truck stop/truck holding area along the new primary by-pass road	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 15 000 000	High
T 15	Conversion of five minor roads to one-way	The conversion of four minor roads to one-way, to accommodate more pedestrian sidewalk space, on-street parking and on-street loading bays. Two streets on the eastern side and two to the west.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 150 000	High
T 16	Implementation of loading bays on side-streets	The relocation of loading bays from the main road (N2) to the minor roads	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 100 000	High
T 17	Traffic Signals/Traffic Circles	The upgrade of the intersections of N2 and the by-pass roads to either a traffic circle or traffic signal	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 5 000 000	Medium
T 18	Main Street Upgrade	The upgrade of Main Street between the intersections of the by-pass road. The upgrade could include kerb build outs at the intersections with the minor streets, the widening of sidewalks, centre medians, mid-block pedestrian crossing points and provision of additional on-street parking (angle and/or parallel bays)	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 5 000 000	High

RISK & MITIGATION STRATEGY

The following risks presents itself when considering strategies to be implemented under the Transportation Stream. Set out below is an assessment of the probability of occurrence and impacts, as well as the mitigation strategies to minimise the risk. The topic of transportation management and control is a key theme of the Precinct Plan. Due do the nature of the transport industry been controlled by associations and internal agreements the identified risks need to be handled in a delicate manner. Such necessitates the need for engagement with taxi owners and associations, any other automobile associations, business owners and the general public.

RISK IDENTIFICATION			
RISK	PROBABILITY	IMPACT	MITIGATION STRATEGY
Unwillingness of Taxi Associations to Relocate	Medium	High	Taxi Associations will need to be engaged with at a very early stage to ensure input and participation. The process will need to be one that encourages dialogue from affected stakeholders and at the same time promote the development vision.
Street upgrades resulting in relocation of informal traders	High	Medium	The risk factor can easily be Mitigated as designated trading areas have been identified by the municipality. Enforcement of these designated areas will need to be driven by the municipality and be applicable to all street traders in town.
Achieving compliance from Truck drivers to use off street loading bays	Medium	Medium	The compliance from truck drivers is dependent on the level of enforcement from ULM since most trucks found in town are for delivery purposes and do need to be parked on the main street for long periods of time. Greater visibility of enforcement and penalties for failure to obey instruction is necessary.
Securing funding for by Pass roads	Medium	High	The road upgrade projects have been presented to SANRAL. ULM need to ensure that these projects are on SANRALs funding agenda as well as other funding sources identified in the implementation plan.

BENEFIT

The benefits of tackling the transport related challenges in ULM have the potential of improving the urban fabric of the town centre by promoting order and respect for space. The current situation can be very unpleasant during peak periods. With effective management and enforcement there will not be a continuous struggle for space and designated spaces can serve designated purpose and functions. As a result of visibility of law enforcement the overall upkeep and maintenance of the CBD will be enhanced which has the potential of sparking positive change.

IMPACT ON THE MUNICIPALITY

Having the N2 dissect Mt Ayliff and Mt Frere is a huge asset as hundreds of vehicles are passing the towns on a daily basis. Through improved traffic management and public space, the potential of road users stopping over in the towns is much higher. The improved traffic management also spurs interest from investors as road infrastructure is a key area of concern for developers.

The management and direction from the municipality within the CBD's of ULM will ensure that people respect and acknowledge the efforts and authority of the municipality. This will be a key factor if the support and compliance of motorist is obtained.

14.8. BEAUTIFICATION & PUBLIC SPACE

SUMMARY

Since the Precinct Plan was targeted mainly at the CBD area the need to promote Beautification and a sense of place is critical. The CBD's are vibrant with a strong presence of people, traders and vehicles. The need to formalise this chaos through urban design and place making was deemed critical and achievable through the following interventions

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
BEAUTIFICATION & PUBLIC SPACE						
BP 01	Street Lighting	Ensuring visibility on the main and side streets. Especially focused on areas intended for public spaces. Focus is placed on upgrade and maintenance of existing lighting	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 6 000 000	High
BP 03	Public Toilets Install	Required at the Taxi Rank and within the town at various points	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
BP 04	Informal Trader Facility Install	Formalising informal trade facilities along the main street and around the taxi rank vicinity	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
BP 06	Open space Recreational Facility		Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 2 000 000	Medium
BP 07	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all major roads and internal roads.	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community 	R 16 000 000	High

				Development ULM LED & Environment Management		
BP 08	Landmarks	Landmarks proposed at specific sites to allow for better navigation	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	Medium
BP 09	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
BP 10	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all major roads and internal roads.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 60 000 000	High
BP 11	New Civic Cluster	The urban concept aims to implement a civic precinct, this will create a centrality to the linear town, serving as its anchor. The Civic square provides centrality and common place for social meetings or gatherings.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 16 000 000	High
BP 12	Landmarks 1	Six new landmarks across the precinct. Three of the landmarks will be situated to indicate the existing and the two additional taxi ranks. With the fourth landmark being positioned on civic square proposed for the centre of town.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 200 000	High
BP 13	Landmarks 2	The last two landmarks will be positioned on the traffic circles as gateways to the town.	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium

BP 14	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Mt Frere	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 6 000 000	Medium
BP 15	Intersection Upgrade	The purpose of this urban design intervention, is the upgrading of the road infrastructure, formalization the informal trade along the main road as well as provide carwash and ablution facilities.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 500 000	High
BP 16	New Facilities	The formalization the taxi rank, providing shading, facilities and ablutions for the Pedestrians, Taxi drivers and Traders thus making it a convenient an attractive junction.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	High
BP 17	Landmarks	Two landmarks are proposed for Phuti, the first is located on the N2 to indicate the intersection as a significant junction. The second is located at the proposed taxi rank to indicate the rank.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	High
BP 18	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, shading structures, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all identified roads.	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 400 000	High
BP 19	Eco Hub Kiosk and Car Wash	The Eco Hub Kiosk and Car Wash which will attract people who desire a safe place to make a pit stop or enjoy refreshments in a local setting	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium
BP 20	Upgrading public facilities	Public toilets and open spaces for leisure	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & 	R 1 200 000	High

				Community Development ULM LED & Environment Management		
BP 21	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Phuti	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 000 000	Medium
BP 22	Public Transport interchange upgrade	The purpose of this urban design intervention, is the upgrading of the road infrastructure, formalization the informal trade along the main road as well as provide carwash and ablution facilities.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 000 000	High
BP 23	Facilities Upgrade	Upgrade of the craft centre is aimed at accommodating new buildings which will include a Tourism office and an office for the ward councillor. The formalisation of the Junction and in particular the Tourism Info Centre is aimed at promoting all tourism opportunities and product offerings within ULM.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 200 000	High
BP 24	New Facilities	The new addition to the craft centre aims to centralize the crafts into a main hub. In it will be provided new ablution facilities. The new addition to the craft centre includes a new centralized cluster of buildings, these spaces will consist of courtyards which will stimulate activity.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 200 000	High
BP 25	Landmark	The addition of two landmarks to the site allows for better legibility to both vehicles and pedestrians alike. The aim of these landmarks provide points of navigation for vehicles traveling along the N2.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 600 000	High
BP 26	Public Environment Upgrade	Introduction of new informal trade stalls, trees and planting, street lighting, street furniture, shading structures, regulated parking as well as an upgrade of the sidewalks for pedestrian movement along all identified roads.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment 	R 1 200 000	High

				Management		
BP 27	New Covered Walkway	Along the edge of the craft centre	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium
BP 28	Landscaping and Greening	It is also necessary that landscaping and greening are achieved through inclusion of shaded areas and natural open spaces for visitors, commuters and traders alike.	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 700 000	High
BP 29	New cobbled surface, raised roadway platforms	Traffic calming through new cobbled surface, raised roadway platforms at intersections and roadway narrowing	Phakade	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 200 000	Medium
BP 30	Upgrading of the current road infrastructure	Currently the gravel road is the only existing point of entry to the study area which requires formalisation and regular grading of the route to permit the perceived influx of people to visit the site	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 4 000 000	High
BP 31	New Conference Facility	The conference centre can provide an identity from the community, as well as becoming a catalyst for other developments to occur.	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 45 000 000	High
BP 32	New Accommodation Facilities	51 new accommodation units east and west of the new conference facility.	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 25 000 000	Medium
BP 33	New Day Visitor Facilities	The day visitor area which is aimed at being a popular spot in ULM for the public to enjoy for leisure and recreation. This will include braai areas, picnic areas and	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning 	R 3 000 000	High

		ablution facilities		<ul style="list-style-type: none"> ULM Social & Community Development ULM LED & Environment Management 		
BP 34	Landmarks	Two landmarks are proposed for the development, the first situated at the entrance of the conference centre allows for better legibility for passing motorist creating greater exposure to the facilities provided. The second landmark will be provided at the between the conference and restaurant, this land mark will allow from better legibility and navigation within the proposed conference centre.	Ntenetyana	<ul style="list-style-type: none"> ULM Infrastructure & Planning ULM Social & Community Development ULM LED & Environment Management 	R 1 300 000	High
BP 35	Upgrade to building frontages on main street	Facelifts to support all buildings located on the main street and are currently In aa vandalised or dilapidated state	Mt Frere & Mt Ayliff	<ul style="list-style-type: none"> ULM Infrastructure and planning ULM Social & Community Development 	R 2 000 000	High

RISK & MITIGATION STRATEGY

The following risks presents itself when considering strategies to be implemented under the Beautification and Public Spaces Stream. Set out below is an assessment of the probability of occurrence and impacts, as well as the mitigation strategies to minimise the risk.

RISK IDENTIFICATION			
RISK	PROBABILITY	IMPACT	MITIGATION STRATEGY
Reluctant property owners within CBD to change usage of properties	High	High	The need for Enforcement of the Town Planning Scheme will give property owners an alternative to termination any "illegal" land usage
Maintenance of CBD Upgrades and poor upkeep	Medium	High	The relevant department implementing the strategies needs to ensure that a sustainable maintenance plan also accompanies the upgrades. Damage of any municipal cannot be tolerated and must be monitored by law enforcement authorities.
Increased congestion due to people been attracted to the CBD from immediate and surrounding locations	High	High	The CBD upgrades makes sufficient allocation for public spaces and these spaces need to be made attractive enough so that people do not congregate on the pavements and roadsides. Strict usage of demarcated areas for specific function needs to be maintained to ensure order.
Trucks damaging new surfacing proposed at various intersections	High	High	The CBD by pass routes and Holding areas will be imperative to avoid the breakdown of areas.
Poor accessibility to conference venue at Ntenetyana	Medium	High	The current gravel roads make the proposed conference facility undesirable. Even more so because the facility is located out of town. The tarring of this route will be necessary to attract for people to the Dam area.
Underutilisation facilities proposed at Nodal areas	Medium	Medium	Traders need to be secured before structures are finalised and constructed. A feasibility of the proposed developments needs to be presented with the intended users to allow their input and insight to the direction these proposals should take.

BENEFIT

CBD upgrade through urban renewal activities hold the potential to improve a city's competitiveness for tourism and increase the overall revenues of businesses, particularly in the convention, tourism and retail sector. The CBD Precinct Plans look at ways to further support both population and business growth through urban planning and increased productivity by creating mixed-use redevelopment projects in the town.

Through the implementation of the various projects identified local people can be introduced into the construction and operational phases which offers opportunities for population 'upskilling' and training.

Increasing the density of ULM's urban area or intensifying the uses within the town often brings economies of scale to businesses seeking to deploy or invest capital. As a result, increasing the town gains attractiveness as a place to invest. At the same time, the rejuvenation of surrounding infrastructure and the intensification or densification of the area can create markets for new businesses to service new facilities and their occupants or residents

IMPACT ON THE MUNICIPALITY

The greatest impact to be felt by ULM through the Beautification and Place Making upgrade initiatives identified is the reinstating of confidence into the residents of ULM. Currently most of the population that reside in ULM don't seem to have the drive, ambition and will to see the town transformed into the robust bustling place that it once was.

The projects identified are introduced to directly benefit the pubic and enhance the quality of life which is only fair as residents bear the brunt of poor institutional decision making and poor service delivery. This is an opportunity for ULM to show their people that the interests of the people are genuinely put first. As the assurance of residents grow so will the business and investor confidence through the Promotion strategies put forth

14.9. ECONOMIC STIMULATION

SUMMARY

In aiming to make the Precinct Plan as sustainable as possible and not focused purely on planning intervention it was decided that driving Economic Stimulation through a range of initiatives will be advisable. Our approach aimed to enable small business through local based initiatives which specifically target the Umzimvubu economy.

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
ECONOMIC STIMULATION						
E 01	Develop a Database of Informal Traders within the town within focus local and foreign owned business	Aiming to understand the nature of trade within ULM through quantified research will be very beneficial for ULM to understand the nature of trade in their towns and better provide.	Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 400 000	High
E 02	Establish a data base of all SMME and Co-operatives	The local businesses and co-ops operating within ULM need to be incubated and promoted. This necessitates the need for ULM to have good knowledge of these structures to build stronger working relationships.	Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 500 000	High
E 03	Entrepreneurial Skills Transfer Programme	The programme will focus purely on individuals who are first time business owners and existing business owners who do not have any formal training.	Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 400 000	Medium
E 04	Develop Partnerships with Institutions of Higher Learning	Working together with Education facilities in the towns is a great way of boosting LED through promotion of courses and programmes which speak to the needs of ULM.	Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management 		High
E 05	Conduct community outreach programmes on tourism, arts & crafts.		Mt Ayliff	<ul style="list-style-type: none"> ULM LED & Environment Management ULM Social & Community Development 	R 700 000	Medium
E 06	Facilitate training and skilling of community based tourists guides and operators	The tourism sector holds great potential for the area. Many local people have knowledge about products which can be transferred to authorities for marketing purposes.	Mt Ayliff	<ul style="list-style-type: none"> ULM Corporate Services ULM Social & Community Development 	R 1 000 000	Medium
E 07	Industrial Feasibility and Management Plan	The opportunity for industrial development also presents a sector of opportunity for ULM. This requires a thorough study of potential areas which industrial development can partner with. Through the precinct plan specific sites were identified for Industrial Development.	ULM	<ul style="list-style-type: none"> ULM Infrastructure and planning 	R 400 000	Medium
E 08	Business Incubator Hub	A facility is required in Mt Frere which provides mentorship and facilities to start-up businesses and those businesses lacking finding or knowledge. The incubator will be a great facility which has the potential of attracting and kick starting potential economic contributors from ULM and surrounds.	Mt Frere	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 5 000 000	Medium
E 09	Youth Development Campaign	An ongoing focused and robust programme which targets youth development through physical and academic methods is necessary. This will provide an alternative to young people who increasing been caught in the trap of substance abuse.	ULM	<ul style="list-style-type: none"> ULM Social & Community Development 	R 600 000	High
E 10	Skills audit	A thorough skill audit of individuals within ULM is necessary. This would assist the municipality to gain insight of the current state of qualified, employed and unemployed individuals residing in the town.	ULM	<ul style="list-style-type: none"> ULM LED & Environment Management 	R 350 000	High
E 11	Marketing and Promotion Strategy	The brand associated with any town is essential for marketing and promotional purposes. This strategy is of great importance for the growth and advertising of	ULM	<ul style="list-style-type: none"> ULM Marketing and Communications 	R 500 000	High

		ULM other municipalities in and around the Eastern Cape.				
E 12	Revamp of Water Purification Incubator Hub	An existing Water Purification Hub which was recently burned down exists in Mt Ayliff. The rehabilitation of this facility offers an opportunity for job creation and promoting local products	Mt Ayliff	<ul style="list-style-type: none"> • ULM Corporate Services • ULM LED & Environment Management 	R 7 000 000	Medium

RISK & MITIGATION STRATEGY

The following risks presents itself when considering strategies to be implemented under the Economic Stimulation Stream. Set out below is an assessment of the probability of occurrence and impacts, as well as the mitigation strategies to minimise the risk.

RISK IDENTIFICATION			
RISK	PROBABILITY	IMPACT	MITIGATION STRATEGY
Omission of traders within ULM when compiling database	High	Medium	The database compilation process will need to undertake strong engagement with traders in the area. The call for all traders to come forward to ULM and register their business needs to be communicated through ward councillors, the local paper and radio station. New traders must be registered on this system upon application for a trading permit.
Unwillingness of education entities to partner with ULM	Low	High	The LED department of ULM needs to engage with these entities on a regular basis. As a starting point the municipal development agenda needs to be circulated to all relevant entities for their comment and input to initiate a working dialogue.
Underutilisation of incubator facilities	Medium	High	It needs to be ensured that there is a steady flow of projects taking place which result in increased co-ops emerging through the structures ULM have in place. The facilities can also be marketed to surrounding municipalities which has the potential revenue generation.
Communication shortfalls of tourism community representatives who are unable to speak English	High	High	Identified individual should hold a matric qualification as a minimum. For those that do not they need to partnered with individuals who are fluent. An alternative means is to also provide basic English and literacy classes to these individuals as part of their on-going training
Unable to achieve support from youth to participate in programmes	Medium	High	The topics covered in these programmes needs to be current and relevant to the present issues facing youth Programmes coupled recreation and

			sports days also has the potential attracting more youth The programmes also need to be effectively marketed through schools, colleges and public libraries and social media to ensure youth are aware of the programmes.
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BENEFIT

The initiatives identified is focused at a local level which ensures the participation of business and youth development. The benefit of employing such strategies is the emergence of a synergistic relationship between business in the town as well as the Municipality and Education institutions. The Economic component of the Precinct Plan is an extremely crucial element which cannot be ignored. The consideration of the proposals suggested is required to ensure economic growth in ULM.

The benefit of these initiatives are centred around the enablement of small business and individuals who are passionate to make positive change in ULM. The issue of dependency on government funds and social grants is growing exponentially and the more emphasis placed on supporting and mentoring local businesses the faster this issue can be eradicated.

IMPACT ON THE MUNICIPALITY

The greatest benefit to be felt by ULM is that of reduced dependency and robust economic stimulation. The nature of the retail sector within the town is characterised by foreign nationals who make little or no contribution to the local economy. By the municipality equipping their people and controlling the various economic sectors they place themselves in the position to dictate the flow of money within their local economy.

With closer integration and working relationships emerging across various sectors (formal and informal) diversification of the ULM economy is bound to occur. A thrust towards ensuring local farmers and producers have access to markets will allow the growth of local product bases and in turn spark job creation.

The empowerment of young people within ULM is an area which is not stressed enough. The emergence of more businesses owned by youth of Umzimvubu needs to be a key goal. However, this is only possible through education and supply of the necessary tools that are required for business start-up.

Based on the feasibility studies carried out the sectors with potential needs to be driven in a concerted manner. Such sectors need to be placed high on the agenda of education facilities and the municipality to ensure that a cross border alignment is achieved and the sectors identified are promoted.



15. CONCLUSION

This report is a representation of the conceptual Precinct Framework Plan and forms the third and Fourth Phase of the Umzinvubu Precinct Plan. The goals and strategies put forth together with implementation strategies put forth are deemed most feasible for ULM.