

GEVDI

GREATER EDENDALE VULINDLELA
DEVELOPMENT INITIATIVE



DEVELOPMENT CATALOGUE OF INTERVENTIONS

JUNE 2019

IN PARTNERSHIP WITH



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



human settlements
Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA



**Cooperative Governance
Traditional Affairs**



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01

PURPOSE OF DOCUMENT

The National Development Plan mandates a series of interconnected interventions required to address economic solutions, institutional reforms, change to land management systems and infrastructure investment. Urban development strategies make for urban spaces where communities can live, work and play seamlessly.

The Greater Edendale Vulindlela Development Initiative [GEVDI] is the vehicle established to unlock development potential through the regeneration of the Edendale Vulindlela Complex into a functional and well-planned space as an integral component of the Msunduzi spatial structure.



The intention of the document is to paint a historical and spatial picture of Edendale and outline the institutional strategic approach, structured planning processes and improved functional systems for the transformation of the Edendale-Vulindlela landscape. The Development Portfolio outlines the critical interventions in support of the cohesive and integrated development of the Edendale landscape including the building of sustainable human environments.

Accordingly, the report lays down the foundation for a Development Charter for Government and Private Sector Participants to co-create innovative solutions that will advance the regeneration of the disenfranchised Edendale-Vulindlela Complex.

STRUCTURE OF THIS DOCUMENT

The document will then take the reader to the contextual analysis of the GEVDI initiative which will detail where GEVDI as an initiative and area is at current. In terms of what the initiative is working towards and what are the prime and persistent challenges and issues that are prohibiting accelerated development within the area.

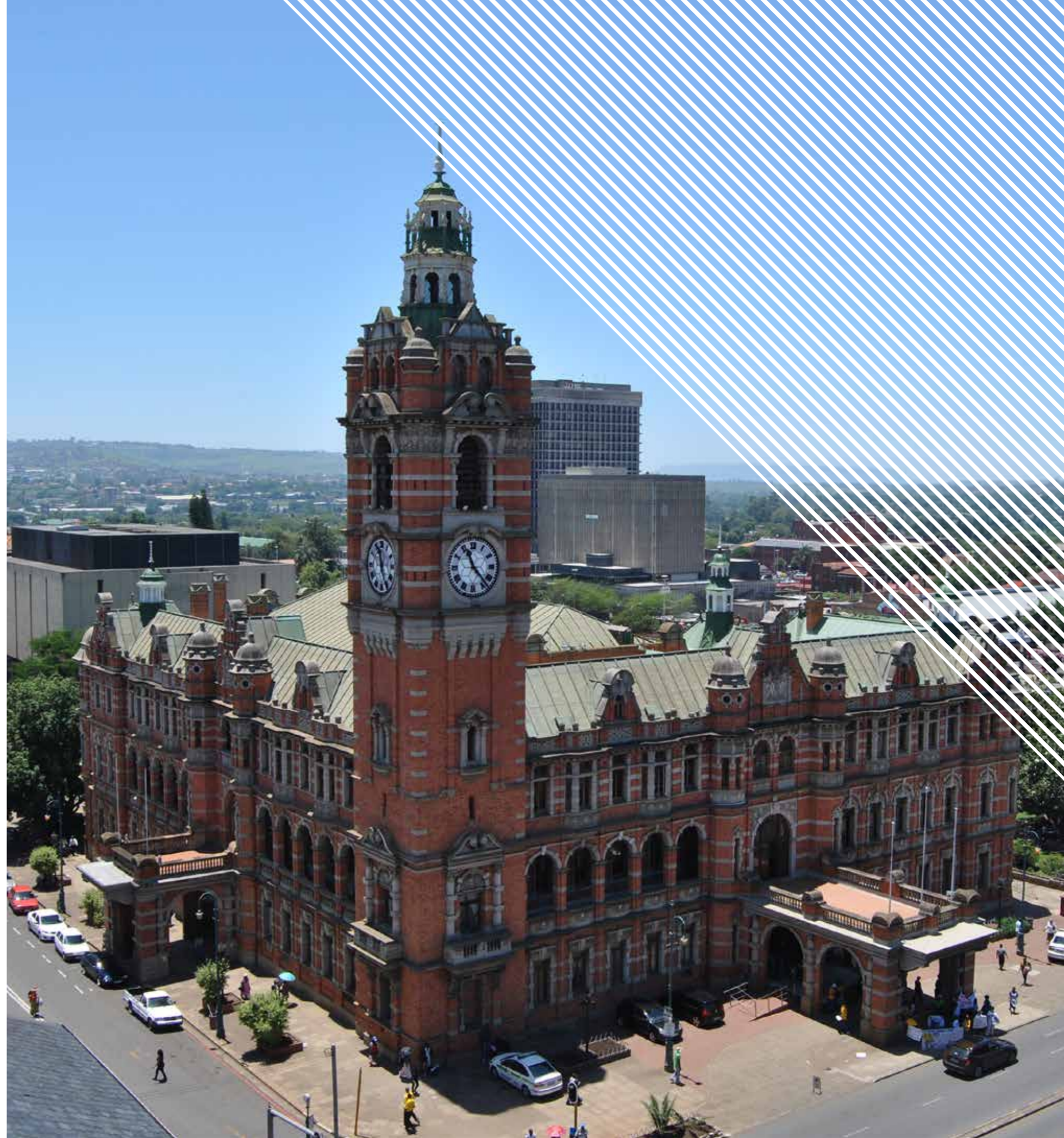
Following this section is the institutional framework with governs the processes and initiatives taken by the GEVDI initiative. GEVDI is an extension of the municipality therefore alignment with municipal processes is imperative. In so saying, GEVDI follows the hierarchy of plans for the implementation of plans and actions advanced within the

areas. Primary to following local, provincial and national imperatives is Intergovernmental relations which allows for all departments to have input and guidance in any steps taken by the GEVDI initiative. This is achieved through consultative processes, the Land Legal Committee established in 2007 now renewed as the GISC committee. Here various departments are bound to the committee to aid decision making processes and unanimity with all steps taken by the GEVDI initiative.

Synthesis of issues and the vision of GEVDI follows to detail what the vision and mission of GEVDI is. This will detail what GEVDI aims to achieve over the years, how it intends to start based on some of the prime issues which are consistently prevalent and some of the factors that are barriers to further development in the area.

The conceptual and development framework detail some of the planning theory and concepts which govern some of the decision making processes and development that have occurred through policy. This includes norms and standards as well as principles which govern a way forward for local municipality initiatives like GEVDI. These are borrowed and lent from prior successful South African developments as well as international shortcomings and success stories for an effective development. This is all for the spatial transformation for the area while accounting for the existing population.

The Development Catalogue of Interventions which follows the conceptual framework thus details the various projects which have been initiated, those that are being embarked on and those that are being planned for in the near and distant future. This details the GEVDI initiative's goals for the future in terms of short, medium and long terms goal projects that we aim to run concurrently within the Edendale area.



02 CONTEXT

Pietermaritzburg - the 'City of Choice'

The City of Choice is positioned in the Msunduzi Municipality, is the second largest city within KwaZulu-Natal and the fifth largest city in South Africa and the main economic hub within uMgungundlovu District Municipality.



Pietermaritzburg, the capital city of the Province of KwaZulu-Natal is the 'City of Choice' because it sits astride the country's business development corridor, the N3 highway which connects Durban to Gauteng, South Africa's financial capital. Pietermaritzburg is only 45 minutes by road from Durban (Africa's busiest port), one hour away by road to the new King Shaka Airport, one hour by air from Pietermaritzburg's Oribi Airport to OR Tambo International Airport (Johannesburg), and 90 minutes from the central Drakensberg resorts.

Pietermaritzburg is a colourful, picturesque, modern city with fascinating historical events, scenic surroundings and authentic and modern art galleries.

The city, the second largest in the Province, is the financial hub of the KwaZulu-Natal Midlands.

The city has increasingly become an attractive investment destination. This is borne out by the number of developments projects on the cards in the Ashburton area south east of the municipality, which has been identified in the city's Spatial Development Framework as an economic opportunity node.

The city of Pietermaritzburg is a provincial and national centre of educational excellence. It is home of the University of Pietermaritzburg and is home to several other institutions of higher learning. In addition, Pietermaritzburg is home to a host of private and government-owned institutions of primary and secondary education.

The municipality is also home to great international events such as the Comrades Marathon, the Duzi Marathon and the Midmar Mile.

EDENDALE-VULINDLELA

The establishment of the Msunduzi Municipality has brought together the areas of Edendale and Pietermaritzburg under the jurisdiction of a single Council.

Given the size of Edendale, and the long years of neglect that has to be reversed in the Edendale area, the transformation challenges that face Greater Edendale are formidable. It is recognised that these challenges need to be addressed within an environment that is bound by the constraints of:

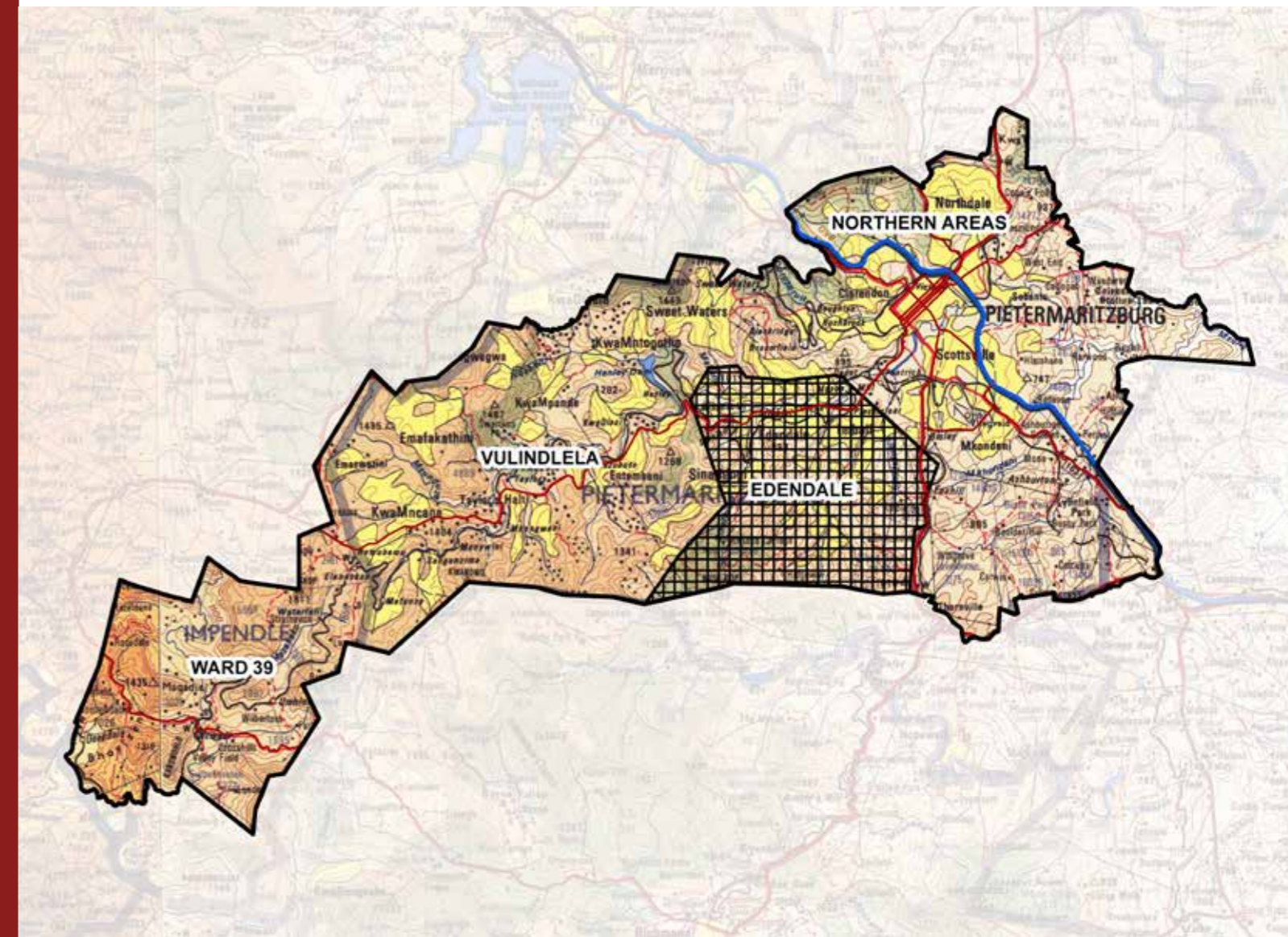
- High levels of poverty and unemployment
- Rapid population growth
- The AIDS pandemic
- Land legal complexities
- Inadequate services and infrastructure provision
- The rapid advancing rate of informal settlement development

Urban Renewal and Urbanization hold great promise for economic and social progress, the improvement of access to basic services for a greater number of people and for cultivating democracy and equality. In so saying, this report attempts to reflect some of the challenges of urban development management in the post-apartheid period and within a highly volatile and contested urban landscape.

With the foregoing in mind and with the attention of all levels of government focused on Edendale, the Msunduzi Municipality decided in December 2004 to set up the Greater Edendale Development Initiative [GEDI] now known as the Greater Edendale and Vulindlela Development Initiative [GEVDI] as a self-purpose business sub-unit to co-ordinate and facilitate integrated planning, development and fundraising for the area.

The MEC [Human Settlements] initially made available an amount of R20 million for the acquisition of the private land in the Greater Edendale Complex. This project became known as the Edendale Land Development Initiative and concentrated largely on the purchase of such land for low cost housing developments. To this end, the municipal Executive Committee duly approved the prioritisation of five housing projects along the Edendale Corridor.

Moreover, at an institutional level, the Executive Committee approved the establishment of GEDI [2004], similar to a special purpose vehicle, to facilitate the integrated and holistic development of the area. With the passage of time and the subsequent demarcation of the expanded municipal boundary, GEDI was duly extended to include the Vulindlela tribal authority area [2013], and later Ward 39 [2016]. This sub business unit is, now officially designated and recognised as the Greater Edendale Vulindlela Development Initiative [GEVDI], in terms of the approved Municipal organogram and structure.



EDENDALE TOWN CENTRE

Urban Hub Precinct Plan
June 2019



LEGEND

- ① BRT STATIONS
 - ② THE HIGH STREET, PROMENADE 1 & 2
 - ③ SKYBRIDGE PEDESTRIAN BRIDGE
 - ④ RAMP TO PEDESTRIAN BRIDGE & ENTRANCE PLAZA
 - ⑤ PEDESTRIAN CROSSING
 - ⑥ PEDESTRIAN PROMENADE, GREEN BARRIER & ROAD FENCE LINE
 - ⑦ FORMALIZED WALKWAYS
 - ⑧ PUBLIC TRANSPORT TERMINAL
 - ⑨ RESIDENTIAL
 - ⑩ RAILWAY
 - ⑪ EDENDALE HOSPITAL
 - ⑫ EMUSENI RETIREMENT HOME
 - ⑬ HOSPICE
 - ⑭ NGO PARK
 - ⑮ SAPS
 - ⑯ ITHALA WAREHOUSES
 - ⑰ EDENDALE CROSSING MALL
 - ⑱ GREATER EDENDALE MALL
 - ⑲ FASTFOOD DRIVE THROUGH
 - ⑳ NEW INFORMAL TRADER STALLS
 - ㉑ NEW MEDIA CENTER
 - ㉒ NEW CIVIC CENTER & MARKET SQUARE
 - ㉓ FARMHOUSE MUSEUM
 - ㉔ SMME WORKSHOP COMPLEX
 - ㉕ SMME INCUBATOR COMPLEX
-
- EXISTING BUILDINGS
 - NEW CIVIC-USE BUILDINGS: civic center, creche, multimedia center, market
 - NEW MIXED USE BUILDINGS: ground floor commercial, 3 floor residential walk-up
 - NEW RESIDENTIAL BUILDINGS: 4 floor residential walk-up
 - NEW SMME BUILDINGS: SMME Workshops, SMME Incubator Complex
 - NEW MIXED USE BUILDINGS: ground floor social services, 3 floor residential walk up
 - NEW EDENDALE HOSPITAL EXTENSION
 - PEDESTRIAN ZONE
 - 100YR FLOOR LINE ZONE
 - NATURAL OPEN SPACE
 - LANDSCAPED PARKS
 - RIVERS
 - PAVED SURFACE

03

BACK-GROUND

The following section highlights aspects of Edendale's complicated history up to current time where it is now part of the Msunduzi Municipality and is being closely attended to rectify past Apartheid spatial injustices.



The 1950s Group Areas Act resulted in the demise of the thriving agricultural and commercial activities in Edendale as businesses and small industries were closed, leaving the community in financial distress. Missionaries continued to provide good schooling with notable luminaries educated in Georgetown including Nobel Peace winner Albert Luthuli, Musician Caluza, the activist brothers Selby and Richard Msimang, authors Professor Nyembezi and RRR Dlomo, chiefs Dambuza and Mini, the artist Gerard Bhengu and environmental activist 'Treeman' Mzibuko.

In 1961, Edendale provided the venue for the meeting of the All-In African Conference, where Nelson Mandela emerged from a recently-expired ban to make one of his last important speeches as a free man. The Azanian People's Organization (AZAPO), the heir to Steve Biko's Black Peoples Convention, also made its presence felt in the Pietermaritzburg area, though it has been greatly eclipsed since the rise of the United Democratic Front (UDF).

The 1990s saw severe civil war that resulted in large scale destruction of homes in the rampant displacement. The Seven Days War, and ensuing violence, led to landowners deserting land and houses.

The establishment of the Msunduzi Municipality brought together the areas of Edendale and Pietermaritzburg under the jurisdiction of a single Council. Under this administration, the Greater Edendale Development Initiative was established in 2004 and was expected to unlock the potential of creating the Greater Edendale Area into a City within a City. In this context, Greater Edendale was presented and entrenched as a gateway towards the development of an inclusive and integrated post-apartheid City.

04

CURRENT STATUS

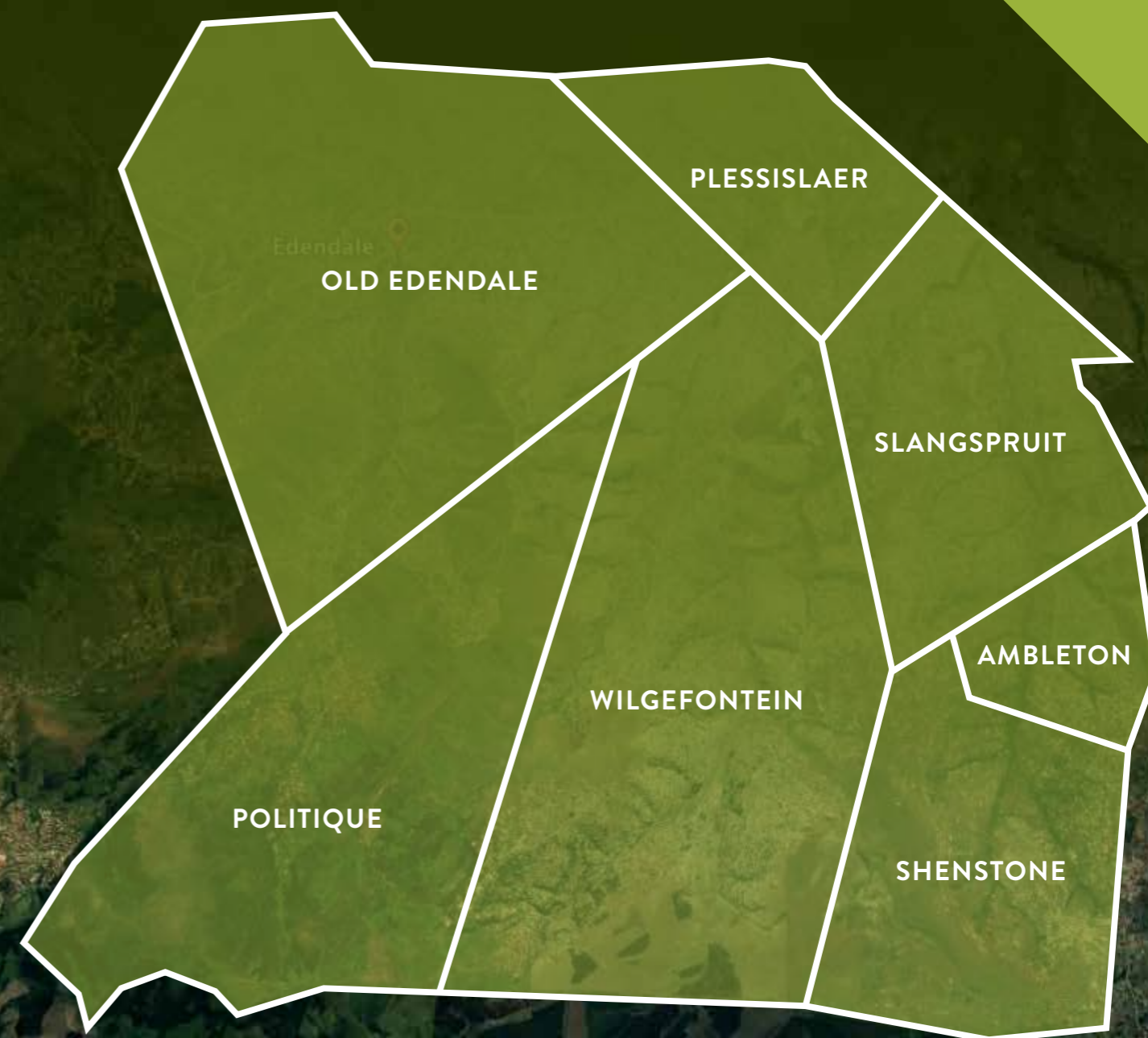
Given the size of Edendale, it is recognised that transformation challenges need to be addressed to rectify an environment bound by:

- high levels of poverty and unemployment;
- land legal complexities;
- inadequate services and infrastructure provision;
- rapid advancing rate of informal settlement development;
- occupation/invasion of both privately owned and municipal [former state] land.

Msunduzi Municipality is striving to address high levels of poverty and unemployment [twin evils] within the context of widespread and deeply entrenched imbalances, as a result of decades of apartheid planning within its area of jurisdiction. As a response, the Msunduzi Municipality has adopted an Area Based Management [ABM] approach to the management of future development within its area of jurisdiction.

GREATER
EDENDALE
COMPLEX

47KM²



The ABM model has been introduced in order to target and draw attention to the specific dynamics of the respective areas. Also, the promotion of local democracy is seen as a central role for any municipal government - it is given particular attention here because the scale and complexity of the municipality require specific mechanisms to promote local participation and democracy. The local sphere is an arena where citizens can participate in decision-making to shape their own living environments, and exercise and extend their democratic [social, economic and political] rights.

POPULATION DISTRIBUTION BY ABM



20%

CBD, ASHBURTON,
EASTERN AREAS

34%

GREATER
EDENDAL /IMBALI

25%

VULINDLELA

21%

NORTHERN
AREAS

GREATER EDENDALE IMBALI ABM POPULATION



In 2001, the population size of the Greater Edendale Imbali ABM was estimated at 119 510 people and constituted 21.6% of the municipal population. Population growth of 1.7% per annum, puts the population of the Edendale - Imbali ABM at 139 089 in 2010. The growth in the Edendale - Imbali ABM suggests that the area is experiencing a net inflow of people.

PRIVATE LAND ACQUISITION

183 hectares of land comprising 167 properties, acquired to date.

TENURE UPGRADE

21,762 of a total of 23,174 historical land tenure properties have been upgraded in terms of the Upgrading of Land Tenure Rights Act 112 of 1991 ("ULTRA") The effect hereof is that any form of pre-1994 Tenure rights issued are upgraded to full freehold Title.

STATE LAND TRANSFER

Almost all State Land being the subject of the General POA has been transferred to the Municipality. This land is 2,483 hectares in extent and comprising 51 properties. Most of the land held in the ownership of the KwaZulu-Natal province has also been transferred to the Municipality. This land is 4,525 hectares in extent and comprises 43 properties.

There is a compelling need to address the promotion of equity, social justice and economic prosperity. As such, in order to reach a condition where the uneven geography of the city is address and balanced, it is important that this spatial disparity is addressed. The former requires redistribution across the municipal area; the latter requires a clear, transparent and predictable framework in which redistribution can occur. To effectively promote equity and facilitate redistribution between developed and underdeveloped parts of the city, the municipality requires strong fiscal resources and political will and commitment.

HOUSEHOLD INCOME FOR THE EDENDALE - IMBALI ABM



<R800 PER MONTH

for 55.5% of the population



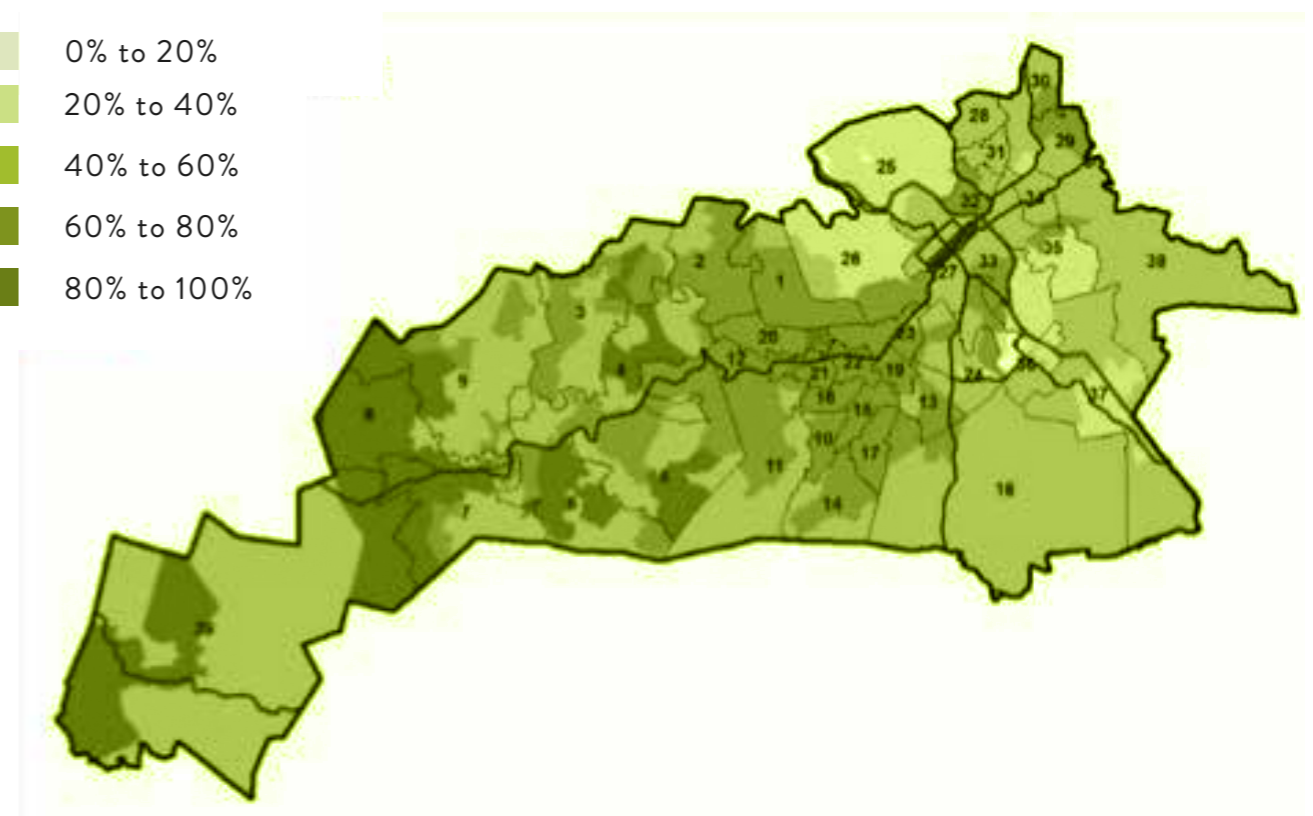
<R90000 PER YEAR

for 95% of the population

The population of the Edendale/Imbali ABM is generally young, with the majority of the population [40.5%] falling within the 15-34 age categories. This relatively youthful population emphasises a need for employment opportunities, educational and recreational facilities. The number of people that fall within the working age cohort could be estimated at 80 000. This also indicates the potential labour force of the area. Census 2001 indicates that 40% of the population within the Edendale - Imbali ABM is unemployed, suggesting poor access to disposable income. Only 25% of the population is employed and 34% is not economically active.

Unemployment Rate

- 0% to 20%
- 20% to 40%
- 40% to 60%
- 60% to 80%
- 80% to 100%



These challenges [poverty, unemployment and inequality] remain embedded or prevalent as the City pursue its quest for metropolitan status. In this regard, there is a urgent need for the preparation of a Metropolitan Plan as a growth path directive and scenario planning instrument which realises a Msunduzi Metropolitan complex, and a globally competitive city. Moreover, a city is not isolated from external realities and risks, and nor is it immune to its own set of changes, challenges and opportunities. A problem associated with many municipalities, is the need to develop a future forward plan and urban related strategies for growth.

✓ **GEVDI INTERGOVERNMENTAL STRATEGIC COMMITTEE (GISC)**

Msunduzi Municipality and Department of Human Settlements [DoHS] intergovernmental committee formed for the provision of housing and services in the Edendale Complex.

✓ **PRIORITY HOUSING PROJECTS**

Five project areas identified for housing projects by LLC around the Edendale corridor, in ward 21 and 22. Land acquisition process is still underway.

✔ SOCIAL FACILITATION

Public participation and transparency by facilitators for open engagement and involvement.

✔ COMMUNICATION STRATEGY AND LIAISON

Public interaction through ward councilors to encourage reciprocal interaction and communication to remove barriers and allow LLC to attract buy in.

✔ BENCHMARK REPORT

Provides clarity and direction to valuers for valuating property listed for acquisition. Created in 2017, it allowed for informal settlements on properties to be valuated as well.

✔ VALUATIONS

Policy which took into account the plethora of instances which arose with acquisition processes as a result of the 'struggle' period. Hence two valuations are conducted and compared to get a final verdict. Upon the verdicts rejection, a property owner may conduct their own valuation to be compared to.

✔ STATE LAND TRANSFER

Land in Edendale was originally state land which was all transferred to the Municipality's ownership. Various plots of land are now being transferred back to the various departments in which they belong to generate rates and improve the economy.

✔ LAND TITLE ADJUSTMENT

Various individuals tasked with the responsibility of either holding land and money used for acquisition in cases where owners could not be found, or finding the owners of the land so that acquisition can occur.

✔ TENURE RECTIFICATION

The process of correction previous regime of incorrect land administration which has resulted in many living on land they do not own.

✔ FRIENDLY EXPROPRIATION

A land acquisition process which was initiated and concluded by facilitators with living owners of land without a hostile situation.

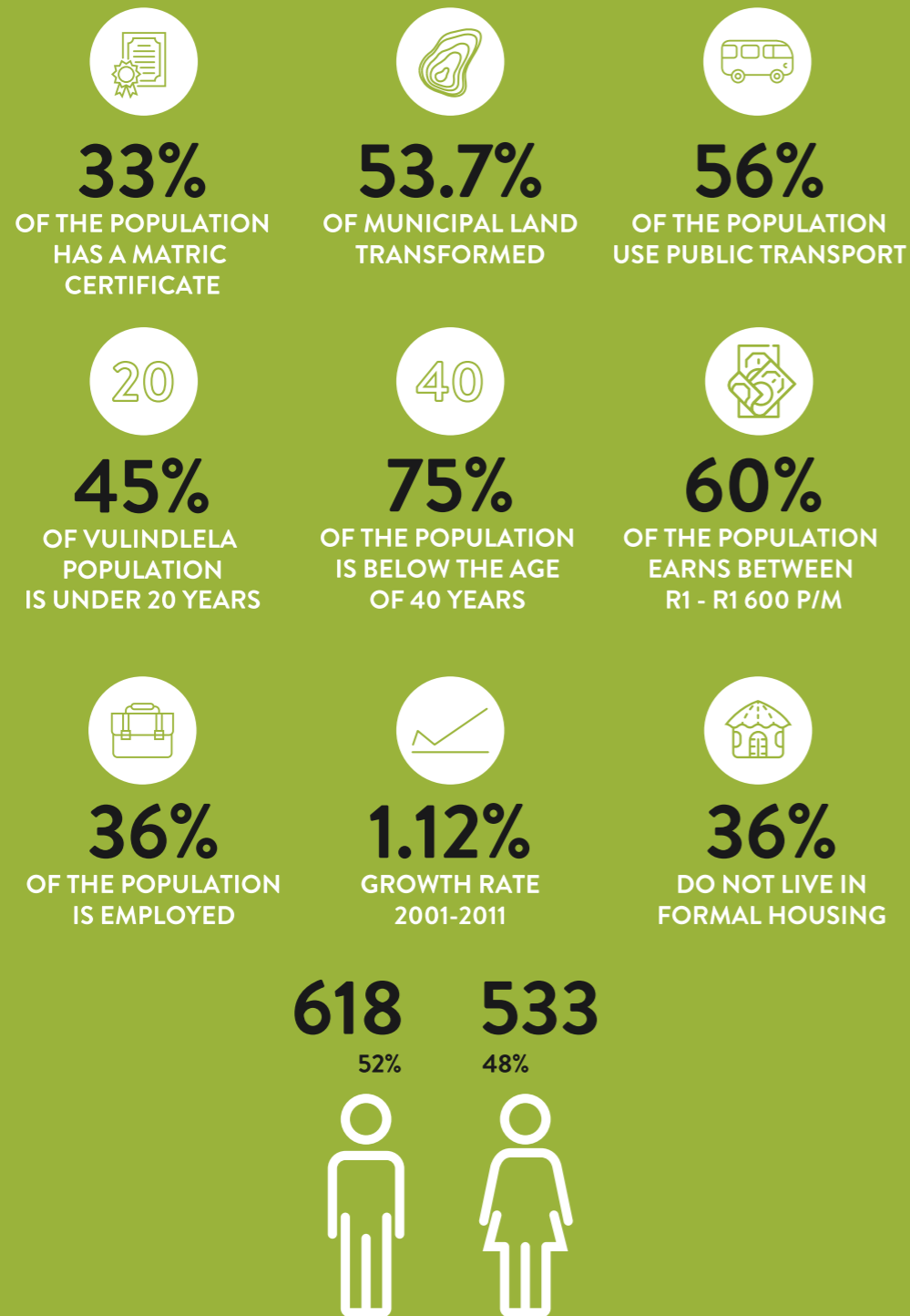
✔ STANDARD OPERATING PROCEDURE

GEVDI's best practice programme including processes and procedures around the aforementioned.

It is submitted that if Msunduzi is to balance the need for economic growth with social and human development, it requires the linking of long-term city-wide strategies with operational outputs and stimulating interest in and action towards agreed future outcomes. In this context, many aspects shape the way an organisation works. The formal structure and allocation of accountabilities and authorities provide the basic outline. The processes and systems represent the connections and controls across business units. The people, behaviour and culture bring the structure and connections to life. The achievement of an organisations goals and objectives stems from the realization that the foundation of all organisational performance is human action.

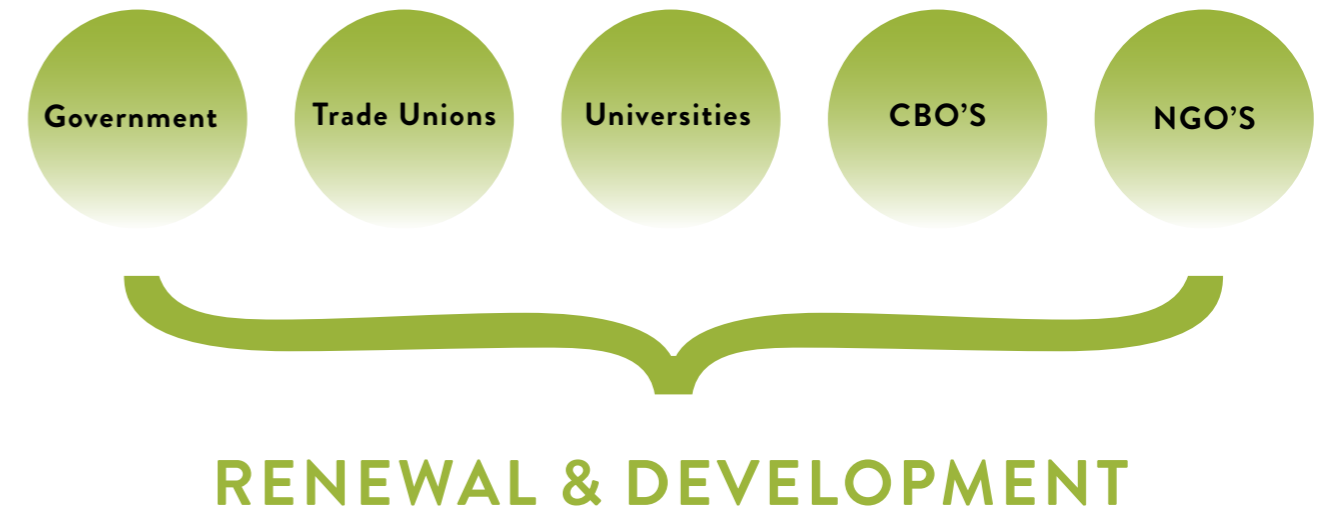
Having defined the institutional change, purpose, strategy and success measures there is a need to identify the fit-for-purpose structure, capabilities, roles and accountabilities required. In response to the causes and processes of business change it is recognised that institutions use multiple methods to attempt to change. Some changes involve focused methods such as internal development and discrete market exchange, particularly when institution seeks specific new resources. In this case, resource extension opportunities offer opportunities for path-breaking change.

The Department of Human Settlements and the Msunduzi Municipality are currently implementing the Greater Edendale Development Initiative in accordance with various Agreements. The above Agreements are informed by legislation which provides that municipalities must take all steps within the framework of national and provincial housing prescripts to ensure that inhabitants have access to adequate housing and services. Municipalities must set housing delivery goals, identify and designate land for development and create and maintain a public environment conducive to housing development, which is financially and socially viable.



The Department of Human Settlement identified the Greater Edendale as a priority area for township renewal and through the land acquisition and land legal programme seeks to advance the transformation and regeneration of the Greater Edendale area.

In this regard, it is, submitted that the efficient and sustainable development of Edendale will require ongoing significant, strategic and proactive intervention by the Municipality, in conjunction with other key role players, to change the nature of planning and development in the area and to influence the spatial redirection of both private and public investment. The approach is to introduce consistency and rationality in matters relating to Integrated Development and provide a focal point and a strategic basis for focusing municipal action, weighing up trade-offs, and linking the strategies and plans of the three spheres and agencies of government.

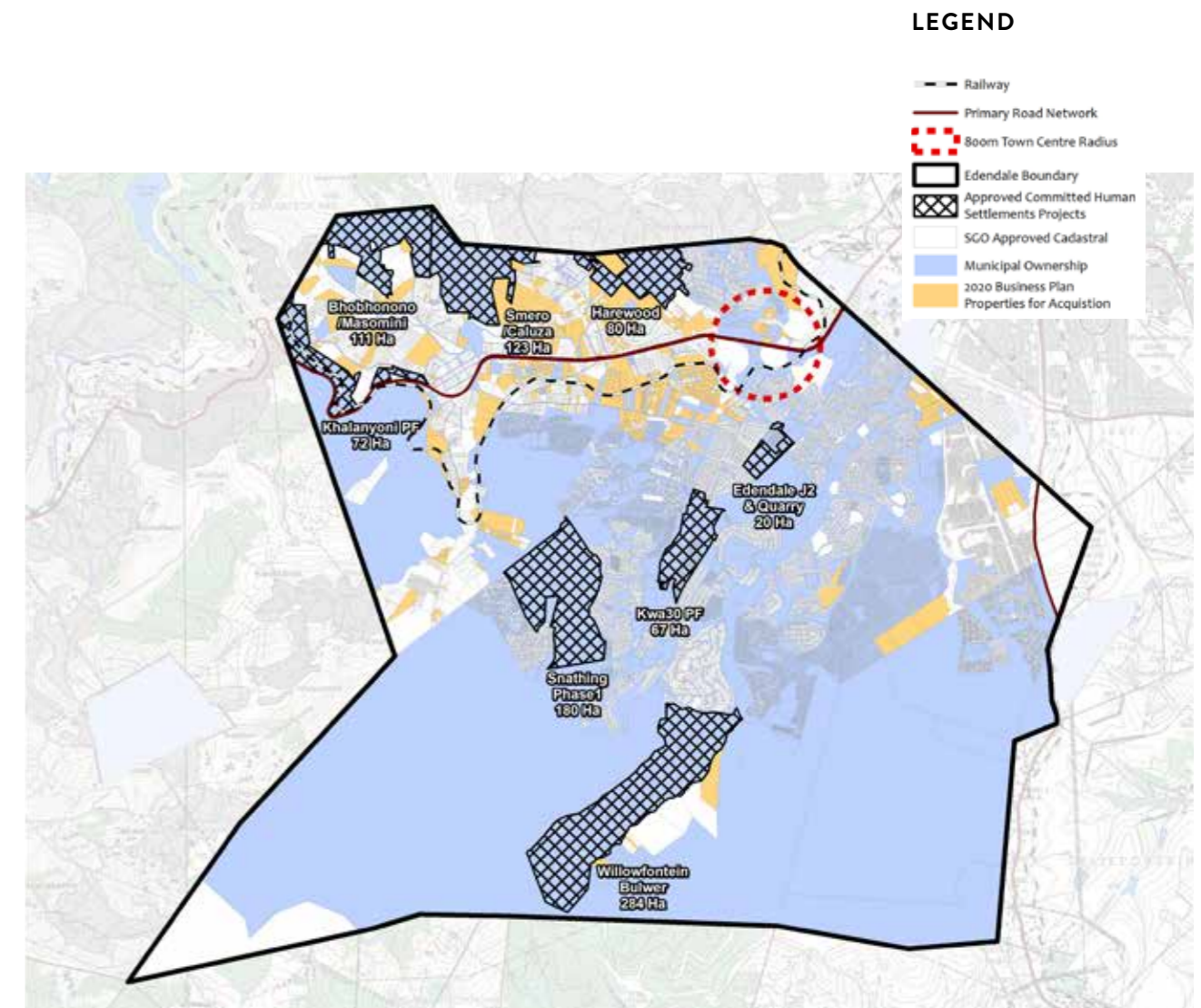


05 VISION

The precinct design vision is to “establish Greater Edendale-Imbali as a vibrant economic node and town centre serving the population of Greater Edendale and Vulindlela as a node where economic, employment and socio-economic opportunities can be accessed”.

The vision is premised on the concept of “African Urbanism” and it embraces the informal economy as a platform for organic growth over time. Public sector investment in the public transport and pedestrian movement networks and public space which function not only as places of economic activity, but also as places of social gathering, are intended as core design elements to provide structure to a Town Centre that:

- has vibrant informal economy;
- is a centre of employment;
- has a diverse manufacturing sector;
- is a place of celebrated quality spaces;
- is a place of multiple uses;
- is a place of well-connected spaces;
- is a place building off the CBD’s energy;
- is a place of innovation.

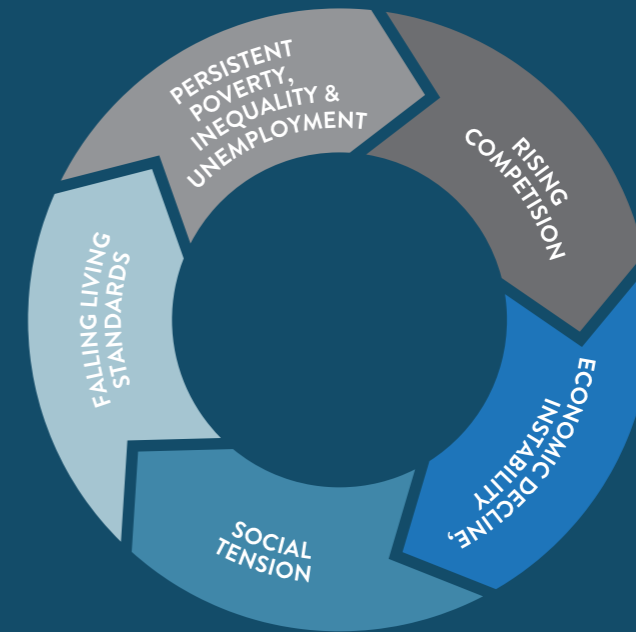


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STRATEGY FOR ECONOMIC UPLIFTMENT

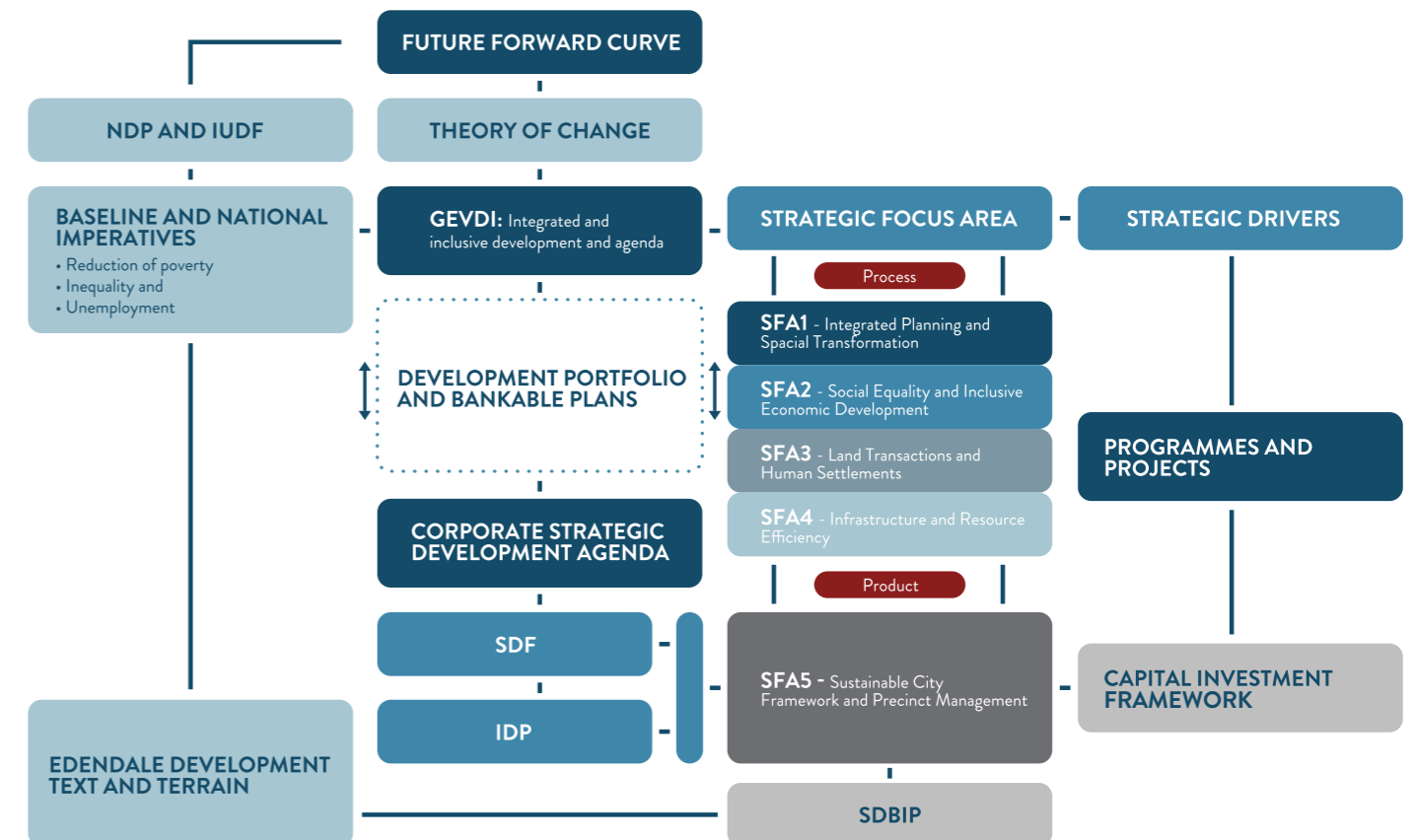
GEVDI provides a continuous process of spatial transformation wherein substantial room for creativity is allowed in both development planning and decision-making. The focus of GEVDI is to reconfigure and change the development approach and delivery of housing at scale, by ensuring that it results in the creation of sustainable human settlements while rectifying the areas Apartheid history.

CONSEQUENCES OF DEVELOPMENT DECLINE



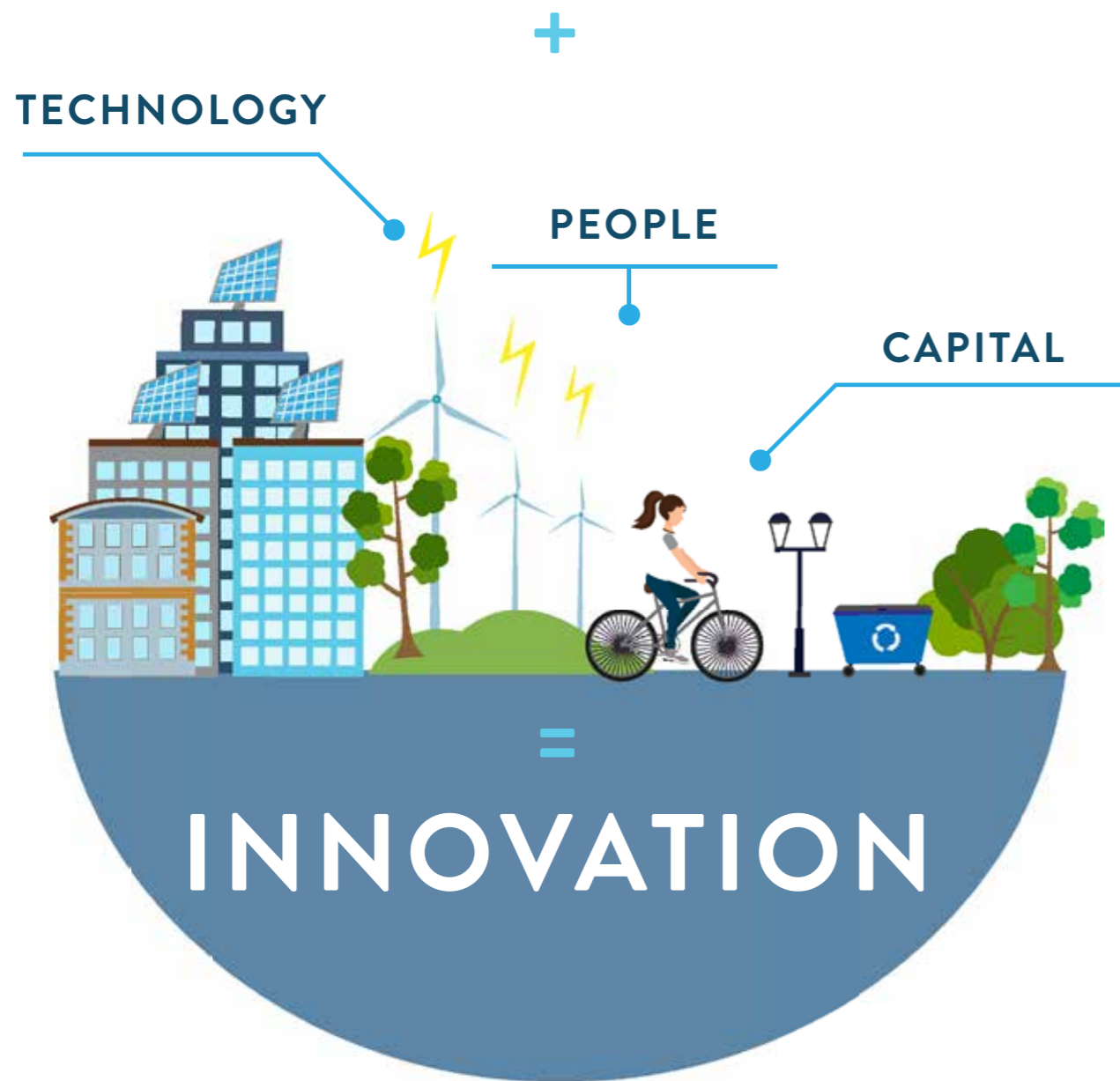
The objectives of the GEVDI's Integrated Development Agenda and Human Settlement initiative include the following:

1. Meet human settlement needs at all levels of the housing ladder through accelerated facilitation and supply, as well as effective management of a diverse range of products for purchase or rental.
2. Promote urban economic development to enhance the capacity of the Edendale Area to alleviate poverty, increase economic and employment opportunities, and maximise the multiplier effect from implementing development programmes.
3. Improve housing and economic opportunities by encouraging investment, increasing access to finance and marketing models, and ensuring property can be accessed by all and as an asset for wealth creation and empowerment.
4. Utilizing housing as an instrument for the development of sustainable human settlements, in support of spatial restructuring and as a key strategy for poverty alleviation.



GEVDI seeks to present the consolidation and adoption of a multi-faceted and multi-disciplinary approach to place the economy on a production-led trajectory drawing on various models including the Keynesian economic model. For that matter, the CDS, IDP and the SDF must be aligned in support of the development of the economy, which specifically address and consolidate an economic predisposition on: jobless growth, bridging the gap between the first and second economy, promoting the informal trade economy, strengthening and the development of poorly performing sectors, business expansion and retention, expanded income revenue streams, skills development programme, etc.

- DYNAMIC CITY
- EFFICIENT INFRASTRUCTURE
- CLEAN ENVIRONMENT
- THRIVING URBAN CORE



The GEVDI Development Practice and Agenda promotes Edendale as a place to do business and in so saying, where this objective is emphasised by a Business Expansion and Retention Programme – referred to as BEAR.

RESPONSIBILITIES OF BEAR

-  Development of all appropriate sectors of the local economy;
-  Development and retention of all businesses, formal and informal;
-  Developing economic opportunity in communities and empowerment;
-  Creation of jobs and skills development for the local economy;
-  Attracting investment; and funding of local economic development.

In addition, a food security programme [including agricultural value chain] and the vulnerability of this sector in the wake and adversity of climate change is a grave concern to the municipality and requires that the municipality take proactive measures in response thereto. An added function to this portfolio would be sector research and analysis which will equip decision making with relevant data and inform the policy terrain and nature and extent of interventions.

This situation has generated a redirection of focus in fields like economic geography, social theory and spatial planning. In the most influential texts in social studies from recent decades space plays a central role and in economics Krugman has re-introduced, the concept of “spatial economy”.

GEDVI was constituted as a vehicle for the delivery of public goods and services in an environment where consensus building and reconciliation are of primary focus. The IDP identifies the Greater Edendale area, as a focus area and one of the priority areas for spatial planning, socio-economic development and service delivery. This arises from the service backlog and relatively high levels of informality that are characterized by this area.

STRATEGIC FOCUS AREAS



SFA1 - Integrated Planning and Spatial Transformation

- Provide access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities within the Greater Edendale area.
- Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management within the Greater Edendale area
- Support the Edendale and Imbali area, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

SFA2 - Social Equity and Inclusive Economic Development

- Eradicate extreme poverty for all people within the Greater Edendale area, currently measured as people living on less than R18 per a day.
- Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means to implement programmes and policies to end poverty in all its dimensions.
- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value within the Greater Edendale area.
- Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

SFA3 - Land Transactions & Human Settlements

- Ensure access for all, to adequate, safe and affordable housing and basic services and upgrade slums.
- Substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change and resilience to disasters.
- Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women and children, persons with disabilities and older persons.
- Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management within the Greater Edendale areas.



SFA4 - Infrastructure and Resource Efficiency

- Upgrade infrastructure and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.
- Facilitate sustainable and resilient infrastructure development through enhanced financial, technological and technical support to the Greater Edendale areas.
- Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
- Expand cooperation and capacity-building support in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies.

SFA5 - Sustainable City Framework and Precinct Management

- Management of a Sustainable City
- A sustainable city must conform to all the five, equally important and interlinked pillars of sustainable development, as advanced by the United Nations. These pillars are: people, planet, prosperity, peace and partnerships.



A sustainable city is one that meets its developmental responsibility in a sustainable, spatially transformed and resource-efficient way, taking into account environmental thresholds. Key features of a sustainable city are social justice and urban safety, compact and inclusive spaces, and efficient use of natural, economic and human resources.



High levels of poverty

High rates of unemployment and low economic growth

Low levels of skills development and literacy

Loss of Natural Capital

Unsustainable development practices

Limited access to basic household and community services

Increased incidents of HIV/AIDS and communicable diseases

Climate change

High levels of crime and risk

Ensuring adequate energy and water supply

Ensuring food security

Infrastructure degradation

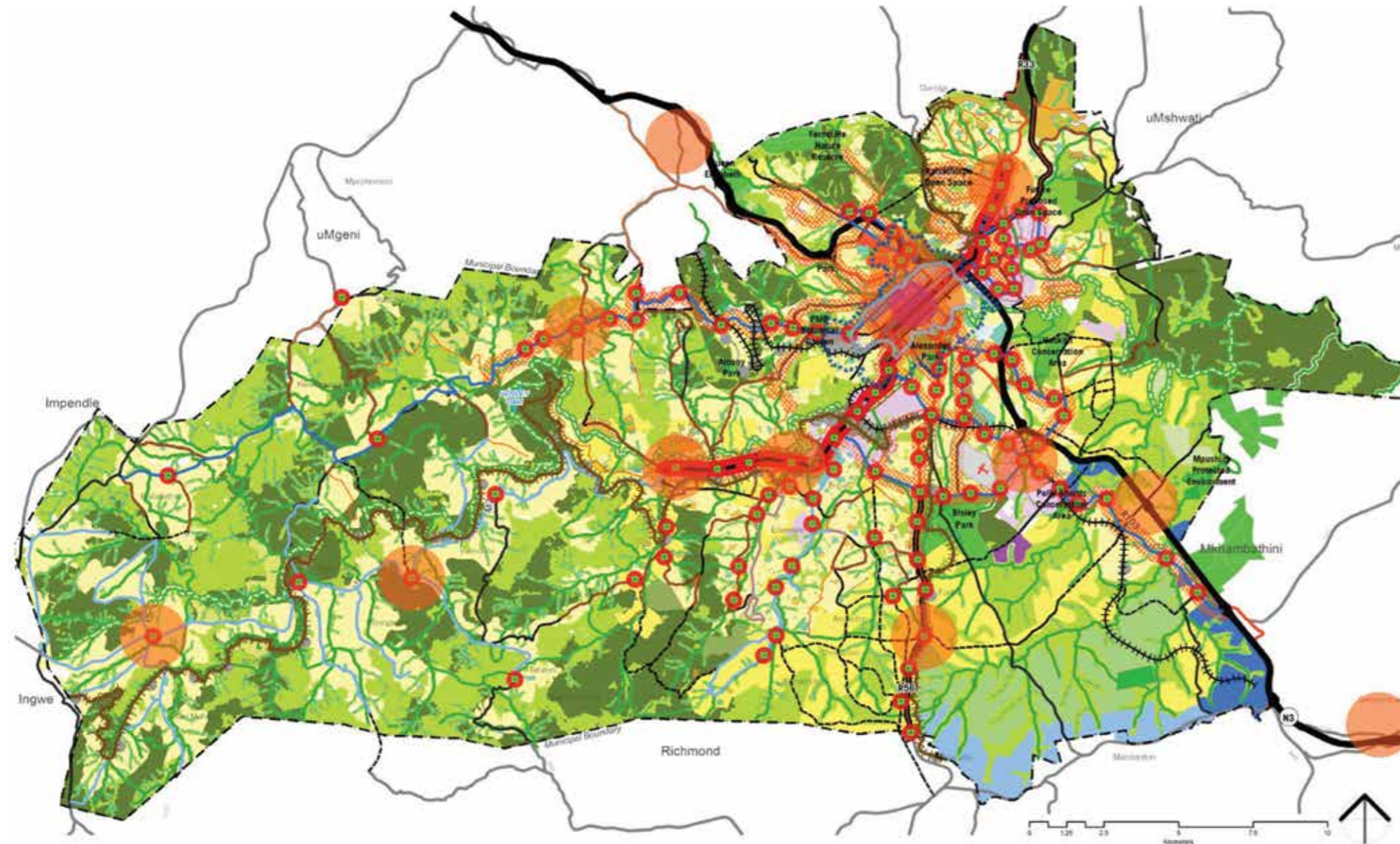
Ensuring financial sustainability

Ineffectiveness and inefficiency of inward looking local government still prevalent in the Municipality

IDP SDF FUTURE DEVELOPMENT CHALLENGES

CONSOLIDATED PLAN - MSUNDUZI DRAFT SDF

Urban Hub Precinct Plan
June 2019



GLOBAL CONNECTIVITY

- National Route (N3 Corridor)
- Primary Network
- Regional Network Linkages
- Gauteng - Durban Rail Link
- Railway Stations
- Oribi Airport
- Existing Interchanges
- Proposed Interchanges

PRODUCTIVE SYSTEMS

- Existing CBD
- Existing Commercial
- Existing Industry
- Logistics/Business
- Agri Business/Commercial
- Industry
- Agriculture

SUSTAINABLE TRANSPORT

- Secondary Route
- Distributors/Tertiary Routes
- Proposed New Linkages
- Minor Access Routes
- East West Rail Connection/Proposed NMT Route
- BRT R.O.W Trunk
- The Msunduzi Parkway NMT

QUALITY URBANISM

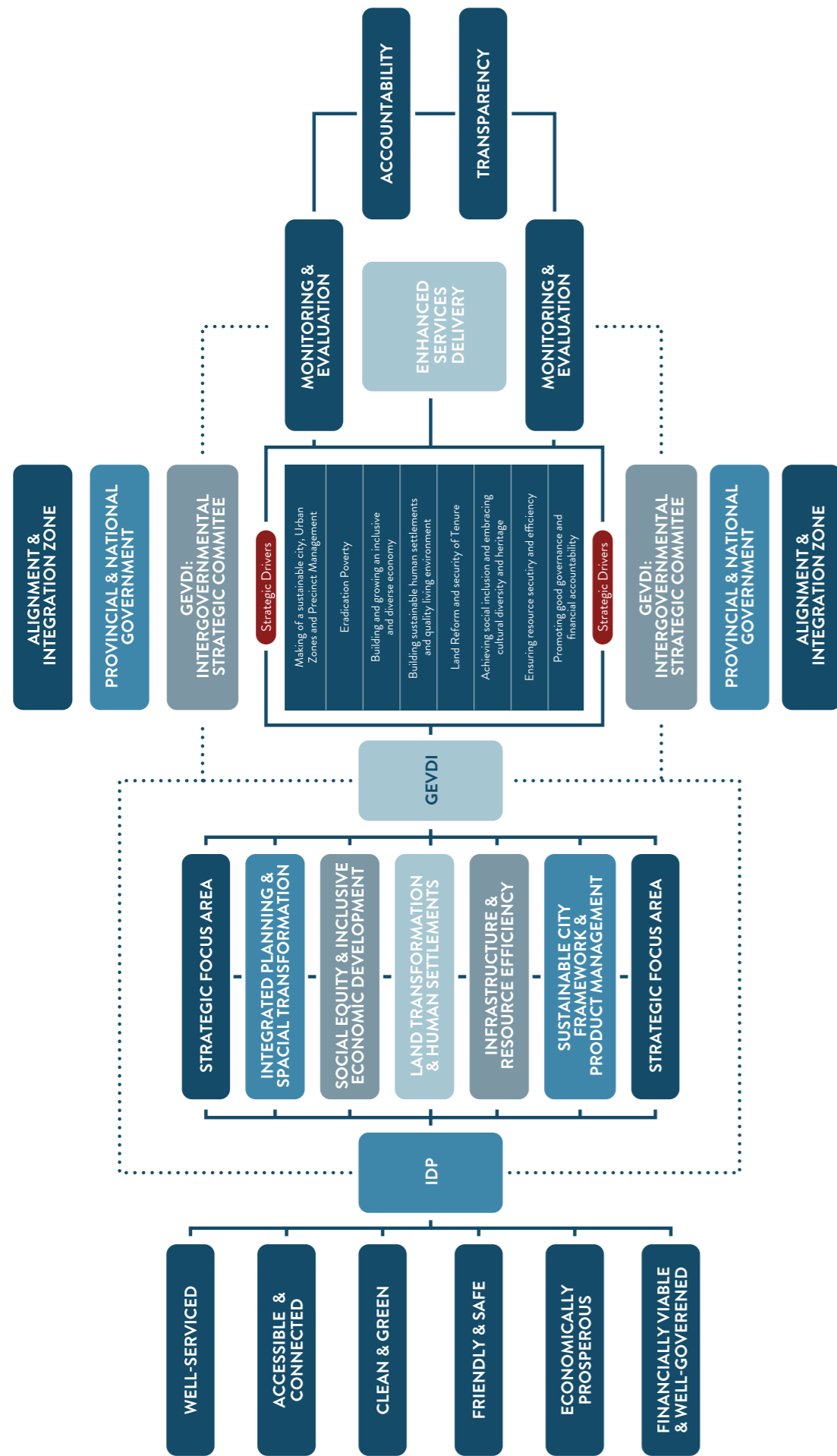
- Existing Residential
- Intensification/Densification Zones
- CBD Growth Boundary
- 5 km Catchment Coverage
- CBD
- Urban Hubs
- Sustainable Urban Centres
- Public Place Making

GREEN STRUCTURE

- MOSS (Conservation Use)
- Existing Major Open Spaces (Conservation Use)
- Proposed Major Open Spaces
- Henley Dam
- Major Tributary and 40m Buffer (Conservation Use)
- Minor Tributary and 40m Buffer (Conservation Use)
- The Msunduzi Parkway (Conservation Use)
- Open Space Lattice (Conservation Use)
- Forged Links

SOCIAL INCLUSIVITY

- Existing Residential
- Informal Settlement Redevelopment
- Proposed Housing
- Civic and Social
- Education
- Hospitals
- Recreation Land Use
- Cemeteries
- Waste Water Treatment Works



GOAL

DESIRED OUTCOME

Address Poverty

The goal is to primarily address the poorest within the society to ensure that there is a coordinated response between all actors, to target vulnerable groups and address issues of poverty where they exist.

- Strong economic growth, sustainable job creation and poverty alleviation.
- Sustainable jobs, uplifted education standards and skills development

Inclusivity, Diversity & Empowerment

The goal is to establish Msunduzi as a learning city which uses knowledge management techniques and processes to enhance the skills base of the citizenry as well as share good practice with other municipalities. Moreover, to develop the economic wealth of the Msunduzi Region for the material well-being of all its citizens.

- A skilled and capable citizenry, within the Msunduzi Municipal Area, that shares in and contributes to the economic expansion and growth of the region.
- A skilled work force that delivers effective and quality services to the citizens of Msunduzi Municipality.
- A learning city.

Sustainability and Quality Living Spaces

The goal of this plan is to promote access to equitable, appropriate and sustainable levels of household infrastructure and community services, and facilitate access of housing.

- Appropriately serviced and well maintained, quality living environments.
- High levels of resident satisfaction in terms of infrastructure provision and service delivery
- Increased housing delivery

Resource Security and Environmental Sustainability

The goal of this plan to lead, direct and manage the spatial, built and natural environment to ensure the sustainable and integrated growth and development of our Municipality for the benefit of all its citizens.

- Citizens will be able to access and use resources to meet their needs without compromising the amenity for others and the resource base of the Municipality in the present and in the future.

Social Inclusivity & Cultural Diversity

To create a city where people interact creatively to stimulate economic growth, social cohesion and unity in diversity.

- People living vibrantly and productively in an attractive healthy environment

GOAL

Promoting Good Governance and Financial Accountability

The goal is to ensure a strong, caring and democratic institution to promote and support a consultative and participatory local government.

DESIRED OUTCOME

- All citizens embracing, practicing and benefiting from the concepts of Good Governance;
- A stronger, more efficient public service which is capable of developing and implementing policy and delivering better services to all people at all levels;
- Better and more transparent public management;
- More participative and responsive Municipality, particularly at all levels;
- A Municipality which prevents, and fights corruption and waste at all levels;
- A Municipality where all inequalities of the past are eradicated

Sustainable City. Urban Zone Demarcation and Precinct Management

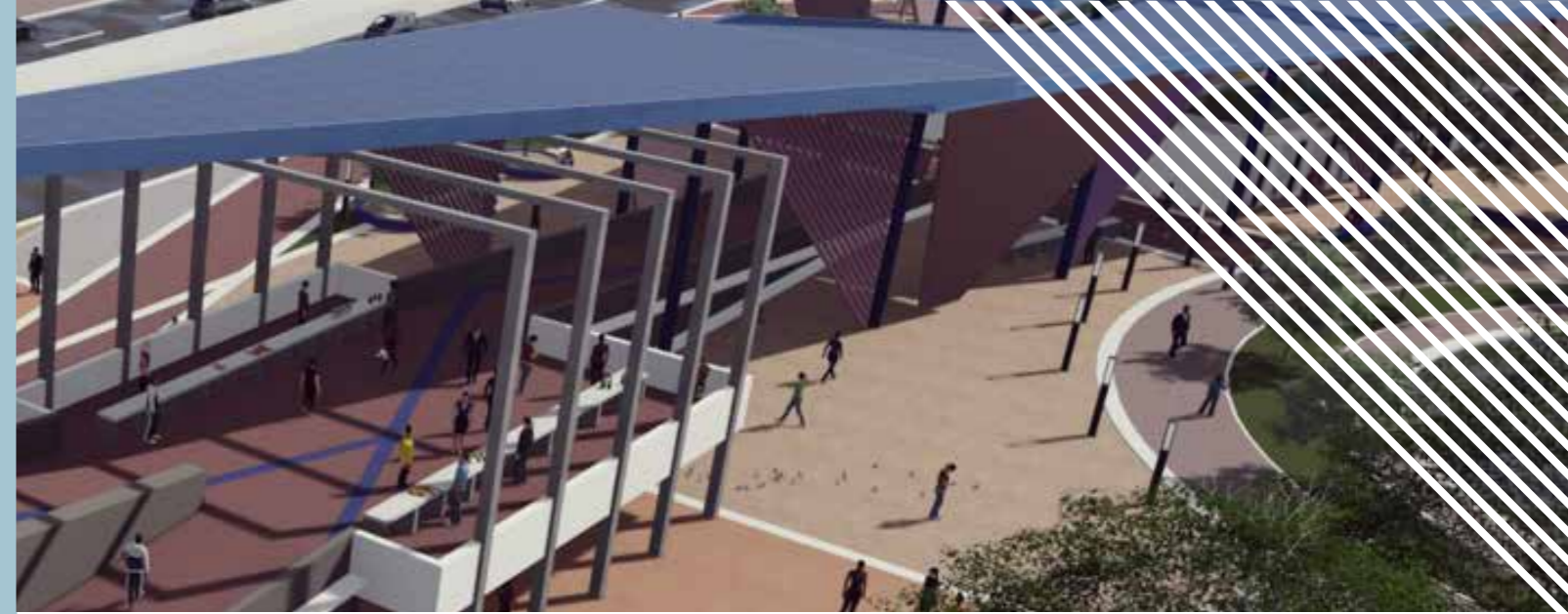
The goal is to maximize the Municipality's capacity to manage its assets and avoid infrastructure degradation, thus ensuring value for money.

- Properly operated and well-maintained infrastructure
- Increased revenue to cover operating expenditure
- An economically sustainable, well managed and livable city
- A sustainable precinct resilient to climate change
- A city system where human exchange, social exchange and economic exchange occurs effectively and efficiently

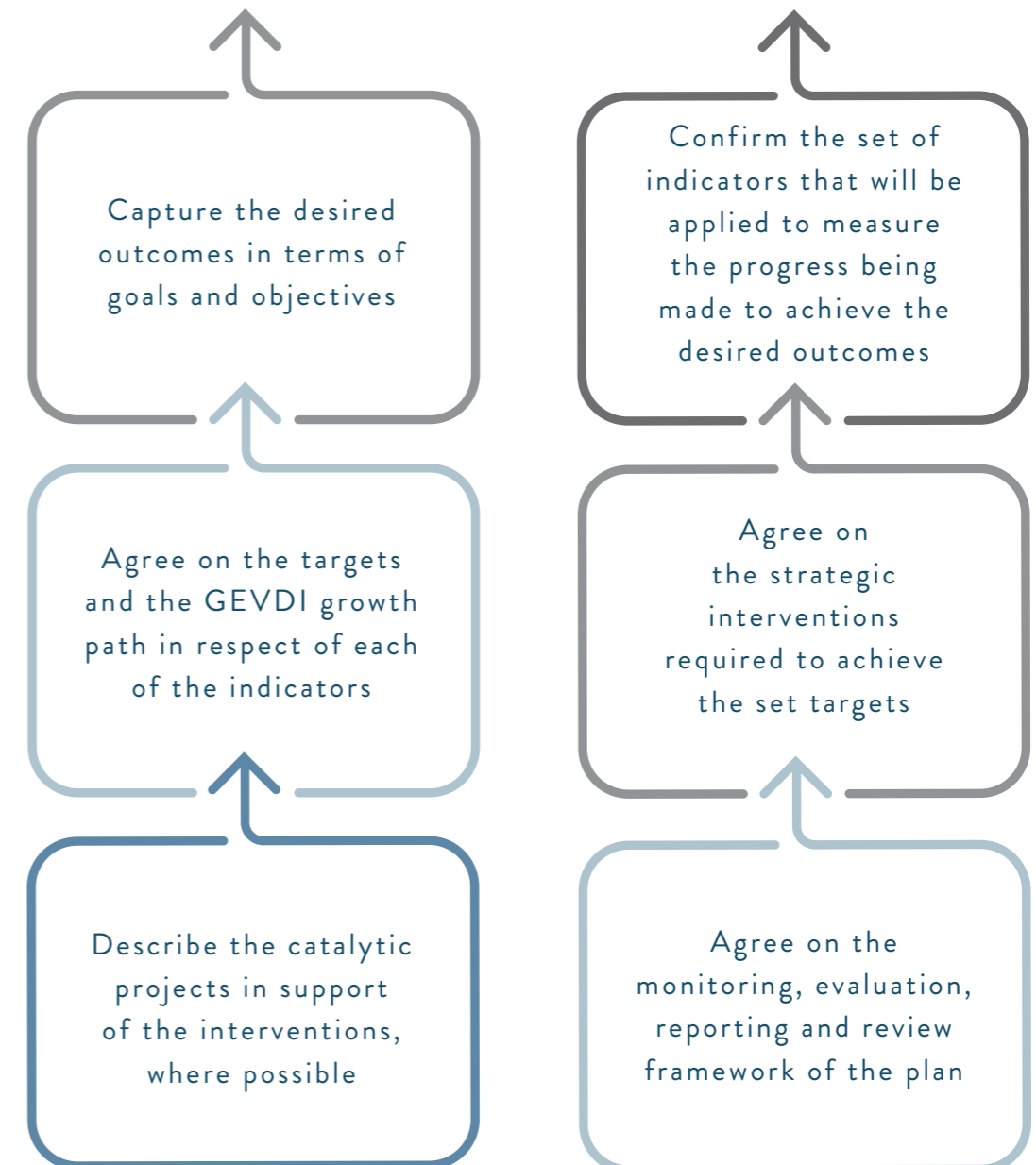
Land Reform and Security of Tenure

The goal is to redress issues of access to land and improve security of tenure, resulting from the historical legacy of apartheid and imbalances of the past.

- Equal distribution and access to land and housing
- Reduced land invasion
- A sound land administration, providing security of tenure and addressing injustices



INTENTION OF STRATEGIC FOCUS



07

ADDRESSING THE RISK

According to the Risk Management Framework for Municipalities, issued by KwaZulu-Natal Provincial Treasury, institutions operate in environments where factors such as technology, regulation, restructuring, changing service requirements and political influence create uncertainty (both risk and opportunity). As Public Sector Institutions are also bound by constitutional mandates, these institutions encounter risks inherent in producing and delivering products or services in the interest of the public good too.

In line with the above-mentioned Framework, a risk profile was developed. This process included risk identification (regardless of whether or not such risks are within the direct control of the institution), grouping the risks into categories and assessment of these risks.

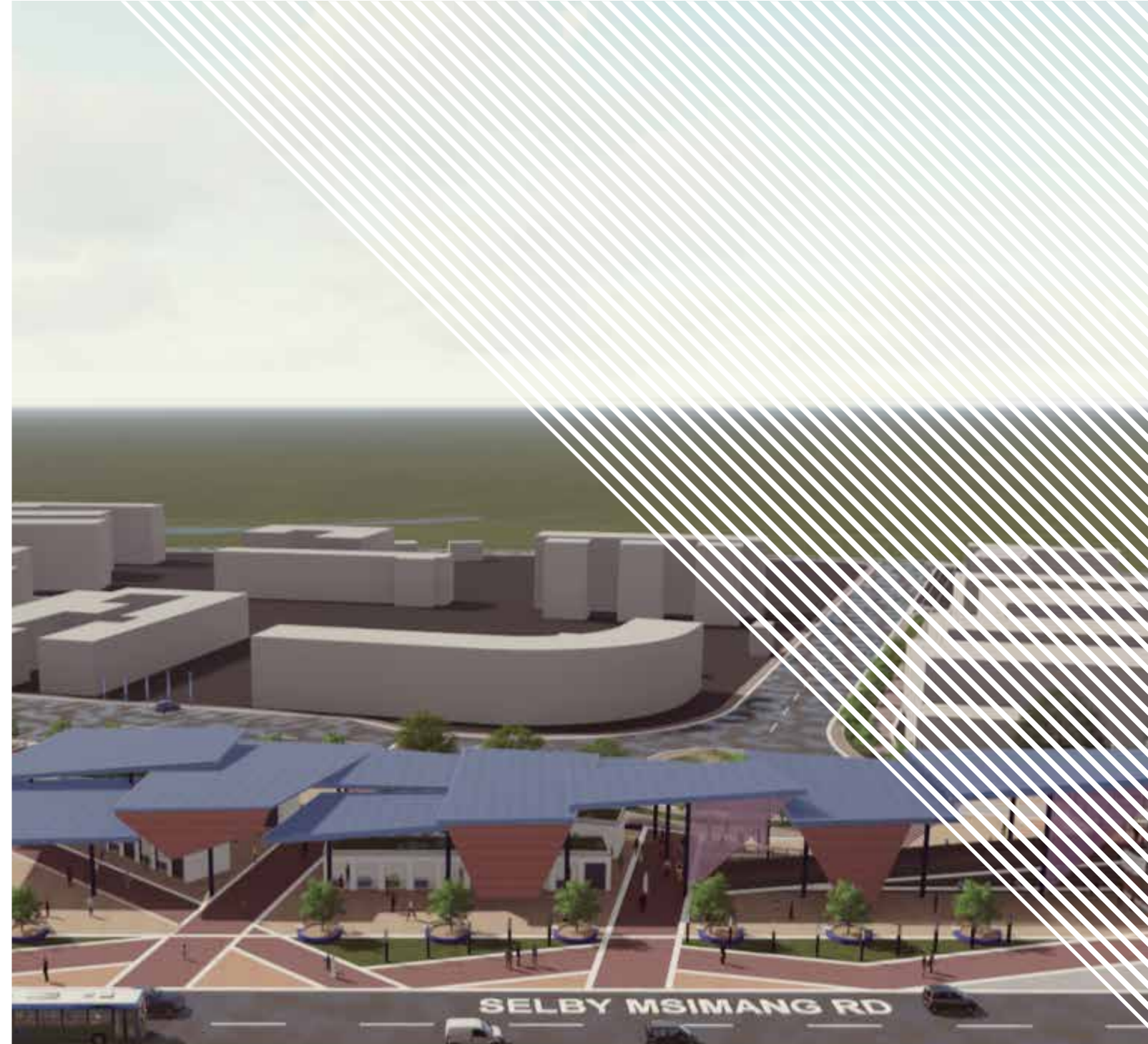
Once the risks were identified and categorised, these risks were assessed in accordance with the rating scales prescribed for municipalities on both an inherent (assuming there is no controls in place to mitigate risk) and residual (after risk controls and responses have been identified and/or developed) basis, and the assessment considered both risk likelihood and impact.

The table below presents the high level risks identified in respect of the Greater Edendale, Vulindlela Development Initiative, including the risk controls and/or risk responses to mitigate these risks.

RISK TITLE	RISK DESCRIPTION	RISK CONTROL / RISK RESPONSE
CATEGORY: STRATEGIC AND SERVICE DELIVERY RISKS		
Unlocking Land Parcels	Lack of land under Municipal ownership to facilitate development and roll out in focused areas	<ul style="list-style-type: none"> Acquisition of land by way of purchase/expropriation Deceased estates: <ul style="list-style-type: none"> o Amicable settlement agreements with family members o Engage with Master's Office to fast-track winding up of deceased estates
Inadequate funding	Lack of funding to acquire the land required for urbanisation and transformation	<ul style="list-style-type: none"> Submission and approval of 2020 Business Plan to DoHS to secure funds for acquisition of land Tap into all tiers of government funding Target Blended Sources of Funding through development catalogue
Land invasion	Uncontrolled land invasion and lack of law enforcement	<ul style="list-style-type: none"> Anti-Land Invasion policy implemented by Anti Land Invasion Unit Relocation to alternative areas as interim measure Accelerate the delivery of housing under GEVDI



RISK TITLE	RISK DESCRIPTION	RISK CONTROL / RISK RESPONSE
CATEGORIES: REPUTATIONAL RISKS FINANCIAL RISKS FRAUD AND CORRUPTION RISKS		
Under Administration	Irregular expenditure and maladministration resulting in Municipality being put under administration (9 April 2019), resulting in reputational damage	<ul style="list-style-type: none"> • Cogta hands-on support re financial management and service delivery via ministerial representative • Cogta oversight role over the administration, including ratification of decisions taken by the Municipal Council, the Executive Committee, Municipal Manager and Section 56 Managers • Developing and implementing comprehensive Recovery Plan (including implementation of financial systems, policies and procedures); monitoring and reporting on progress • Develop and implement robust marketing strategy, supporting transparent, honest communication • Implementation of cost-cutting measures, as well as implementing governance systems and procedures
Mal-administration	Poor financial administration resulted in irregular expenditure, arrear revenue collection and lack of accountability	
Misappropriation of funds	Irregular/unauthorised expenditure due to poor oversight/consequence management (e.g. against persons responsible for failing to maintain proper records, for instance resulting in the Municipality's non-disclosure of pension and medical aid deductions)	



08

POWER OF PLACE MAKING

Place making inspires people to collectively re-imagine and re-invent public spaces as the heart of every community, thereby building the connection between people and place. Through place making, urban design is given a better impetus.

Urban Regeneration is a fundamental intervention in the physical, economic, social and institutional space of city regions to achieve particular policy objectives. Embodied in the above approach is an understanding that Edendale and such city regions are dynamic and their growth is a result of an ongoing development process of action. GEVDI seeks to make space visible again as a fundamental referent of social being and place making.

Moreover, city making is typically presented as the shape or pattern of settlement in the landscape in two dimensional terms. In three dimensions and at a strategic level, it refers to the outcome of structure, function and process, which needs to be clearly articulated if meaningful city making and urban forms are to be achieved.



Many cities across the globe have successfully embarked on a process of transformation through the implementation of the corridor development concept. As a result of transportation and land use being fundamentally interrelated, the need for a coordinated planning approach is necessary, which prescribes and underscores the development intent of this report. In this case and as indicated by Brand and Geyer [2015] corridors are characterised by a dynamic, mutually supporting relationship between land use and movement systems which provide communities access to economic, social and recreational activities. Transport corridors or networks link activity centres or nodes together through the provision of high quality, efficient, reliable public transport services that operate at high frequencies. Cervero [2013] argues that in addition to relieving congestion, conserving energy and long term economic growth, spatial and transportation coordination has the potential to alleviate poverty. The planning and designing of cities and transport systems enhances accessibility and affordability that is pro-poor through the promotion of non-motorized and public transportation.

These and other ideas on urban restructuring, compaction and integration now finds expression in various pieces of policy documents. It calls for a paradigm shift where, GEVDI must be strategic and visionary. At no other point in the history of the City is the approach more compelling. Therefore, the basis of the approach and methodology is the notion of placing emphasis on defining a Future Vision, matched with an implementable Framework that serves as the defining instrument for future development. In so saying, it is submitted that GEVDI should be forward looking, whilst addressing past imbalances, with a strong focus on rapid Urban Regeneration and Urban Management on to a path of self-centred, self-reliant and self-sustaining development.

09

CAPITAL INVESTMENT FRAMEWORK

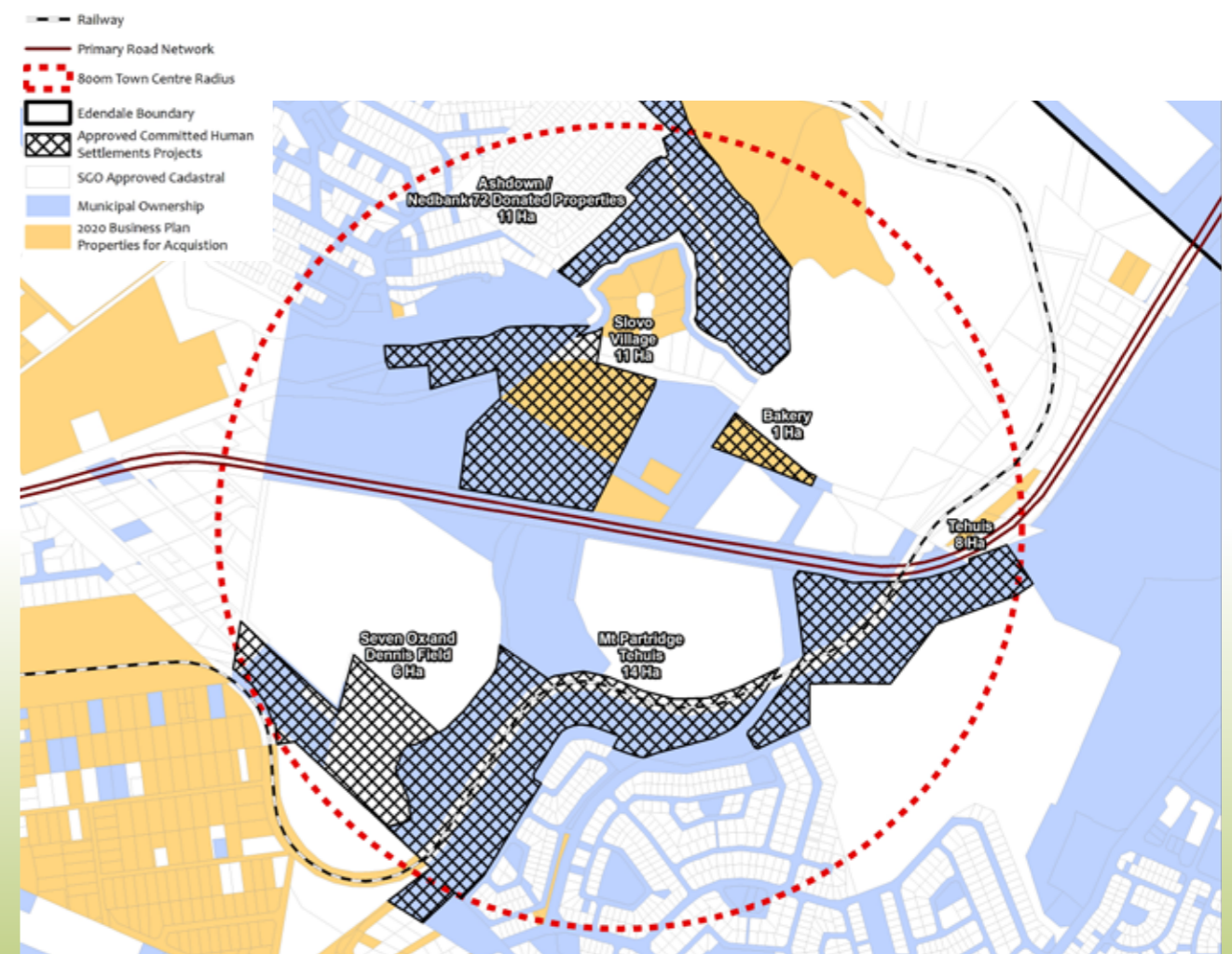
RELATIONSHIPS EXPLORED

- The adoption of the Msunduzi Spatial Development Framework [SDF - including the Capital Investment Framework] and various relevant Council's Policies and Resolutions;
- The adoption of the Urban Network Strategy, Urban Restructuring and City Making as per approved network elements and other high order government plans, proposals and initiatives;
- The prioritisation of township regeneration and the activation of the Edendale Economic Hub [Town Centre], leveraging and partnerships;
- The management of change, enhanced performance operational systems, the making of a Compact and Sustainable City;
- The Comprehensive Human Settlement Plan, land acquisition and assembly, and the delivery of the IDP Priority Housing Projects [including Land Reform matters and Security of Tenure];

- Intergovernmental relations and the adoption of an Implementation Protocol;
- The incorporation of Precinct Management as a critical element of a Land Use Management System, where in fact, Precinct Management is mainstreamed and embedded in the development equation, and made relevant in both the SDF and IDP.

SUSTAINABLE URBANISM

LEGEND



SUSTAINABLE URBANISM



The following section is structured in terms of the adopted Sustainable Urbanism criteria, which encompasses the focal areas in the following manner:

1. A well serviced city in terms of water and sanitation service delivery, energy supply provision, and implementation of waste management, will be addressed under the Sustainable Services pillar;
2. An accessible and connected city identifying features such as roads construction, maintenance and transport management, human settlement development, telecommunications connectivity and social infrastructure distribution, will be addressed within Global Connectivity, Sustainable Transport, Quality Urbanism and Social Inclusivity pillars;
3. A clean, green city, are: renewable energy supplies, public open space creation, and urban renewal and greening promotion is addressed within the Ecological Infrastructure pillars;
4. A friendly, safe city, with particular reference to social cohesion, safety and security is implicate all the pillars, however particular reference will be made under Sustainable Transport, Quality Urbanism, Social Inclusivity and Sustainable Services;
5. An economically prosperous city, through job creation will be assessed under Productive Systems;
6. A financially viable and well governed city, refers to empowered and skilled employees, sound financial management systems, accountability and effective anti-corruption measures. These objectives refer to an underlying management layer within the Sustainable Urbanism approach. This focal area will be addressed more specifically within the implementation plan of this project and not within the development of the Msunduzi SDF.

A uniquely tailored approach to Implementation Planning has been devised for Msunduzi, based on the dynamics and spatial position of the Municipality. From a project selection perspective, over and above the 7-Pillar projects which will improve overall municipal performance and spatial functioning, the project team have identified a series of strategic 'high priority' programmes based on realising the inherent potential of the capital city. Within each of these programmes, a series of strategies and projects have been earmarked and are described. They have been selected for their being significantly transformative and catalytic in nature, and are outlined in the adjacent paragraph. As mentioned, these are in some cases additional to the projects associated directly with the 7 Pillars.

HIGH PRIORITY PROGRAMMES

- Launching an Agriculture & Logistics Platform
- Ensuring Livable Cities
- Promoting Land Release Industrial Development
- Creating Viable Urban Centres
- Inception of Rapid Delivery Agency
- Enhancing Municipal Knowledge Management
- Revival of the Garden City.



With each of the projects outlined in terms of their objectives, time frames, budgets, implementing departments, the plans were mapped on a discreet project-by-project basis (where possible), serving as a capital investment framework, and checked in terms of their alignment with key planning tools (e.g. the IDP).

10 CATALYTIC PROJECTS

The following catalytic projects that are aimed at revitalising the economy and growth trajectory for the Msunduzi Municipality.



FUNDED BY
NATIONAL
TREASURY

COMPLETED

MOUNT PARTRIDGE ROAD UPGRADE

PURPOSE

The Municipality identified the need to upgrade the existing Mount Partridge Road which is located in Imbali, Pietermaritzburg, KwaZulu-Natal.

FUNCTION

The upgrade entails the realignment and widening of the existing 7m carriageway to a 17m wide dual carriageway, including the provision of bus/taxi shelters and 3,5m wide pedestrian/cycle walkways. The approximate length of the upgrade is 1km.

BENEFIT

The upgrade of the Mount Partridge Road will assist with the increase in the volume of traffic that has occurred in the area, improve traffic flow and safety and prevent the delays currently being experienced along this road.

CURRENT

MSUNDUZI INTEGRATED RAPID PUBLIC TRANSPORT NETWORK (IRPTN)



FUNDED BY
NATIONAL
TREASURY

PURPOSE

The overall goal of this initiative is to improve the quality of life for Msunduzi's residents through the provision of an integrated public transport network that is rapid, safe and secure, convenient, clean, affordable, disability friendly and socially equitable.

The dominant public transport corridor, starting in Edendale in the south-west, is routed through the CBD and across the N3 freeway to Northdale, a distance of over 17km.

FUNCTION

The project seeks to achieve spatial integration of the municipal area through linking areas that have previously been spatially marginalized from the main spatial area being the CBD. However, it is anticipated that the proposed IRPTN project will provide a more reliable and efficient transportation network for the Municipality as a whole. The IRPTN will improve public transport by improving access to the various areas within the Greater Edendale and Imbali area as well as the city.

BENEFITS

The IRPTN is an innovative public transport solution that will deliver:

- Integration of existing modes of transport to simplify commuters' trips
- Upgraded fleet, facilities, stops and stations
- Services from early morning to late evening
- Electronic Integrated Fare Management System
- Safe and secure operations
- Non-motorised transport facilities
- Rapid dedicated bus lanes
- Universally accessible
- Liberty Midlands Mall Phase 3
- The Liberty Midlands Mall is a regional shopping centre, and given its position on the N3 national highway, the centre captures the wider regional market (Pietermaritzburg and surrounding area along the N3 corridor).



IMBALI MIXED USE
INVESTMENT PRECINCT
PREPARED AND THE
RECENT NEIGHBOURHOOD
DEVELOPMENT
PARTNERSHIP GRANT.

CURRENT

LIGHT INDUSTRIAL PARK

PURPOSE & FUNCTION

The primary intention of the project is to transform an existing, but non-functioning training college into an efficient, integrated, and sustainable industrial/ economic urban component of Msunduzi.

BENEFIT

Using township regeneration initiatives to facilitate and unlock the economic potential for the Greater Edendale Development Complex.

PROGRESS

The business unit through the Initiatives by the GEVDI office, is now in the process of redeveloping the site in terms of its initial land uses i.e. an SMME Training and Youth Development Centre.

YOUTH ENTERPRISE PARK

PURPOSE

This project, located in Edendale, aims to assist with improving the regularisation of informal trade and to provide a more sophisticated space for businesses in this sector so that traders can move up from street trading.

The Youth Enterprise Park (YEP) concept emerged to address the challenges of finding appropriate localities for businesses whereby young entrepreneurs within Msunduzi and surrounds can operate. The concept of the YEP then will be to cluster a purposed built park of 30 to 50 container enterprises in a particular locality either in a community, a small town or a rural district or as part of urban or rural renewal programs, hence the Edendale area on FJ Sithole road was proposed to locate this initiative.

Youth Enterprise Park aims to achieve the leveraging of funds for programme implementation from the public and private sectors. Negotiation of partnerships with neighbouring municipalities, shipping companies, private sector, foreign donors, franchisor companies, government organisations, business support organisations, etc.



The cost estimate for phase 1 is R9.5 mil.

FUNCTION

To create a purpose built precinct at scale where the local community is able to take up local economic community opportunities to establish businesses. The YEP should fundamentally be able to reconnect the economy with communities whose needs offer economic opportunity for its local entrepreneurs. YEP will also offer onsite training facilities and support micro enterprises that operate within the park; Training rooms; Retail space; Skate park / other sports facilities; IT Café; Offices and Boardrooms; Gym and Ablution blocks.

PROGRESS

The inception, concept and viability stages were completed in 2018.

The project is currently in detailed design. A number of containers have been delivered to the proposed site and site preparation work has commenced.





CURRENT

MANYANE HALL

PURPOSE

The Manyane Hall seeks to unlock the tourism potential of Edendale through using political heritage of Edendale to boost tourism the hall is being constructed as part of an amphitheatre and Gallery to attract tourism. The hall is significant as Nelson Mandela made his last speech as a free man in 1961. The hall is located next to the Education precinct with a University and FET college.

FUNCTION

This will be a catalyst for township tourism and local economic development by enhancing and empowering the economy and entrepreneurs within the Imbali area and surrounds, and will further provide a link with the existing value chain in the area.

BENEFIT

The purpose over and above tourism is to contribute to:

- the FJ Sithole and Sutherland road urban renewal project
- revitalise the urban realm and beautify the area
- also attract investment in the form of tourism and education focused businesses



The project has been part funded by COGTA and R9 million has been committed towards the project. Further funding is required for the completion of the project. Incipient construction has started as the amphitheatre has been started with polished concrete finishes.



CURRENT

IMMEDIATE TERM (0-3 YEARS)

TOWN CENTRE PROMENADES 1 & 2

PURPOSE

The promenades are intended to work together to encourage human activity and use of the spaces that they adjoin. These spaces connect the Civic Building, Piazza, Market Stalls and the BRT Station together and create a pedestrianised precinct that will activate the centre.

FUNCTION

The promenades provide safe pedestrian access to the various features of the new town centre.

BENEFIT

The promenades activate the pedestrian activity in the new town centre and are central to connecting the various features of the new town centre such as the BRT station, Civic Building and Piazza. They provide safe pedestrian access and facilitate informal trading and activity.



Committed funding by
National Treasury (committed
Division of Revenue Act – DORA)



FUTURE

SHORT TERM (3-5 YEARS)

TOWN CENTRE CIVIC BUILDING

PURPOSE

The Civic Centre is a four story office tower with a ground floor walk-in centre and restaurant. The tower is perched upon a raised piazza and overlooks the market and main piazza space. The aesthetic is kept simple, clean and modern with the main facade being glazed to reflect the activities of the market space.

FUNCTION

The civic building will house offices for community services such as home affairs. It will provide access to and exchange of information to the community. The ease of location to the residents of Edendale will enhance their individual lives, thus contributing to the community.

BENEFIT

The benefit of this facility creates ease of access to basic community services to all members of the community, whilst providing an anchor in the town centre that will be seen as belonging to the community.



Committed funding by
National Treasury (committed
Division of Revenue Act – DORA)

Open trader's benches -
Open bench tables available on
availability. This allows seasonal
traders to have a space to trade
as needed.

FUTURE

SHORT TERM (3-5 YEARS)

TOWN CENTRE MARKET STALLS

Lock-up market stalls -
Lockable enclosed rooms
of 4m² sealed with roller
shutter doors. These
are rented out by the
municipality. This
allows goods to
be locked away
safely for
permanent
traders.

PURPOSE

The market is the space that allows the trade of goods and services in an informal way in the town centre. It is that encourages different types of members of the community to interact with each other and to engage with the town centre.

FUNCTION

The market stall provides a platform from which good and services can be traded, as well a place for social interaction. It is in this space in which members from the community will engage daily, helping to build the community identity.

BENEFIT

The space provides opportunity to those in need to earn an income, as well as a platform for social interaction within the town centre. The social interaction of the market space provides the identity for the community as this is a space for the community and shaped by the community.



Committed funding by
National Treasury (committed
Division of Revenue Act – DORA)

The Piazza is a large hardscaped surface that is partially covered by the market stall. The space is framed with large planted areas and vegetation. Large trees follow the perimeter lines and are met at ground level by bench seating to provide shaded seating for users.



Committed funding by
National Treasury (committed
Division of Revenue Act – DORA)

FUTURE

SHORT TERM (3-5 YEARS)

TOWN CENTRE PIAZZA

PURPOSE

The Piazza is a large space that serves as a social platform for the community of Edendale. It is in this space that members from different walks of life will interact. The Piazza facilitates social interaction for the community, thus strengthening the social community image of Edendale.

FUNCTION

The Piazza is a large paved area that runs under the market area all the way to the civic centre. It aids in connecting the activities of the civic centre to the activities on the ground level of the market and to that of the rest of the town.

BENEFIT

The benefit of this space is that it provides a flexible space that can be used by all in the Edendale Town Centre. It is a hard space that can host minor events or performance art.



CURRENT

TOWN CENTRE ESTABLISHMENT OF ICT HUB HOUSED IN CIVIC BUILDING



No committed
funding as yet

PURPOSE

The Msunduzi Municipality issued an investigative study for the development of a Strategy for the Establishment of an ICT Hub at Edendale. The purpose of the ICT HUB is to facilitate community development through skills and empowerment, by ensuring access to ICT opportunities, and service benefits deriving from the utilisation of ICT based technologies to drive local economic development.

The target audiences include:

- Learners - both Primary and High school
- Youth - Post Matric
- Job related Skills Development
- Entrepreneurs: through Start-ups
- Established Micro to Small Business
- Community Groups/Organizations; Unemployed with established Skills

FUNCTION

Key functional components to be implemented within the ICT HUB are:

- eLearning Centre: Providing schools, primary and high school, with subject based eLearning
- Youth Skills Development in relevant ICT job related Skills Development
- Micro to Small Business Support Services using ICT enabled processes
- Community Services Centre (MCT): Business Office Services, Contact Call Centre for Community Groups/Organizations, Multi-Media Services
- Commercial Call Centre and Managed Services Centre

BENEFIT

The key drivers of such an undertaking are to address, through ICT development, the stimulation of economic development based on the economic advantages from the location of the provincial legislature and key government services in greater Pietermaritzburg, thus enhancing the Municipality's drive as a "Smart City".

11

DEVELOPMENT OPTIONS

GEVDI represents a unique opportunity in KwaZulu-Natal for Msunduzi to establish itself as a leader in urban regeneration, good governance and inclusive economic development. Edendale, with the backdrop of its historically significant story, provides a unique opportunity for international donor funding private sector participation and government lead development. Central to the success of GEVDI is the establishment of transparent and robust management procedures for the release of land for development, economic transformation initiatives and management of donor funding. GEVDI are committed to these principles.

GEVDI understand the enablers for sustainable urban redevelopment and therefore undertake to create an environment that encourages investment in the area.



Transparency and Good Governance



Adequate Services for Power, Water, Stormwater and Sewer



Good Transportation Networks



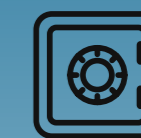
Land Parcels with Potential for Economic Development



Stable Political Environment



Efficient and Effective Local Government



Secure Environment for assets that are developed



Safe

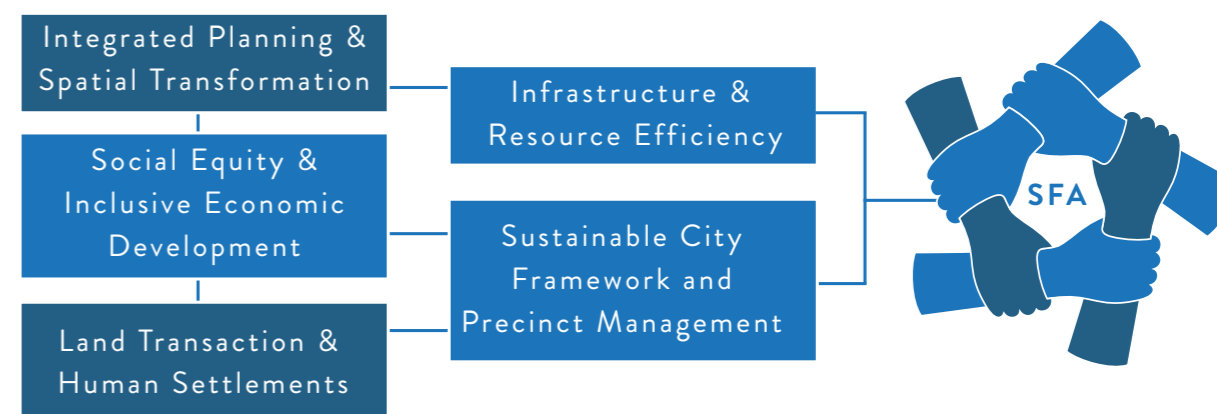


Streamlined Municipal Approval Processes

SPATIAL DEVELOPMENT PLAN

All investment into Edendale will be aligned with the Spatial Development Plan and therefore will have Local and National Government support and commitment to increase investment into the area and to provide the environment necessary for sustainable development.

This chapter will highlight a number of current and potential investment opportunities, targeted at international donor funders, the private sector and government departments. All are aligned with the **Strategic Focus Areas** that have been developed to address the challenges in Edendale.



While the projects listed in this section have been identified as being important, it will be continually developed and revisited as the investment in Edendale gains momentum.

OPPORTUNITIES FOR ATTRACTING INVESTMENT

Central to the redevelopment of the Edendale Township is transparency, good governance, inclusive economic development and land reform. These principals are the foundation on which development will be built.

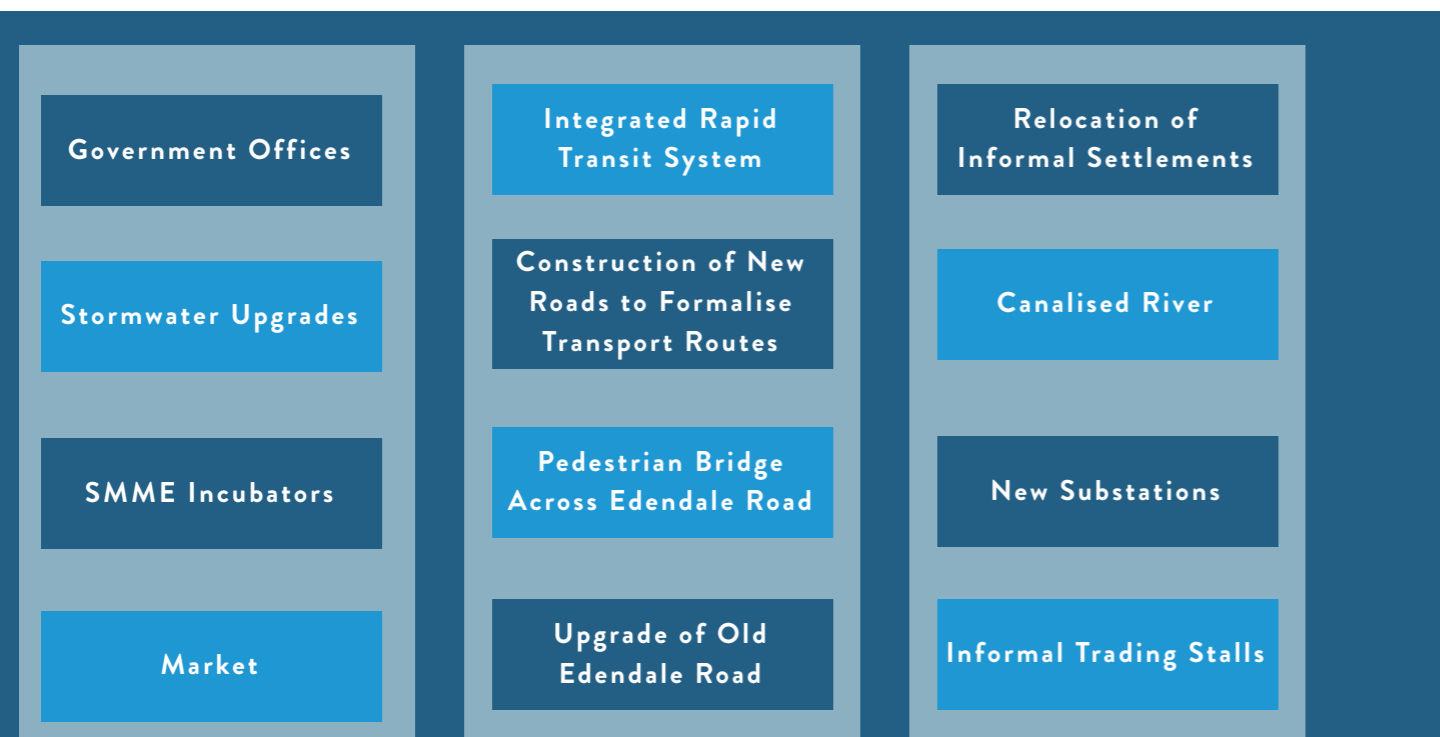
GEVDI subscribes to the prescripts of non-sale of Government land, however there are range of opportunities for developers and investors to engage with GEVDI and these are set out below.

GOVERNMENT LED DEVELOPMENT FOR CATALYTIC PROJECTS

GEVDI recognise that Government will need to invest in the Edendale area to create the environment that is conducive to private sector and international donor funded initiatives. A catalytic project in GEVDI is a project that will have a significant impact on the community that resides there, will be an enabler for follow on projects and one that will attract outside investment into Edendale. They will also contribute to the development of a safe and stable environment for both government and outside investment.

RELOCATION OF INFORMAL SETTLEMENTS

GEVDI have implemented a programme for the relocation of informal settlements that border on the New Town Centre and its surrounds. This programme aims to provide the residents of the informal settlements with dignified accommodation and services. GEVDI recognise that the relocation of these informal settlements is key to attracting investment into Edendale and therefore it is viewed as the most high priority enabler.

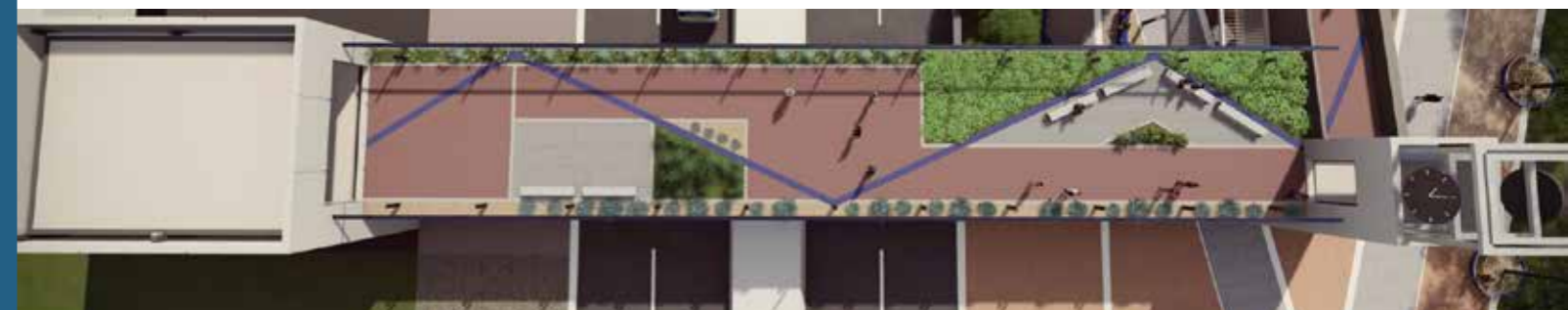


PRIVATE SECTOR PARTICIPATION

Active private sector participation is critical to the success of urban redevelopment. Edendale represents a multitude of opportunities for private sector investment and participation.



It is GEVDI's intention that a multitude of options be considered, all within the municipal regulations, for the participation of the private sector in Edendale. The lease of un-serviced or serviced land will be considered, where the developer provides the required municipal-related services. GEVDI will implement various mechanisms at its disposal in terms of tariffs and bulk contributions that would create commercially attractive investment options for developers.



There are a number of current and short term projects that have been identified that would be suitable to be led by the private sector. Sites and nodes have been identified for these projects, aligned with the Spatial Development Plan.

SHORT-TERM PROJECTS

- Government Occupied Office Space
- Health and Medical Centre
- Commercial Development
- Light Industrial Park
- SMME Incubators
- Residential Development
- Retail, Commercial and Residential Mixed-Use Development
- Parking
- Student Housing
- Market
- Filling Station
- Motor Vehicle Service Centre

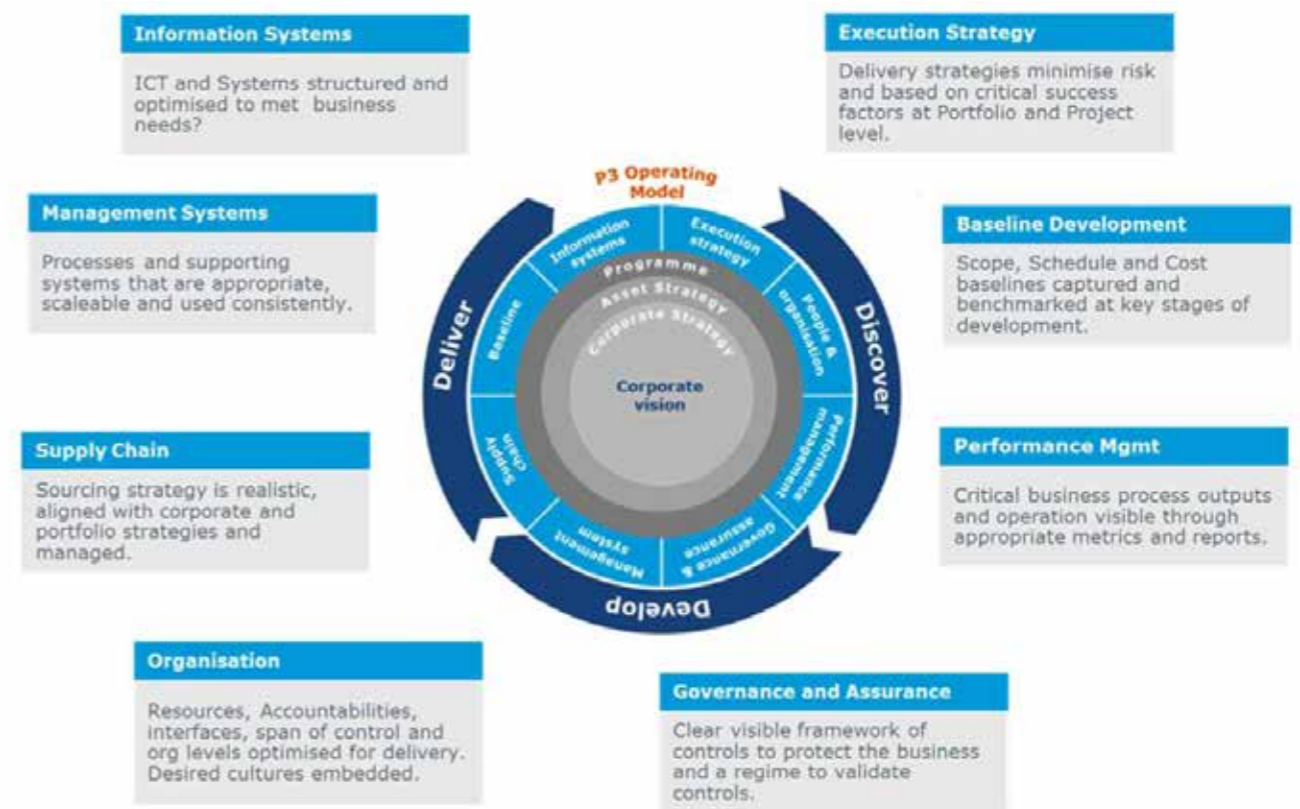


MUNICIPAL PUBLIC PRIVATE PARTNERSHIPS

Where private parties are able to offer value-for-money in the provision of municipal service, at a unitary fee affordable under the municipality budget provisions, such options will be considered for projects identified. Projects that fall into this category may include:

PROJECTS

- Renewable Energy Generation
- Transportation
- Waste Water Treatment Plant
- Agricultural Product Processing Plant
- Logistics Park
- Waste Services
- Tertiary Education
- Government Precinct



MARKET TESTING

This “Development Catalogue” serves to showcase the plans for Edendale and is an invitation to prospective developers, funders and investors to engage with the municipality through GEVDI.

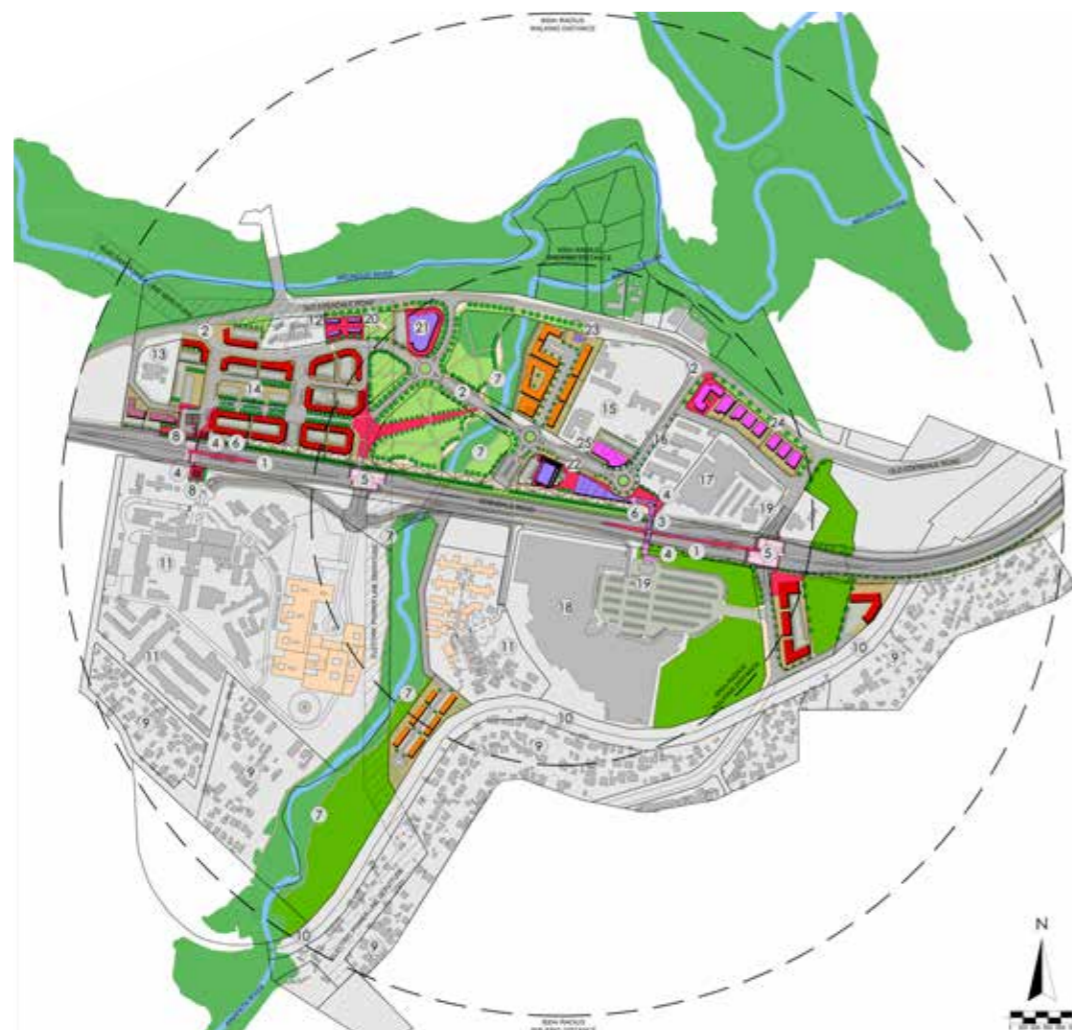


EDENDALE TOWN CENTRE

The Town Centre is the Anchor Catalytic project for the Greater Edendale Vulindlela Development Initiative.

EDENDALE TOWN CENTRE

Urban Hub Precinct Plan
June 2019



The Town Centre projects, under the appropriate conditions, can be packaged for private sector developers.



The catalytic projects in the town centre include Mixed Use Development comprising of Residential, Retail and Commercial, Civic Building, Piazza, Car Park and Market Stalls. Calls for Proposals can be made to the Private Sector for the leasing of the land and construction of the assets based on rental income from the Municipality for the use of the assets. The Municipality may consider rental income from other occupiers as sub-tenants such as the ICT Hub or Market Stall occupiers.

MEDICAL CENTRE



Access to affordable, quality healthcare is an important enabler to development in terms of attracting people to live and work in an area. The development of a medical centre that houses Doctors Rooms, Pharmacy, Laboratory, Clinic and similar functions would be an attractive investment opportunity. While Edendale is well serviced by the Edendale Hospital there will be a need for a medical centre to provide efficient and effective outpatient healthcare.

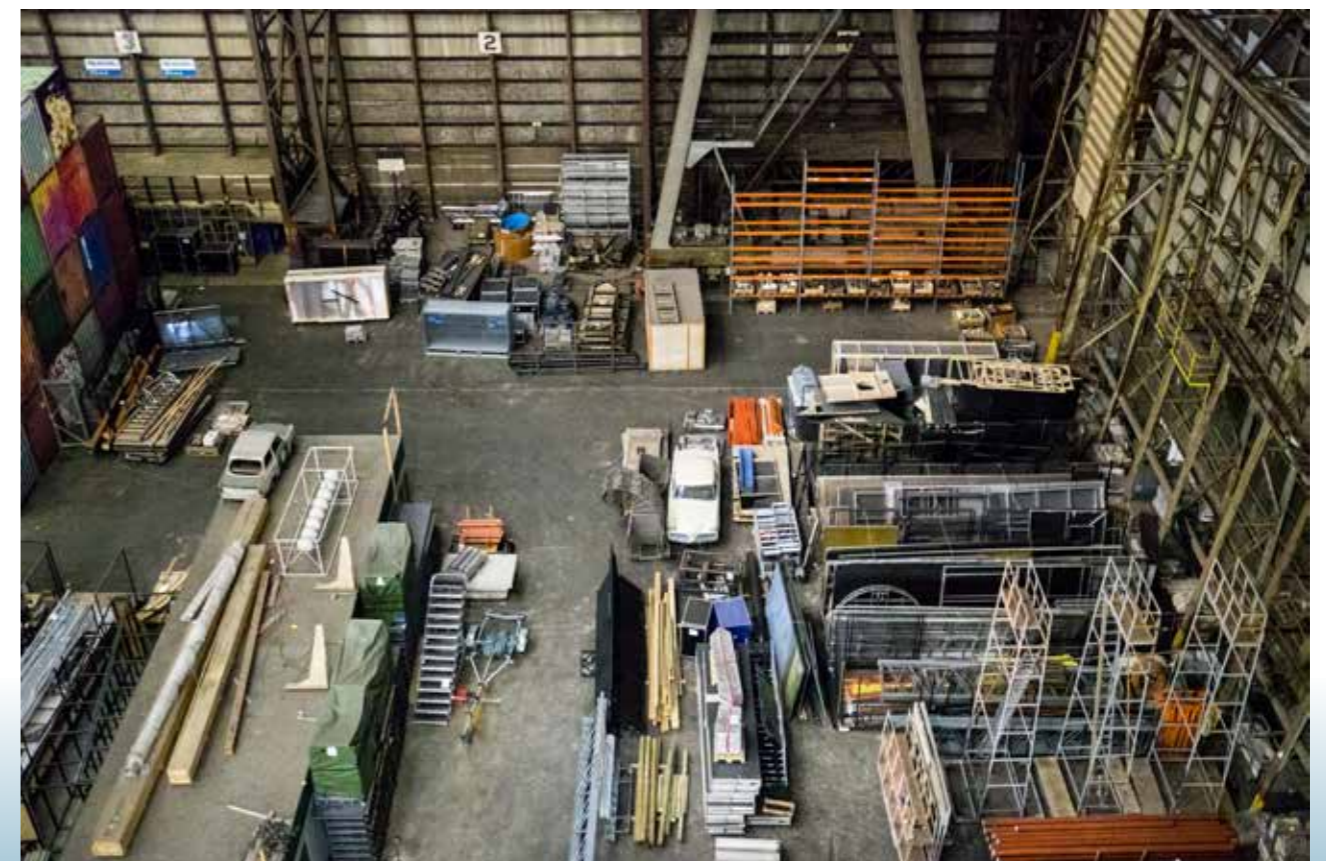
STRIP MALL RETAIL DEVELOPMENT

While there are two major shopping malls in Edendale that house anchor tenants and a variety of line shops, residents and workers in Edendale will benefit from access to lower end, accessible retail or wholesale outlets. Typically these outlets can be accommodated in what is commonly known as a strip mall located on a busy street with easy access to local transportation. Typically these smaller malls are occupied by entrepreneurs from the local community who understand the market and the needs of the local residents. According to the South African Council for Shopping Centres (SACSC) retail supply in the small-town markets is likely to achieve double-digit growth until 2020. The Mpumalanga, Limpopo and Eastern Cape provinces combined contribute 82% of the overall retail pipeline in the small settlement-type markets.



LIGHT INDUSTRIAL HUB

Edendale has a high unemployment rate and in order to survive many entrepreneurial residents will rely on informal trading, working from their homes or from vacant municipal land. Typically these businesses provide goods and services that are of a light industrial nature including vehicle repairs, arts and crafts, welding, electrical or applicant repairs and the sale of cleaning or household chemicals and the like. By providing more formalised accommodation for these businesses; GEVDI seeks to create a conducive environment where quality goods and services can be provided to the local community without the need for the residents to move beyond the Edendale area.



ALTERNATIVE FUNDING INITIATIVES AND ENABLERS

There are a range of initiatives that GEVDI will investigate to create an enabling environment to attract private sector investment into the municipality:

DFIs such as Development Bank of Southern Africa (DBSA) and African Development Bank (AfDB) could be approached to provide low-interest loans to developers in the municipality.



Accessible housing loans to stimulate the residential development.



Guaranteed off-take in terms of office accommodation (for e.g. civic building, the ICT hub) and market stall. This provides the potential for a secure revenue stream for private developers.



DFIs such as the French Development Agency - Agence Française De Développement (AFD) - offer direct financing or credit line to municipalities



The proposition of services and zoned land is a greater attraction to developers and private investors.



In assessing alternative funding sources GEVDI will take various factors into consideration:

- Appropriate risk transfers to the private sector
- Reduced pressure of upfront capex - rentals would be extracted under the Operating budget
- Operation and maintenance carried out by the private party (FM operator within the SPV)
- The development timeline is reduced and the project is completed quicker
- Competitive tender process will encourage a cost effective design and market related rental

ADDITIONAL PROJECTS UNDER CONSIDERATION

Information and Communications Technology Hub

- It is envisaged that this Hub provide IT facilities to entrepreneurs and learners in the Edendale area.
- The hub lends itself to collaborative working with tech-companies to develop and operate such facilities as part of spend required under B-BBEE scorecards. This could cater for skills development, enterprise development and socio-economic pillars under the scorecard.
- Support is sought from Multinationals in the sector, eg Google, Microsoft and the like, through CSI programmes
- For Call Centre, approach Business Process Outsourcing Sectors, structure lease agreements to support sustainability of the Civic Centre.
- Downstream benefits of job creation, opportunities for unemployed graduates, small ICT enterprises.
- This can be procured under existing programmes facilitated through the Dept of Education or through the dti, directly with large tech-firms.

Youth Enterprise Park

- Endendale has a large youth population that will benefit from integration into the formal economy and require support in order to do so.
- Enterprise or business parks, as incubators, work well when integrated within the supply chain of large-scale multinationals.
- With high barriers to entry for new entrants and SMMEs, large manufacturers for e.g., can be develop and operate incubation facilities, and at the same time procure goods and services providing a sustainable solution for new, youth businesses.

Greater Edendale Tourist Route

- Edendale's significant history makes it an attractive destination for both traditional and educational tourism. As such the formalisation of the tourism industry in Edendale and the provision of facilities such as accommodation, tourist information centres and tourism related attractions are a key catalyst for Edendale.
- Private sector involvement for the development and operation of tourism infrastructure, and rehabilitation and operation of key tourism landmarks in Edendale including:
 - Msimang House
 - Manaye Hall
 - Museums
 - Guest Houses
- Possible Tourism Routes focusing on the rich heritage of Edendale and township tourism.
- The revenue to municipality can be either through rental charged to the developer/operator, revenue-share or combination.

Affordable Housing

- The significant backlog in the provision of affordable housing is an excellent opportunity for private sector participation in the redevelopment of Edendale.
- This could be based on a land availability agreement or lease with open tender for proposals from potential developers for land parcels
- Housing projects provide great opportunities for local contractors and sub- contractors, locally sourced construction materials and local job creation

Development of a Hospital and Health Precinct

- The Edendale Hospital, as a 900 bed facility is a major contributor to Edendale both in terms of healthcare and job creation.
- As a facility there are opportunities to establish agreements with local service providers resulting in economic empowerment of the Edendale community through job creation, SMME development, and skills development or internship.
- Targeted Procurement of Hospital services and supplies: facilities management, provision of bed linens, catering provided by local community.



Student Housing

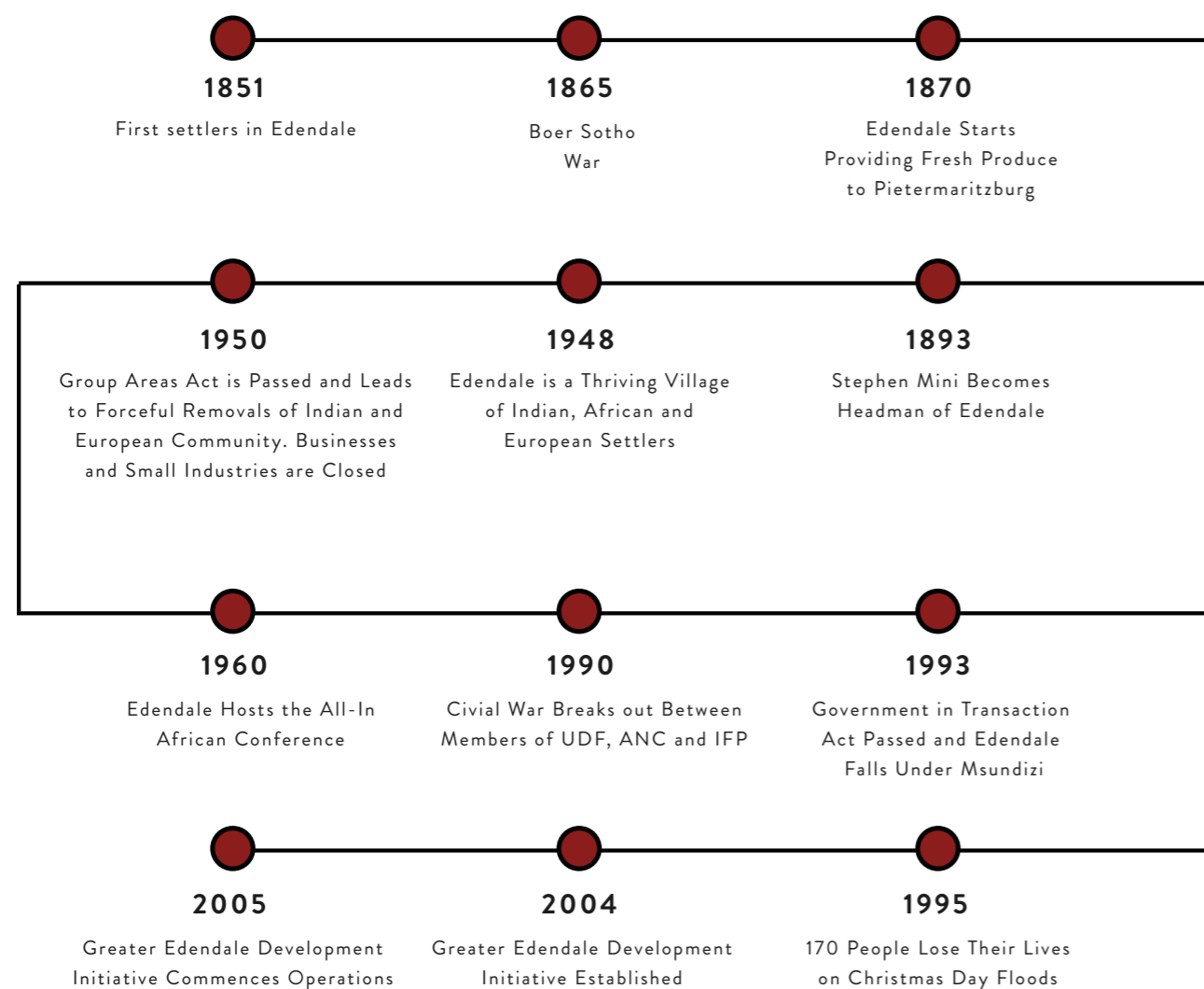
- The shortfall in housing and accommodation of students is well documented and a subject of annual protests
- The development of student accommodation by private sector developers, based on the revenue provided through the National Student Financial Aid Scheme (NSFAS) is gaining momentum
- The proximity of the DUT campus in Edendale makes the provision of student accommodation potentially attractive to private sector developers in partnership with DUT, the PIC or the DBSA

APPENDIX A

HISTORICAL TIMELINE

Edendale has a unique place in the settlement history of South Africa and its humble beginnings are captured in a publication [A New Portrait of an African City, South Africa by Laband and Haswell ed] as follows:

In 1851, 100 Christian families of Griqua, Pondo, Sotho, Tleokwa, Hlubi and Swazi origin, settled on the farm Welverdiend, renamed Edendale. They purchased the farm on a share basis with, and under the guidance of, their missionary James Allison. There, they laid out a village in Voortrekker grid pattern and built their houses in European style - each in important respects pursuing an economic existence, but all united by an affiliation to the mission, church, school and the community.



Georgetown, Edendale is a historic mission village dating back to the early 1850s. It was originally the land grant farm, Welverdiend' of the Voortrekker leader, Andries Pretorius, as a reward for his part in the battle of Ncome [Blood River] in 1838. They renamed the farm Edendale [Valley of Eden] and in 1855 renamed the original central section Georgetown after Sir George Grey who personally provide loans to help them buy the farm. Sturdy rectangular houses were built of unfired mud brick, brick or shale covered by lime plaster. Georgetown became a self-sufficient mission community with profitable gardening lots, a nearby tannery and a mill and wicker works, prolific in its days, selling its wares as far away as Cape Town. Trading with other areas was a viable source of income.

The 1850s were years of struggle for the Edendale settlers which saw the paying off land, trying out new crops like oats, and venturing into new trading areas to the north and south. Lung-sickness struck their cattle herds in 1854, curtailing ploughing and trade. The struggling mission received the support of Sir George Grey, after whom their village 'Georgetown' was named. By 1858 the farm was at last paid off, and the shareholders were in a position to acquire freehold title. In the early 1860s Edendale began a fresh phase of expansion. This was a period of widespread speculative lending in Natal, to finance trade with the Transvaal and Orange River Sovereignty. Edendale entrepreneurs, eager for profit, took out mortgages to finance their trading ventures. Ominous signs were on the horizon, however. The speculative bubble in Natal was not based on real productive growth, but merely on mercantile potential. The Boer-Sotho war of 1865 burst the bubble, and trade came to a virtual standstill. For the first time the Edendale community experienced the reality of the vagaries of an international market economy.

In the 1870s, Edendale provided Pietermaritzburg with fruit, vegetables, poultry, cattle and crafts and wagons were used to transport products from Edendale to Pietermaritzburg Market. In 1893, Mr. Stephen Mini became the headman of Edendale and civil matters were dealt with by the headman and elders. By 1948, Edendale comprised the village of Georgetown and with the passage of time had sustained a vibrant, active and self-sufficient community of Indian and African residents. The implementation of the Group Areas Act in 1950 led to the removal of the Indian community and separate development.

A structure called Edendale Advisory Board played a crucial role in resisting the politics and policies of the governing institution. Mention is made of Mr. Selby Excel Msimang "uNkonkawefusi" who was the first member of the board and later Professor S. Nyembezi who remained the chair until the demise of the Board. During the time of the Advisory Board many development promises were made but none or little of them materialized. Later, the Edendale Landowners and Ratepayers Association would emerge articulating a specific land development agenda in the just cause of the development of the Greater Edendale Area.

Despite the harmonious multi-racial society that developed there, the Group Areas Act of 1950 led the forceful removal of Europeans and Indians from Georgetown. Businesses and small industries were closed, leaving the community in financial distress. Being a mission station, with good schooling, African people came from afar to be educated, and notable luminaries educated in Georgetown including Nobel Peace winner Albert Luthuli, Musician Caluza, the activist brothers Selby and Richard Msimang, authors Professor Nyembezi and RRR Dlomo, chiefs Dambuza and Mini, the artist Gerard Bhengu and environmental activist 'Treeman' Mzibuko.

In 1961, Edendale provided the venue for the meeting of the All-In African Conference, where Nelson Mandela emerged from a recently-expired ban to make one of his last important speeches as a free man. The Azanian People's Organization (AZAPO), the heir to Steve Biko's Black Peoples Convention, also made its presence felt in the Pietermaritzburg area, though it has been greatly eclipsed since the rise of the United Democratic Front (UDF).

Inkatha has become a real force to be reckoned with in local black politics, since the resurrection of this Zulu cultural organization as a political movement with wider and national ambitions. Many members of the Congress Movement, their organization shattered by the bannings of the 1950s and 1960s, have found a new home in the UDF. Archie Gumede was on the platform at its Natal launch at Edendale, and Dr D. V. and Mr A. S. Chetty, who were leading figures in the Natal Indian Congress (NIC), are now in the UDF.

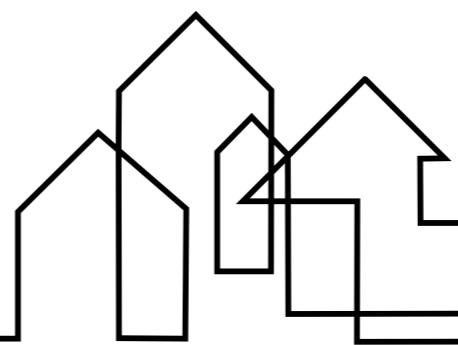
On March 27 and March 28, 1990 the rural areas of Vulindlela and Edendale, on the north-west perimeters of the city of Pietermaritzburg, witnessed the beginning of a civil war between related and neighbouring groups of younger and older generations of men aligned either with the United Democratic Front (UDF) and African National Congress (ANC), or the Inkatha Movement, which later became the Inkatha Freedom Party (IFP). Entire communities, including women and children, were severely affected by these events. At the time, they fled to refugee camps and later either returned to destroyed homes or relocated elsewhere. In retrospect, the events of those dreadful days were seen as starting on Sunday, March 25.



The period from that date up to Saturday, March 31 came to be known as the Seven Days War. Political observers and analysts of the time, such as John Aitchison of the then Adult Education Centre at the University of Natal, Pietermaritzburg, noted that the attacks persisted at a high intensity for more than a month, particularly in Imbali township and in the Table Mountain area to the east of Pietermaritzburg. A force of up to 12 000 men, many carrying guns and some even armed with submachine guns, attacked the same areas again and again – KwaShange, Gezubuso, Vulisaka, KwaMyandu, Caluza and Ashdown. There was a high number of casualties and deaths. During the violence, the community opened its doors to the flood of refugees from neighbouring areas such as KwaShange. Many of the original landowners moved away, leaving their properties in the hands of tenants and with time, houses fell into disrepair.

With the establishment of Transitional Local Councils in terms of the Local Government Transition Act No 209 of 1993, the area was administered by the Pietermaritzburg /Msunduzi TLC [in terms of Proclamation No LG73/1995]. During this period - December 1995 - More than 170 people living in an unplanned settlement in the Edendale Valley in Pietermaritzburg lost their lives on Christmas Day, 1995. Heavy rain fall over the small catchment resulted in flooding which took over many squatting communities. Many survivors were severely injured by floating debris from the destroyed shacks.

The establishment of the Msunduzi Municipality has brought together the areas of Edendale and Pietermaritzburg under the jurisdiction of a single Council. Under this administration, the Greater Edendale Development Initiative was established in 2004 and was expected to unlock the potential of creating the Greater Edendale Area into a City within a City. In this context, Greater Edendale was presented and entrenched as a gateway towards the development of an inclusive and integrated post-apartheid City.



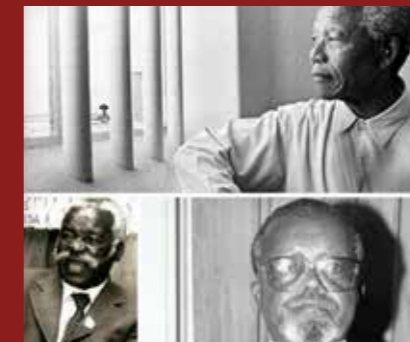
The original Concept for the institutional arrangement for the project was that a dedicated and focussed area based management vehicle would be created on the model of the Cato Manor development Association. The project relocated to its offices at Imbali on 21 October 2005 and commenced its operation.

Since, its incorporation into Msunduzia number of initiatives were pursued to both address the legacy of the past and to progress and advance the delivery of human settlement albeit within a shifting policy and legislative context.

- **Tenure Conflict includes multiple owners of land in part share ownership. This also includes multiple heirs of land fighting for sole ownership of a property.**
- **Tenure Rectification includes mismatched title deeds and placement of people on the land. An examples of this would be in ward 13 and 15 also known as unit DD where a land owner may be living on a property with a title deed that does not reflect the erf number they are actually living on.**
- **Registered Subdivisions include sites which have been formally subdivided and given title deeds and enlisted to individuals through the deeds office.**
- **Land locked subdivisions are subdivisions with no road access.**
- **Designated for road but privately owned sites are sites that are owned by individuals who cannot develop on the land as it is a road reserve**
- **Unregistered Subdivisions are Cadastral land parcels that have been approved at the SGO but not yet registered.**
- **Township Layer Cadastral land parcels that have been approved at the SGO and for which a Township register has been opened but which has not been transferred to private individuals.**

Against, this background and in compliance with Planning and Development Act, the municipality embarked on an ambitious project to extend the Pietermaritzburg Town Planning Scheme to include the Edendale Complex. The preparation of the Scheme accordingly had to navigate through various complexities unique to the Edendale area. The conclusion and adoption of the Scheme unified the land use management system and practice between the City and Edendale; a critical milestone in the journey and evolution of Edendale The property market in Edendale has been opened up since transition to democracy. Households living in this area are now able to trade their housing, but it is apparent that the secondary market is extremely limited and informal.

A study by Finmark Trust indicates that the absence of a secondary market in the townships means that the safety net that property ownership is traditionally understood, and is often rather a noose around the necks of low-income homeowners. A healthy secondary market is a precondition for and a consequence of an effective primary market (new supply). Estate agents working in Imbali indicated that there is a lively property market within the R350 000 and R400 000 market. About two years ago, the same houses were in the market for approximately R600 000. This is an indication of the growth of the property market in Imbali. In the context of Imbali, it is thus essential to activate this sector and keep it active, in order to create investment opportunities and creating an attractive area for investment and residential development





GEVDI

GREATER EDENDALE VULINDLELA
DEVELOPMENT INITIATIVE

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