

MSUNDUZI
CENTRAL AREA & CBD EXTENSION NODE
LOCAL AREA PLAN

AUGUST 2014

FINAL DRAFT REPORT

This report represents the final draft of the:

Local Area Plan

Prepared in August 2014 as part of the Central Area and CBD Extension Node Local Area Plan
Contract No SCM 65 of 11/12 for the:



The Msunduzi Municipality

by a multi-disciplinary team of professional consultants consisting of:



Royal HaskoningDHV (Pty) Ltd

Project Principal -Tony Markewicz | Project Manager and Urban Planning - Toni Redman | Transportation Planning - Derek McGuigan
Infrastructure Planning - Angus Ovendale | Environmental Planning - Janet Loubser

and in association with

Glen Robbins
Development Economist

Sopna Nair
Architect and Urban Design Specialist

Yasmin Coovadia
Development Finance and Housing Specialist



and with the assistance of representatives of The Msunduzi Municipality, Project Working Group and Project Management Team

CONTENTS

1	INTRODUCTION.....	1
1.1	BACKGROUND TO PROJECT.....	1
1.2	STUDY AREA.....	1
1.3	METHODOLOGY.....	1
1.4	STRUCTURE OF THE REPORT.....	1
2	STRATEGIC ASSESSMENT	2
2.1	OVERVIEW.....	2
2.2	INNER CITIES.....	2
2.3	REGIONAL CONTEXT.....	2
2.4	POLICY ENVIRONMENT AND CONTEXT.....	3
2.5	LOCAL CONTEXT: SWOT ANALYSIS.....	3
2.6	STAKEHOLDER ENGAGEMENT.....	5
3	DEVELOPMENT SCENARIOS.....	6
3.1	GENERATION OF DEVELOPMENT SCENARIOS.....	6
3.2	DRIVERS OF CHANGE.....	6
3.3	QUANTIFICATION OF THE SCENARIOS.....	8
3.4	ECONOMIC GROWTH.....	10
4	CONCEPTUAL FRAMEWORK FOR DEVELOPMENT.....	12
4.1	ROLES FOR THE STUDY AREA.....	12
4.2	VISION.....	12
4.3	DEVELOPMENT PRINCIPLES.....	13
4.4	DEVELOPMENT CONCEPT.....	16
5	SPATIAL DEVELOPMENT FRAMEWORKS	19
5.1	ACCESS AND MOBILITY FRAMEWORK (ACCESS).....	19
5.2	LAND USE AND ACTIVITY FRAMEWORK (FIT).....	23
5.3	OPEN SPACE FRAMEWORK (VITALITY).....	30
5.4	PUBLIC SPACE AND LANDSCAPING FRAMEWORK (SENSE).....	31
6	STRATEGIC INTERVENTIONS.....	34
6.1	EXISTING STRATEGIC INTERVENTIONS.....	34
6.2	PROPOSED STRATEGIC INTERVENTIONS.....	34
7	IMPLEMENTATION FRAMEWORK	42
7.1	OVERALL APPROACH.....	42
7.2	TOOLS FOR THE SUSTAINABLE IMPLEMENTATION OF THE PLAN.....	42
7.3	KEY STAKEHOLDERS AND THEIR ROLES.....	45
7.4	FUNDING STRATEGY.....	45
7.5	IMPLEMENTATION PLAN.....	47
7.6	MONITORING AND REVIEW.....	53

LIST OF FIGURES

FIGURE 1.1: STUDY AREA.....	1
FIGURE 1.2: PROJECT METHODOLOGY.....	1
FIGURE 2.1: REGIONAL CONTEXT.....	2
FIGURE 2.2: PUBLIC MEETINGS.....	5
FIGURE 3.1 : LIKELY SCENARIOS.....	7
FIGURE 3.2 : GRAPHIC REPRESENTATION PROJECTED GROWTH FOR CACEN.....	9
FIGURE 3.3: CHIEF ALBERT LUTHULI LOOKING WEST.....	11
FIGURE 4.1: CENTRAL AREA LOOKING NORTH TOWARDS LIBERTY MALL.....	13
FIGURE 4.2: CATALYTIC ELEMENTS OF THE CONCEPT.....	16
FIGURE 4.3: SPATIAL CONCEPT.....	17
FIGURE 4.4: APPLICATION OF THE SPATIAL CONCEPT.....	18
FIGURE 5.1: ACCESS AND MOBILITY FRAMEWORK (ROAD NETWORK).....	20
FIGURE 5.2: ACCESS AND MOBILITY FRAMEWORK - PUBLIC TRANSPORT AND NMT.....	21
FIGURE 5.3: BRT ROW FOR CHURCH STREET.....	22
FIGURE 5.4: PROPOSED BRT STOPS IN CHURCH STREET.....	22
FIGURE 5.5: VARIETY OF LIFESTYLE OPTIONS.....	23
FIGURE 5.6: RETAIL IN CHURCH STREET.....	24
FIGURE 5.7: MAKE SPACE FOR THE INFORMAL SECTOR.....	24
FIGURE 5.8: REDEVELOPMENT IN VICTORIA ROAD.....	25
FIGURE 5.9: MAIN LIBRARY.....	25
FIGURE 5.10: CITY HALL.....	25
FIGURE 5.11: LAND USE FRAMEWORK.....	26
FIGURE 5.12: LAND USE FRAMEWORKS USE.....	27
FIGURE 5.13: PROPOSED LAND USE SCHEDULE.....	28
FIGURE 5.14: MSUNDUZI RIVER.....	30
FIGURE 5.15: OPEN SPACE AND PUBLIC SPACE AND LANDSCAPING FRAMEWORK.....	33
FIGURE 6.1: LOCATION OF CONCEPT SKETCH DESIGNS.....	34
FIGURE 6.2: VISION FOR ALEXANDRA PARK.....	35
FIGURE 6.3: CONCEPT SKETCH - ALEXANDRA PARK.....	36
FIGURE 6.4: VISION FOR THE NORTHERN GATEWAY.....	37
FIGURE 6.5: CONCEPT SKETCH - NORTHERN GATEWAY.....	38
FIGURE 6.6: VISION FOR INFILL AREAS.....	39
FIGURE 6.7: CONCEPT SKETCH (GREENFIELDS) - DALES PARK.....	40
FIGURE 6.8: CONCEPT SKETCH (BROWNFIELDS) - UPPER BOOM STREET.....	41
FIGURE 7.1: IMPLEMENTATION TOOLKIT.....	42
FIGURE 7.2: PIETERMARITZBURG URBAN DEVELOPMENT ZONE.....	44
FIGURE 7.3: IMPLEMENTATION PLAN.....	52
FIGURE 7.4: MONITORING AND REVIEW PROCESS.....	53

LIST OF TABLES

TABLE 2.1: SWOT ANALYSIS.....	4
TABLE 3.1: DRIVERS OF CHANGE	6
TABLE 3.2: MSUNDUZI POPULATION.....	8
TABLE 3.3: CBD/SEDIs/EAST ABM	8
TABLE 3.4: PROJECTED GROWTH FOR MSUNDUZI MUNICIPALITY	8
TABLE 3.5: SPATIAL DISTRIBUTION OF POPULATION GROWTH.....	9
TABLE 3.6: PROJECTED POPULATION GROWTH FOR CENTRAL AREA AND CBD EXTENSION NODE.....	9
TABLE 3.7: PROJECTED HOUSEHOLD GROWTH FOR CENTRAL AREA AND CBD EXTENSION NODE	10
TABLE 3.8: RESIDENTIAL LAND DEMAND BASED ON 5% SHARE OF GROWTH.....	10
TABLE 3.9 : HISTORIC GROWTH TRENDS.....	10
TABLE 3.10: PROJECTED GROWTH FOR OFFICE SECTOR IN CACEN.....	10
TABLE 3.11: PROJECTED GROWTH FOR RETAIL SECTOR IN CACEN	11
TABLE 4.1: ROLES OF THE STUDY AREA.....	12
TABLE 7.1: POTENTIAL PROJECT FUNDING SOURCES.....	46
TABLE 7.2: IMPLEMENTATION PROJECTS.....	47
TABLE 7.3: KPA - WELL-SERVICED CITY.....	54
TABLE 7.4: KPA – AN ACCESSIBLE AND CONNECTED CITY	55
TABLE 7.5: KPA – A CLEAN, GREEN CITY.....	56
TABLE 7.6: KPA – A FRIENDLY, SAFE CITY	56
TABLE 7.7: KPA – AN ECONOMICALLY PROSPEROUS CITY.....	57
TABLE 7.8: KPA – A FINANCIALLY VIABLE AND WELL-GOVERNED CITY.....	57
TABLE 7.9 : CONTRIBUTION OF LAP PROJECTS TO CITY’S KPAs.....	58
TABLE 7.10 : PROJECT PRIORITISATION MODEL FOR TMM	59

1 INTRODUCTION

1.1 BACKGROUND TO PROJECT

The Msunduzi Municipality (TMM) has appointed Royal HaskoningDHV (Pty) Ltd, under Contract No. SCM 65 of 11/12, to assist the municipality with the preparation of a Local Area Plan (LAP) for the Central Area and CBD Extension Node (CACEN) of Pietermaritzburg.

The purpose of this document is to present the LAP prepared for CACEN, including the key outcomes of the strategic assessment and the vision, objectives, concepts, frameworks and guidelines proposed for the development of the CACEN area. The Local Area Plan will enable the Municipality to:

- guide public and private development through the identification of priority areas and interventions;
- make decisions regarding investment in services infrastructure and associated phasing; and
- give clarity and direction to developers and land owners in the area with respect to the type and intensity of development

The report has been prepared following a technical and stakeholder engagement process to develop and test the LAP proposals, obtain feedback and to refine the LAP document accordingly.

This report is informed by the earlier phases of the project and should be read in conjunction with the previous project reports prepared as Part of the Phase 2, 3, 4 and 7 of the project:

- **Phase 2** – Status Quo Technical Notes for Planning and Urban Design, Environment, Economic, Traffic and Transportation, Infrastructure, Finance and Housing
- **Phase 3** – Synthesis of Key Issues and Vision Development
- **Phase 4 and 7** – Draft Planning and Development Framework including the Implementation Framework

1.2 STUDY AREA

The study area is approximately 16km² in extent (2% of TMM's 649km²) and incorporates the whole of the Pietermaritzburg Central Business District (CBD) and area immediately adjacent. The northern boundary extends around most of Town Hill Hospital and borders Greys Hospital, through a portion of Northern Park and includes the residential suburb of Chasedene, Liberty Midlands Mall and what is referred to as the CBD Extension Node. The eastern boundary extends along the N3 and incorporates the suburb of Manor, but excludes the Scottsville Race Course. To the south the boundary incorporates the recreational precinct area of Alexandra Park and the Harry Gwala Stadium, and the suburb of Napierville. To the west the boundary extends towards the suburb of Prestbury terminating just beyond the Rail Yard off Mayors Walk and then generally follows the Dorpspruit Stream towards the Royal Showgrounds.

Wards 25, 26, 27, 32 and 33 are impacted by the project and the area falls within the Northern and CBD, Ashburton and Eastern Areas ABM boundaries.

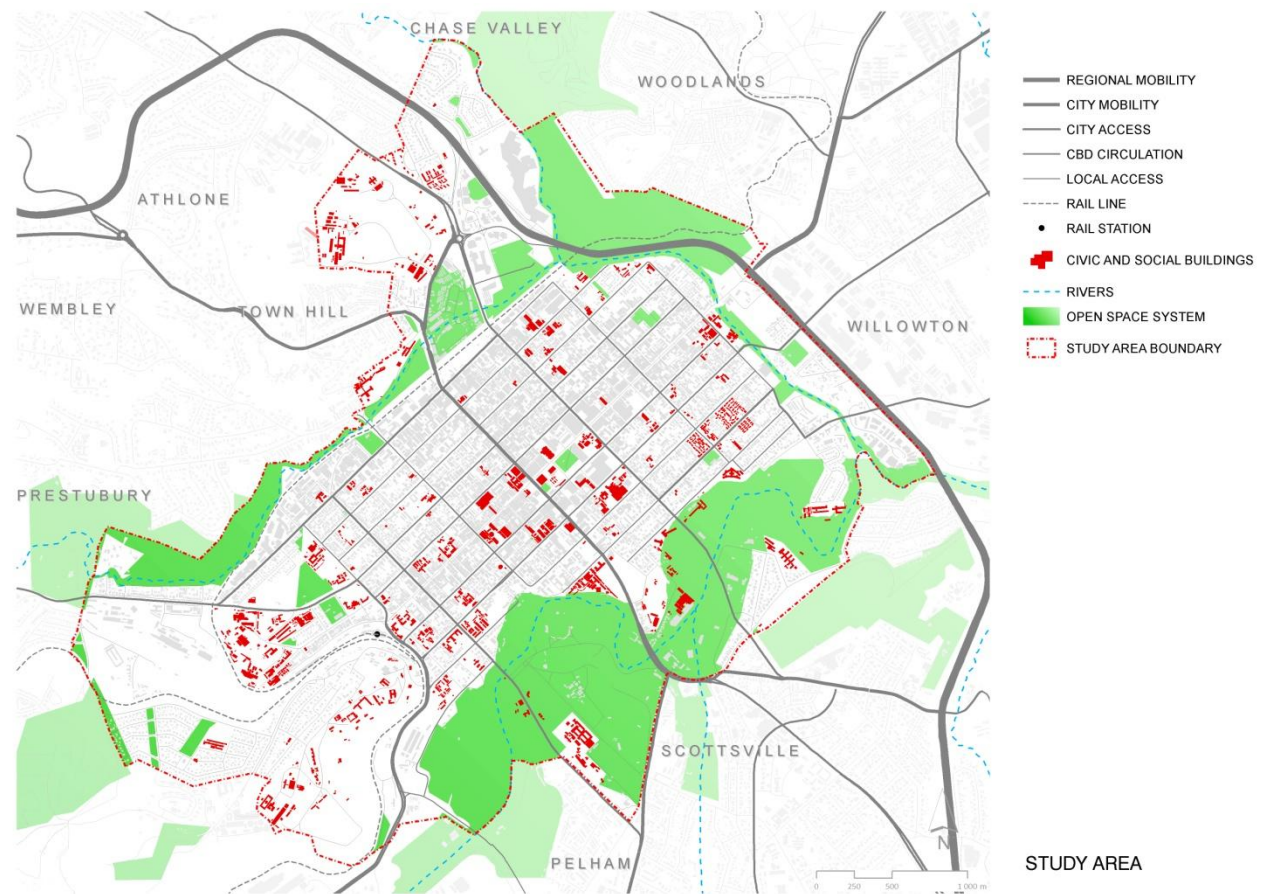


Figure 1.1: Study Area

1.3 METHODOLOGY

The project has been based primarily on a desktop study that reflects the synthesis of information relevant to the understanding of, and planning for, the CACEN study area. Where necessary, the information contained in existing reports has been augmented by information derived from engagement with key municipal and private stakeholders, the public and community groups and interactions with the Project Working Group and Project Steering Committee.

Key data sources include:

- **Existing Policies** – existing planning policy documents, including national, provincial, district and local policy, such as the Msunduzi Integrated Development Plan (IDP) and Spatial Development Framework (SDF).
- **Planning and GIS Data** – this includes development application registers located at the Municipal Offices; GIS data related to land use and ownership, transport, infrastructure and the environment from Msunduzi Municipality; and Census 2011 data.
- **Strategic Assessments** – this includes site visits and strategic assessments of the key development and environment sectors, including land use, urban design, transport, infrastructure, etc. undertaken by the project team and sector specialists.
- **Stakeholder Engagement** – this includes: workshop and interviews with key municipal officials responsible for planning, development, management and service delivery; interviews with private business stakeholders; and input from the Public Open Days and community meetings.

Figure 1.2 shows a diagrammatic representation of the project methodology and the current milestone/phase in the process.

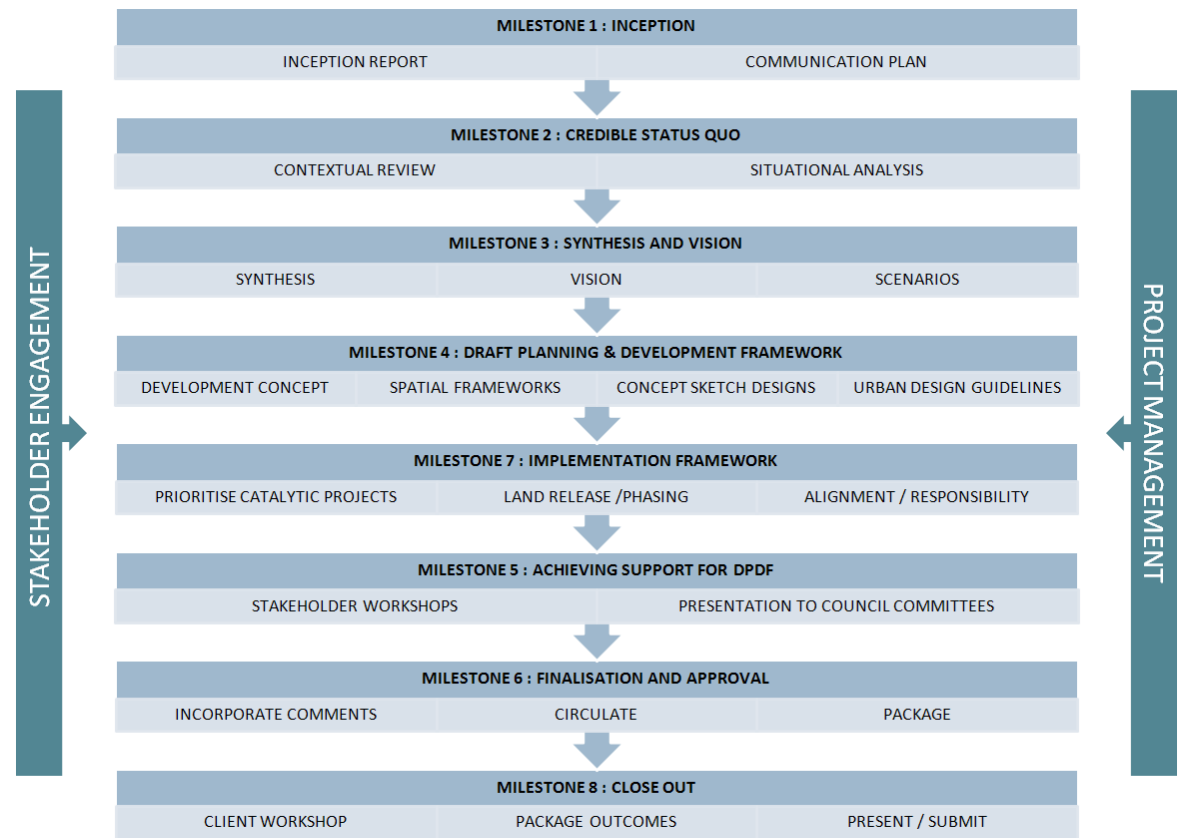


Figure 1.2: Project Methodology

1.4 STRUCTURE OF THE REPORT

The report is structured as follows:

- **Section 2** – sets out the strategic assessment that has informed the preparation of the Development Framework.
- **Section 3** – outlines the development scenarios explored for the future growth and development of the CACEN area.
- **Section 4** – sets out the conceptual framework for the area, including the vision, strategic objectives, strategies and development concept for the CACEN area.
- **Section 5** – sets out the spatial development frameworks for the CACEN area, including access and mobility, land use, open space and environment and public space and landscape.
- **Section 6** – identifies outlines the strategic interventions for the area.
- **Section 7** – provides an implementation framework, including proposed actions and monitoring and review programme.

2 STRATEGIC ASSESSMENT

2.1 OVERVIEW

The preparation of the Development Framework has been guided by a number of key informants, including existing spatial planning policy, the regional context, the attributes and potential of the local area and the engagements with the public and stakeholders. The Status Quo and Synthesis reports prepared as part of Phase 2 and 3 of the project set out these issues in detail and include assessments of planning and urban design, environment, transport, infrastructure, economic and finance issues. It is useful, however, to outline the key strategic informants that have guided the preparation of the Development Framework.

2.2 INNER CITIES

Inner cities or business districts in towns and cities the world over have faced considerable upheaval in the past few decades. The pace of and scale of urbanization and changes in economic processes have contributed to this process of continuous flux. These processes have witnessed processes of economic decline, and in many contexts, also forms of economic revival that have often been a defining feature of urban life. Whilst it is true that many functions and processes that were historically the preserve of CBDs have been dispersed to the urban periphery or beyond, effective use of these CBD areas continue to play a crucial role in cities ability to function and in securing an identity for disintegrating urban contexts.

A common theme amongst those cities that have secured a degree of resilience and dynamism has been the combinations of public sector and civil society actions to reorient city processes to optimize opportunities and confront challenges. Functional city centre areas are the product of decisions of many actors but it is also true that local governments can play a critical role in the creating of conditions to enable effective decision making by a range of actors. Forms of public sector failure can be compensated, to a degree, through actions of other stakeholders but do need to be tackled to ensure suitable conditions can be created for longer term progress.

Planning and development does not occur within a vacuum and it should, if it is to be effective, continually respond to environmental, social, economic, institutional and political trends and dynamics.

The Msunduzi Municipality (TMM) has through the appointment of this contract, indicated that it recognises that significant change has, and will continue to occur, in and around the Municipality and accordingly, it needs to review and amend its Central Area and CBD Planning so that this primary provincial development node can effectively perform its role as the economic and administrative hub of both the City and Region.

2.3 REGIONAL CONTEXT

At a regional and sub-regional level, the CACEN area is strategically positioned by virtue of its location:

- It is the Capital City of KwaZulu-Natal
- It is an important secondary city in the provincial hierarchy and the economic 'heart' of the KZN interior
- It is located at the convergence of major transportation routes, including the N3, R56, R33 and R103; and
- Strategically located on the national freight corridor between Durban and Johannesburg.

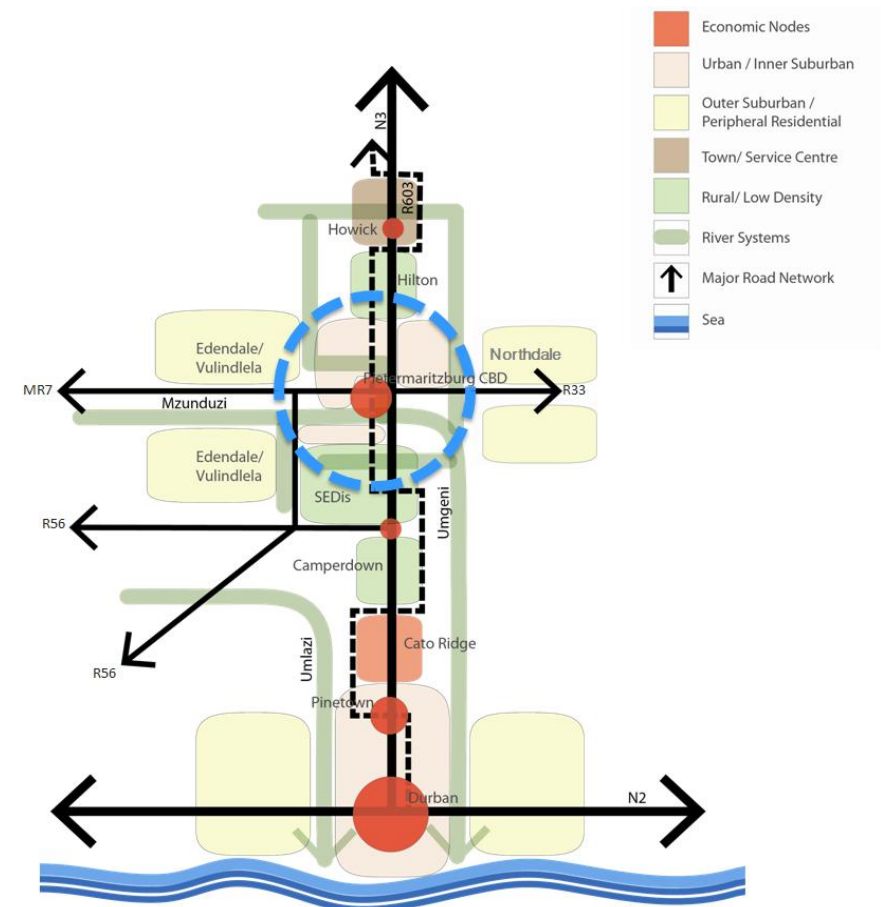


Figure 2.1: Regional Context

2.4 POLICY ENVIRONMENT AND CONTEXT

A plethora of legislation, policies and strategies from national and provincial government govern and influence future spatial planning and development in the CACEN area together with a number of previous studies and initiatives. These include, but are not limited to:

National and Provincial Legislation & Policy	Local Policies and Plans
• South African Constitution and Principles of Sustainable Development • The Municipal System Act (MSA) • The Spatial Planning and Land Use Management Act (SPLUMA) • Environmental Conservation Act (ECA) • The National Environment Management Act (NEMA) • Social Housing Act (SHA) • Accelerated and Shared Growth Initiative for South Africa (ASGISA) • National Spatial Development Perspective (NSDP) and Plan (NDP) • KwaZulu-Natal Planning and Development Act • The Provincial Growth and Development Strategy (PGDS) • Provincial Spatial Economic Development Strategy (PSEDs)	• uMgungundlovu Integrated Development Plan and Spatial Development Framework • Msunduzi Integrated Development Plan (2012-2016) • Msunduzi Spatial Development Framework Review (2009) • CBD, Ashburton and Eastern Areas Area Based Management: Spatial Development Review (2010) • Managing Change in the PMB Central Business District (2002) • Local Development Plan for the PMB Central Area (August 1999) • Inner City Residential Strategy & Prioritized Implementation Programme (2004) • CBD Extension Node Development Framework Draft Document (2000) • Edendale / Northdale Public Transport Corridor Study (May 2006) • Dorpspruit Waterway, Umosha Development (2003) • Railway Station Report • Pietermaritzburg, Church Street (2004)

2.4.1 DEVELOPMENT PRINCIPLES

The following development principles are articulated across the key policies and legislation and need to be addressed in the local area plan:-

- Promotion of **integrated development**
- Promotion of **high density living environments**
- Promotion of **high quality living environments**
- Increase in **mixed use/multi-use spaces**
- Provision of **social housing opportunities near employment centres**
- **Meet the basic needs** of citizens of Msunduzi

- An urban regeneration strategy is more than just physical investment and intervention and must **focus on development people**
- Areas **located on development corridors** and adjacent to main growth centres must be supported
- **Clustering of economic, social and transport facilities is required to maximize thresholds and to ensure the maximum and efficient use of resources**
- Provide a platform for **economic growth**
- Development must not compromise **environmental assets**
- Protection of **historic built environment assets**
- Development in corridor **is not to be “business as usual”**
- **Focused investment** to ensure sustainable and maximum impact

2.5 LOCAL CONTEXT: SWOT ANALYSIS

As part of the process of integrating the Strategic Review Technical Notes, the Project Team together with the Msunduzi Municipal Project Working Group identified the strengths, weaknesses, opportunities and threats (SWOT) to development in the study area and through a workshop process collectively identified what it considered would be the key issues facing the Central Area and CBD Extension Node (Table 2.1).

These issues were grouped/arranged using the performance dimensions articulated by Kevin Lynch in his book “Good City Form”. Lynch’s work revolves around the identification and definition of a set of urban form dimensions that can be used to measure or evaluate the **performance** of a City or part thereof in terms of the usefulness and meaning for its inhabitants and users and in terms of how it responds to and accommodates human needs.

Lynch’s work recognises that Cities and their neighbourhoods are unique and that they perform different roles and functions over time as they change and grow. As such the dimensions provide a tool that can be used to evaluate an urban area in any specific context.

Table 2.1: SWOT Analysis

Strength	Weakness	Opportunity	Threats
ACCESS: THE ABILITY TO REACH OTHER PERSONS, PLACES, RESOURCES, SERVICES AND INFORMATION I.E. CAPACITY AND QUALITY OF SPATIAL STRUCTURE AND NETWORKS			
- Compact urban form (walkable/easy gradients) - Well developed network (functionality) - Central location of municipal offices on major public transport routes - Sub-regional connectivity to hinterland is good - Well serviced in terms of social facilities	- Weak directional signage (infrastructure; street address) - Limited commuter rail services (long-distance focus) - Access to into the study area is limited to a few gateway points - North-south linkage is limited - Lack of integrated public transport terminal - Poor pedestrian links within the central area - Poor pedestrian infrastructure (pavements in poor condition or over run with traders) throughout network	- Restructuring of public transport with introduction of the BRT - Increase in pedestrian and public transport users - Restructure pedestrian networks to link to BRT - New Station Precinct and potential passenger rail services (long distance) - Centrally located vacant and municipal owned land for public facilities - Capital city status means access to growth and possible development grants	- Increasing congestion reduces efficiency - Lack of integrated transport alternatives to private motor car - Culture that prioritizes the vehicle and not the pedestrian. - Management of trucks (delivery/freight management) - Possible regional by-pass to the study area - Pedestrian safety (from unsafe crossings and speeding vehicles) - Access to finance to maintain infrastructure - Increased property values as a result of regeneration could lead to the displacement of the poor and marginalised
VITALITY: THE DEGREE TO WHICH THE FORM OF THE AREA SUPPORTS THE VITAL FUNCTIONS AND BIOLOGICAL REQUIREMENTS OF HUMAN BEINGS I.E. THE CONDITION OF WATER, AIR, SOIL ETC.			
- Functioning River System on periphery - Existing infrastructure for basic needs - Tree-lined streets on the periphery	- Vulnerable groups who don't have access to shelter - Limited footprint to act as a sink - Polluted water - Inadequate waste removal - Invasion of industrial users compromise residential amenity - Management of parks – “cage” metaphor linked to fencing - Loss of natural assets – lack of Greenfield sites - Limited opportunity for passive and active recreation - Severe microclimate for pedestrians - insufficient cover/ tree planting - Insufficient green public open space offering a break in built environment - limited scope for recreation, especially active recreation necessary to maintain/ improve health - Insufficient urban open space to facilitate community/ civic events	- Multiple use of flood plain area for catchment management and open space system edge - Potential to develop continuous network of open space to support recreation (passive and active) - Make TMM more resilient to shocks – adaptive planning - Rehabilitate water courses - Carbon reduction strategies - Recycling	- Climate change will result in changes to micro-climates temperatures, increased potential for fire potential – leads to more pollution, more disease - Risk of flooding – high intensity of storm events - Increase in surface runoff and water pollution - Inappropriate and/or uncoordinated off-site catchment management - Waste management - Increased air pollution from traffic and industry - Inadequate operation/performance of off site sewage treatment works - Aging infrastructure Blue
SENSE: THE DEGREE TO WHICH THE AREA CAN BE CLEARLY PERCEIVED AND TO WHICH IT CONNECTS TO THE VALUES OF ITS RESIDENTS I.E. QUALITY OF SPATIAL STRUCTURE AND OF URBAN FORM			
- Spatial clusters of activity and identity - Well established urban form in parts and potential for enhancement/connection - Rich historical and architectural references and cultural diversity - Provincial and regional government role linked to Capital City status - Sports capital e.g. Comrades Marathon Amashova, Dusi etc - Events e.g. cars in the Park, art in the Park, Royal Show - Intact streetscapes in most parts of city - Place of choice – with conscious choice/action	- River edges largely ignored - Nodes within city are not linked together - Lack of maintenance of buildings and poor service delivery - perception of decay - Low levels of safety and security - Limited public space for cotunity activity/events - Large block sizes and isolated land parcels - Limited tree planting - Poor legibility - Lack of cohesive of signage especially to public spaces - Vehicle dominated	- Opportunity to consolidate vibrant inner-city residential area - Recognition of heritage assets and formalising means to protect them - Bring architectural elements into a new identity and new brand - Change and challenge stereotypes (unique Victorian architecture/education) - Celebrate the river - Utilisation of vacant municipal land to restructure urban spaces in central area - Co-ordinated landscape elements: paving, street furniture, signage, art and tree planting to improve quality of spaces and establish identity - A return to the basics will improve the quality of experience in CACEN - Improving physical appearance of environment & buildings - Urban development zone tax incentive; urban development zone funding - Choices are needed to be the city of choice.	- Traffic congestion impacts on the quality of a visitors/residents experience - Change on the edges destroying fine grain urban form - Unauthorised and illegal use of buildings land uses - Urban decay and overcrowding in parts - Loss of natural assets - No urban character vision and supporting guidelines - Inadequate management of urban spaces and built form - Lack of management of public space - Inappropriate building and land use control
FIT: THE DEGREE TO WHICH THE FORM AND CAPACITY OF THE AREA MATCHES THE PATTERN AND QUANTITY OF ACTIVITY OF THE RESIDENTS I.E. THE CAPACITY AND QUALITY OF INFRASTRUCTURE, BUILDINGS AND SPACE			
- Active economy - Central Area is the seat of the government for the Capital City - Compactness of urban form, yet diverse - Educational facilities - Established water supply and reticulation systems - Established sanitation treatment and reticulation systems - Established electricity supply and reticulation systems	- Gateways to CBD are constrained and lack legibility - Underutilised land/building assets – low-rise development - Limited housing variety for diverse demands - Pedestrian infrastructure is limited and/or crumbling - AMAFA requirements can hamper/slow development - Limited public open space network – strong on the periphery - Underdeveloped local public space infrastructure - Limited internal and poorly maintained green space	- Opportunity for public investment to trigger confidence in property market - Increasing the mix and intensity of land use could lead to a 24/7 city centre - Demand for trading spaces (informal and formal) - Proposed Integrated Rapid Public Transport Network and System to restructure city - Developed appropriate non-motorised transport network - Provide for higher density housing - Long-term reintroduction of passenger rail services - Maximise available “skyspace” i.e. introduce taller buildings - Demand for inner-city housing - National housing department increasingly pushing for “inclusionary” housing & social/spatial restructuring - Protection of ‘heritage assets’ - Opportunity to leverage investment in the Oribi airport precinct	- Loss of residential stock to business uses - Illegal connections and overcrowding increase risk associated with fire - Emerging shift of office and retail to suburban locations/edge of city - Decentralization of government sector to a peripheral office location - N3 Bypass - Lack of maintenance of infrastructure - Loss of natural assets - Striking an “acceptable’ balance between parking supply and the use of public transport (policy issue)
CONTROL: THE DEGREE TO WHICH THE USE OF, CREATION OF AND MANAGEMENT OF SPACES CAN BE INFLUENCED BY THOSE WHO USE THEM I.E. CAPACITY AND QUALITY OF INSTITUTIONAL ARRANGEMENTS			
- Recognised willingness to intervene from both private and public sector - Chamber of Business is strong - Active Public Participation - Strong and willing Municipal Planning Team - Legal systems are in place to manage - Private sector & NGO energy & initiatives	- Enforcement of regulation and law is weak - Management processes not integrated - Municipal budgets are under pressure to deliver in competing areas - Difficult to make intervention due to high level of private property ownership - Limited public-owned land in Central are for redevelopment opportunity - Reliance on private sector to redevelop	- To start an urban management process to address more than crime & grime - Legislation is in place to manage the city e.g. bylaws and the town planning scheme - Utilisation of publicly owned land for public facilities - Introduction of UIP's and UDZ's to manage high impact areas - Potential positive influence of planning policy and development control - Foster local pride in Msunduzi Central Area - Identification of a Champion	- Increasing informality “Shack-farming” and overcrowding - Lack of communication between stakeholder groups - Dominant interest groups - Lack of urban management and by-law enforcement - Politically influenced decision making - Non-compliance with legislation - Perceived increase in anti-social behaviour - A “do-nothing” and “wait and see” approach from the private and/or public sector - Slow decision making e.g. plan approval processes

2.6 STAKEHOLDER ENGAGEMENT

A critically important component in preparing the Development Framework has been engagement with municipal and private stakeholders, the general public, community and environmental interest groups, etc. This has helped to highlight issues of concern to local communities and interested and affected groups, involve the municipality as integral roleplayers in the planning process for the project and identify the particular attributes and potential that the area possesses.

A clear outcome from this process has been the need to consider different and sometimes divergent viewpoints on what the role of the area is currently and what it should be in the future. The Development Framework accordingly needs to recognise, balance and accommodate different developmental, community and environmental objectives and visions for the future of the area.

The publication of this Draft Planning and Development Framework represents an important milestone in Achieving Support for the Local Area Plan prior to adoption by the Msunduzi Municipality.

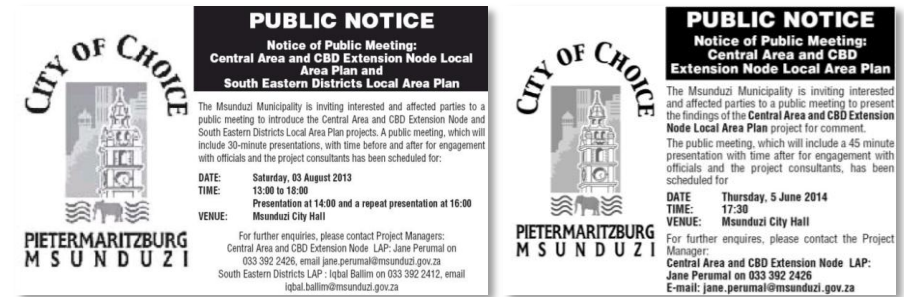


Figure 2.2: Public Meetings

3 DEVELOPMENT SCENARIOS

3.1 GENERATION OF DEVELOPMENT SCENARIOS

As part of the process of developing this Local Area Plan, a work-stream to generate development scenarios was undertaken by the CACEN Project Working Group. This work-stream involved two parts.

In the first instance a workshop to determine what “change drivers” were driving change in the area was held in order to identify what areas the plan could focus on with a relative amount of certainty within a twenty year planning horizon. The outcomes of the process also help to direct the strategic objectives and development principles formulated for the area (see Chapter 4.3).

The second part of the process included the quantification of the development scenarios with respect to anticipated population and economic growth as well as indications of the spatial distribution of this growth over the next 20 years.

In the development planning arena these two dimensions are generally beyond the immediate control of organisation undertaking the planning process but are vital to understand as their impact manifests in a demand on land. Invariably the result is a set of scenarios describing quantifiable outcomes of combinations of either high or low population growth with either high or low economic growth (i.e. four possible scenarios). These outcomes are then translated into spatial implications whereby the growth options are geographically distributed within the study area.

3.2 DRIVERS OF CHANGE

The basic premise of the scenario process is that long range development scenarios need to focus on elements and events in the development environment with high levels of uncertainty and which will have high levels of impact. Other elements and events that have a greater degree of certainty are not ignored in the process, but can be planned for more easily irrespective of their anticipated level of impact.

The starting point for the scenario generation was to identify the primary change forces (i.e. events) that exist or are emerging and that will need to be accommodated in the planning horizon of the project i.e. what issues are likely to result in changed behaviours, changed circumstances for the residents of Msunduzi.

In order to generate these drivers, the Project Team workshopped key issues emanating from the outcomes of the Status Quo Reports and Strategic Assessment.

Table 3.1 provides an overview of the change drivers identified for Msunduzi grouped into broad themes.

Table 3.1: Drivers of Change

- **Social**
 - Population Growth including (in-migration/natural/migration)
 - Changing demographic profile (poor, young, uneducated, low skilled)
 - Social Justice/Social expectations/Basic needs provision/Survival tactics of poor/
 - Lifestyle choices that drive the way we do things and how we live, the way business and government responds wrt Security and Social cohesion
 - Low skills base
 - Human resources development (lack of education)
- **Economic**
 - Energy cost/Oil Price (peak oil)
 - Logistics linked to N3 Corridor
 - Declining agricultural hinterland
 - Suburban flight - offices and retail
 - Global and local economic climate fluctuations
- **Environment**
 - Smarter resource utilisation/water scarcity
 - Climate change/vulnerability
 - Increase environmental awareness (social movement)
 - City marketing/branding City character and identity – think global, act local
- **Institutional**
 - Public Sector Institutional capacity/systems/bureaucracy constraints
 - Private sector influence - market power
 - Non-delivery/delivery of government
- **Political**
 - Increasing social development focus/social equity/Social engineering to redress the past/Redistributive policy – address backlogs/equity/Public Transport
 - Political systems stability and social responsibility
- **Financial**
 - Capital availability over time for both Public and Private Sector

The second part of the process required the arrangement and/or ranking of the key change drivers into groups reflecting dimensions of uncertainty and impact. These dimensions reflected the degree of uncertainty with respect to the occurrence of the events and the degree of impacts that could be expected with the event (Figure 3.1).

The outcomes of ranking the key change 'drivers' are as follows:-

1. **High Uncertainty and High Impact**
 - Global and Local Economic Fluctuations
 - Population Growth and Demographic Changes i.t.o. skills, income etc.
2. **High Certainty and High Impact**
 - Social Justice / Social Impacts
 - Capital Availability
 - Lifestyle Choices Climate Change
 - Resource Use
 - Logistics
 - Economic Mix of the TMM
 - Tourism
 - Energy Costs
 - Private Sector Influence (local and international)
3. **High Uncertainty and Low Impact**
 - City Branding
 - Environmental Awareness
4. **High Certainty and Low Impact**
 - No responses

The prime dimensions for developing the scenarios revolve around those events of high uncertainty and high impact. The other are dimensions will occur within, and respond to, these critical dimensions.

The two prime dimensions are therefore:

- **POPULATION GROWTH** including changes in Demographic factors
- **GLOBAL ECONOMIC CONDITIONS** including likely Local Economic Responses (i.e. Msunduzi Municipality's growth.)

Given the two primary dimensions, Population Growth and Global Economic Conditions, four possible scenarios can be identified (Figure 3.1)

1. **HIGH POPULATION GROWTH AND HIGH ECONOMIC GROWTH** - **very possible** given that world economy is recovering albeit slowly.
2. **HIGH POPULATION GROWTH BUT LOW ECONOMIC GROWTH** - **very possible** that current situation continues.
3. **LOW POPULATION GROWTH AND HIGH ECONOMIC GROWTH** - **not likely** given that African and South African City trends with respect to population growth indicate medium to high growth related to general urbanization in key urban centres as well as increased natural population growth rates.
4. **LOW POPULATION GROWTH AND LOW ECONOMIC GROWTH** - **not likely** - same as 3 above.

As noted, it is not likely that Msunduzi, nor in fact any South African or African city, will experience low population growth. The two scenarios that will therefore be unpacked in terms of their quantification and impact on the CACEN are:

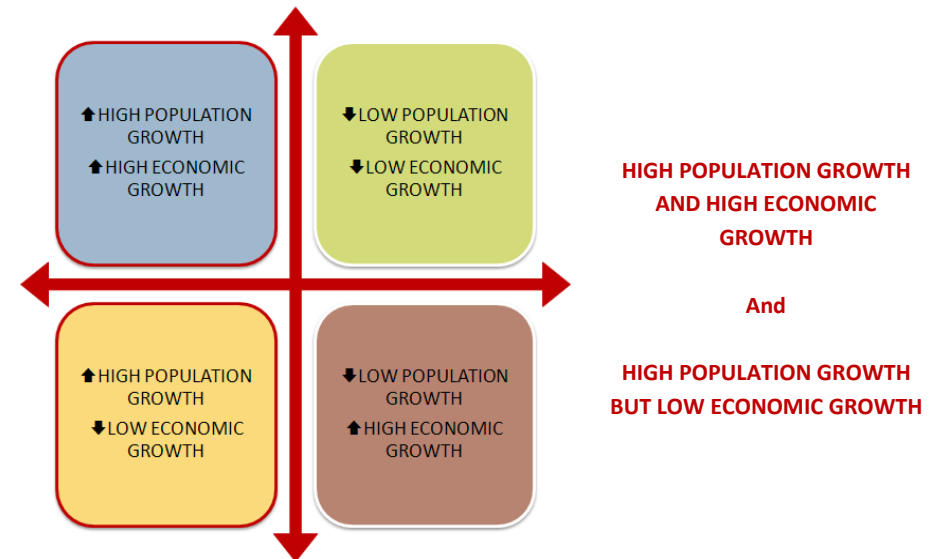


Figure 3.1 : Likely Scenarios

3.3 QUANTIFICATION OF THE SCENARIOS

3.3.1 POPULATION GROWTH – THE ASSUMPTIONS

In order to plan development in CACEN it is important to understand what the scenarios mean in terms of how many people need to be accommodated in the CACEN, where will they live, where will they work and what quantity of land is potentially required to accommodate them or whether growth should be directed to other local areas within Msunduzi.

Current Population and Historic Growth

- The Msunduzi Municipality
 - The total population of The Msunduzi Municipality grown from 521,805 to **618,534** (2001-2011)
 - This represents a **19%** growth in the total population and additional **96,729** people over a ten year period at a growth rate **1.12% p.a.**
- CBD/SEDIs/East ABM
 - The total population in the CBD/SEDIs/East ABM has grown from 123,897 to **132,365** (2001-2011)
 - This represents a **7%** growth in the ABM's population and an additional **8,468** people over a ten year period at a growth rate of **0.66% p.a.**
 - **21%** of Msunduzi's population is located with the ABM
- Central and CBD Extension Area (The Study Area)
 - The total population in CACEN is **25,941** (2011)
 - This represents a **4.2%** share of the population of The Msunduzi Municipality and a **20%** share of the CBD/SEDIs/East ABM.

Table 3.2: Msunduzi Population

Msunduzi ABMs	Historic Population (2001)		Current Population (2011)			
	Population	% of TMM	Population	% of TMM	Population Growth from 2001	% Change from 2001
CBD/SEDIs/East	123 897	24%	132 365	21%	8 468	7%
Vulindlela	131 373	25%	148 001	24%	16 628	13%
Edendale	51 965	10%	69 511	11%	17 546	34%
Imbali	108 065	21%	144 070	23%	36 005	33%
North	106 505	20%	124 587	20%	18 082	17%
Total Msunduzi	521 805	100%	618 534	100%	96 729	19%

Table 3.3: CBD/SEDIs/East ABM

CBD/SEDIs/East ABM	Historic Population (2001) ¹		Current Population (2011)			
	Population	% of TMM	Population	% of TMM	% of ABM	% Change from 2001
CACEN	-	-	25 941	4.2%	20%	n/a
SEDIs	-	-	15 864	2.6%	12%	n/a
Balance of ABM	-	-	90 560	14.6%	68%	n/a
Total for ABM	-	-	132 365	21.4%	100%	n/a

Future Population Projections (2026)

Three different growth scenarios have been generated for this project in order to determine the likely population that needs to be accommodated in the CACEN area. The planning horizon adopted is that of 2026 as per TMM's IDP planning horizon.

The scenarios are:

- SCENARIO 1: Low Growth Rate
- SCENARIO 2: Medium Growth Rate
- SCENARIO 3: High Growth Rate

Based on the above growth scenarios, the following population increases can be calculated for the Msunduzi Municipality:

Table 3.4: Projected Growth for Msunduzi Municipality

Growth Scenario	Annual Growth Rate	2026 Population	Population Change 2011-2026
Scenario 1: Low Growth Rate²	1.12%	731 260	112 724
Scenario 2: Medium Growth Rate³	1.74%	801 493	182 957
Scenario 3: High Growth Rate⁴	2.50%	895 825	277 289

¹ Information not available a sub-area level to generate for the study area boundaries

² As per growth in Census population between 2001 and 2011 (StatsSA)

³ TMM IDP 2013-2014 (pg5) projected that the population in 2026 would be 801,493, the growth projected from the 2011 population represents a 1.74% growth rate.

⁴ Statistical number applied for planning purposes only

The spatial distribution of this population growth will depend on a range of factors. These include the number and size of public and private housing projects, investments in infrastructure and facilities, the relative attractiveness of one area in relation to another area and land and housing options available in Msunduzi, etc.

Due the brownfields (developed) nature of the CACEN study area it is assumed that the proportional share of population in this area compared to others will reduce over time. The area is however well located and with the introduction of the new IRPTN for Msunduzi it is assumed that there will be some impetus in the area to accommodate new high density housing options. It is therefore assumed that 5% of the overall municipal population growth will need to be accommodated within CACEN.

Table 3.6 provides an indication of how this growth could be spatially distributed for Msunduzi. The assumptions have been based on the current proportionally split of the population between ABMs within Msunduzi Municipality (Table 3.2) and the proportionally split of the study area in relation to the CBD/SEDis/East ABM (Table 3.3) as well as the capacity of a local area to accommodate new growth and the demand by the new population to locate within an area.

An equal split of 20% of population growth is assumed for the CBD/SEDis/East, Vulindlela and Edendale ABMs, whilst Imbali ABM due to its perceived land availability and public housing focus is apportioned 25%. The North ABM offers a smaller opportunity to accommodate major growth and is therefore assumed to absorb only 15%.

Table 3.5: Spatial Distribution of Population Growth

Msunduzi ABMs	Proportional Share of TMM Growth	Proportional Share of ABM Growth
CBD/SEDis/East	20%	-
CACEN	-	5%
SEDis	-	10%
Balance of ABM		5%
Vulindlela	20%	-
Edendale	20%	-
Imbali	25%	-
North	15%	-
Total Msunduzi	100%	

Due the brownfields (developed) nature of the CACEN study area it is assumed that the proportional share of population in this area compared to others will reduce over time. The area is however well located and with the introduction of the new IRPTN for Msunduzi it is assumed that there will be some impetus in the area to accommodate new high density housing options. It is therefore assumed that 5% of the overall municipal population growth will need to be accommodated within CACEN.

Table 3.6: Projected Population Growth for Central Area and CBD Extension Node

Growth Scenario	2011 Population	2026 Population	Population Change 2011-2026	Effective Annual Growth Rate ⁵
Scenario 1: Low Growth Rate	25 941	31 577	5 636	1.32%
Scenario 2: Medium Growth Rate	25 941	35 089	9 148	2.03%
Scenario 3: High Growth Rate	25 941	39 806	13 865	2.9%

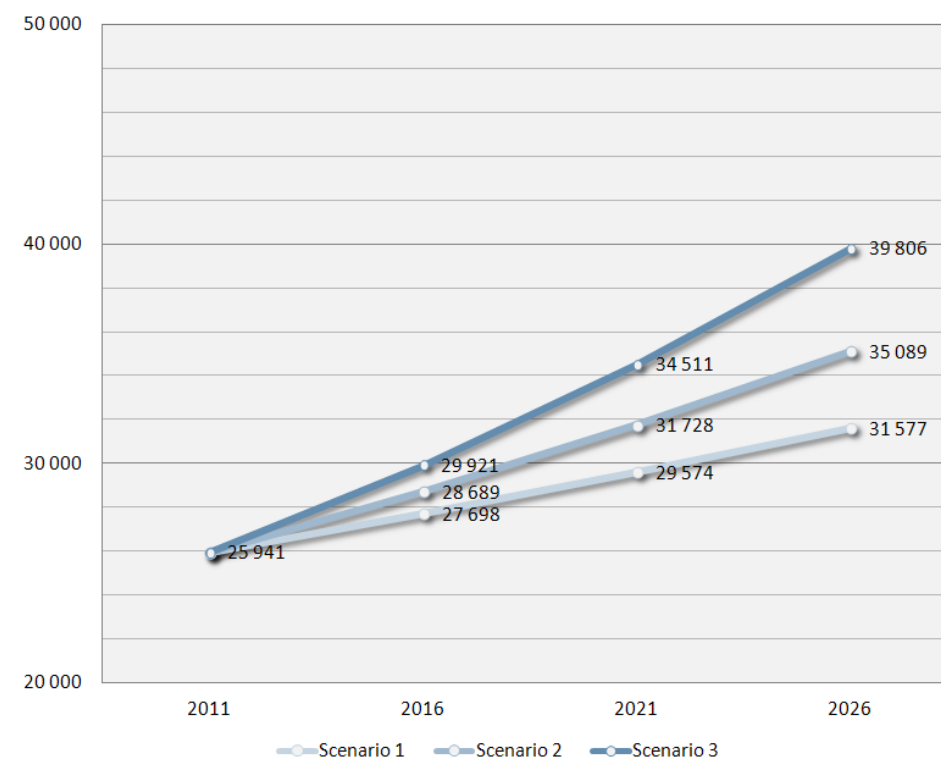


Figure 3.2 : Graphic Representation Projected Growth for CACEN

Potential Residential Land Requirements

The average household size was for The Msunduzi Municipality was 4 persons per household in 2001 and 3.6 in 2011 (Census 2011) i.e. it is on a decreasing trend. There is no indication in the

⁵ Effective growth rate is higher due to a larger share of the population growth

Census data as to why this may be. It could be as a result of under-counting, or possibly as a result of a successful housing programme which has been shown to reduce average household sizes through decanting.

For planning purposes the future household size for CACEN is assumed to be 3.5 which results CACEN having to accommodate a further 1 610 to 3 961 households by 2026 (Table 3.7)

Table 3.7: Projected Household Growth for Central Area and CBD Extension Node

Growth Scenario	Additional Population 2011-2026	Additional Households 2011-2026
Scenario 1: Low Growth Rate	5 636	1 610
Scenario 2: Medium Growth Rate	9 148	2 614
Scenario 3: High Growth Rate	13 865	3961

Dependent on what densities can be achieved in new residential areas, or what kind of densification can be encouraged within CACEN, residential land demand could be between 20ha to 161ha at a low growth rate or 33ha to 396ha if a high growth rate is achieved.

Table 3.8: Residential Land Demand based on 5% Share of Growth

Scenario	Low Density (10du/ha)	Medium Density (50du/ha)	High Density (80du/ha)
Scenario 1: Low Growth Rate	161 ha	32 ha	20 ha
Scenario 2: Medium Growth Rate	261 ha	52 ha	33 ha
Scenario 3: High Growth Rate	396 ha	79 ha	33 ha

For the purposes of this study, the housing target (private and public sector) will be an additional 3,961 households on no more than 79ha. This represents the delivery of approximately 200 new units per annum until 2026.

3.4 ECONOMIC GROWTH

The Msunduzi Municipality (TMM), as part of the Umgungundlovu District Municipality, features as the third largest concentration of economic activity and the second largest concentration of employment (after Ethekewini Municipality). Although EM comprehensively dominates the Provincial economy TMM and its surrounding areas are an important site of economic activity along the N3 corridor to the country's economic heartland in Gauteng.

The CBD and CBD extension areas are well located in close proximity to the N3 corridor and the variety of routes that connect the city to its surrounding hinterland. For these reasons the area has managed to retain a strong position in the KZN economy and more particularly as a regional centre of importance. Clearly the location of the Provincial government headquarters and the Provincial Capital status have been important in sustaining the relevance of the area.

However, the diversified manufacturing base and the availability of relatively complex and deep services suppliers in the area is also important as is the city's historic role and a centre of education and training.

3.4.1 GROWTH TRENDS

In terms of growth trends in the economy as they relate the amount of land that would be required for economic development, the issue is not necessarily about the amount of land or floor area that is available but related more to the performance and the intensity of use of the floor area. The following table does however demonstrate some growth patterns in both the retail and office sectors for CACEN.

Table 3.9 : Historic Growth Trends⁶

Period	No of years	OFFICE SECTOR		RETAIL SECTOR	
		Floor Area	Annual Growth Rate (p.a.)	Floor Area	Annual Growth Rate (p.a.)
1989	-	217 724m ²	-	224 193 m ²	-
1990-1994	5	270 608 m ²	4.4%	251 446 m ²	2.3%
1995-2000	5	286 031 m ²	1.1%	261 764 m ²	0.8%
2000-2006	5	310 132.2m ²	1.6%	337 863 m ²	5.2%

The trends reflect a decline in the economy of Msunduzi from 1994 to 2000 and a slow recovery from 2000 to 2006. The 5.2% growth in retail space can be attributed to the construction of the Liberty Midlands and a number of smaller malls within the area. The decline in additional floor space can also be attributed to the brownfields nature of development within CACEN.

Table 3.10: Projected Growth for Office Sector in CACEN

Growth Scenario	Annual Growth Rate	2026 Floor Area	Floor Area Change 2006-2026
Scenario 1: Low Growth Rate ⁷	0.5%	378 795m ²	68 663m ²
Scenario 2: Medium Growth Rate ⁸	1.6%	379 644m ²	69 512m ²
Scenario 3: High Growth Rate	2.5%	380 298m ²	70 166m ²

⁶ Markewicz and English (2000) CBD Extension Node Development Framework and Coetzee (2008) Economic Business Report for PMB and Umgungundlovu

⁷ Conservative low growth rate based on limited greenfields opportunities

⁸ Last known growth rate

Table 3.11: Projected Growth for Retail Sector in CACEN

Growth Scenario	Annual Growth Rate	2026 Floor Area	Floor Area Change 2006-2026
Scenario 1: Low Growth Rate ⁹	0.5%	412 339m ²	74 476m ²
Scenario 2: Medium Growth Rate	2.5%	414 303m ²	76 440m ²
Scenario 3: High Growth Rate ¹⁰	5.2%	416 553m ²	78 690m ²

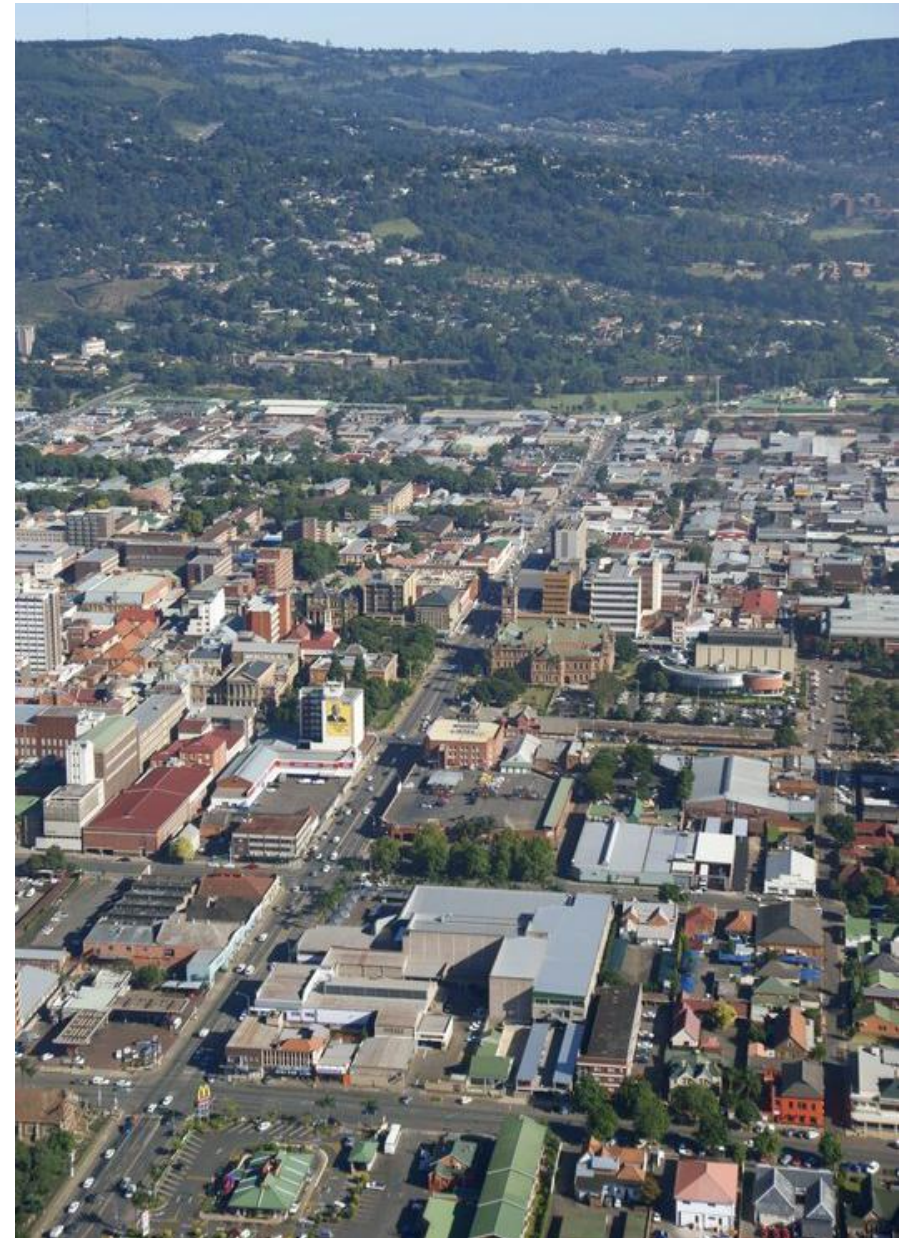
At most, the area requires an additional 7ha of office development and 7.8ha of retail development.

Again it is noted that the intensification and better use of existing retail and office floor is required and not necessarily more.

⁹ Conservative low growth rate based on limited greenfields opportunities

¹⁰ Last know growth rate

Figure 3.3: Chief Albert Luthuli Looking West¹¹



¹¹ Source: www.airserv.co.za

4 CONCEPTUAL FRAMEWORK FOR DEVELOPMENT

The Conceptual Framework provides the overall strategic direction for future planning and management of development in the study area and as such articulates the roles that the area and its sub-precincts play(s) in the greater Msunduzi area, a vision of what the area could look like and how it could function for various stakeholders, and it includes broad development principles that should guide its growth and change over time.

4.1 ROLES FOR THE STUDY AREA

Central areas and metropolitan nodes all play a variety of roles from time to time and during their life cycles. These roles are related to their hinterlands and the changes and trends in the economy and society that influence them.

The Central Area and CBD Extension Node of Msunduzi represents an area that has a complex mix of land uses and activity and is an area where the overall growth, change and development of the greater Msunduzi Municipality region has impacted on some of the historical roles that the area has played.

Table 4.1: Roles of the Study Area

ROLE	ENVIRONMENT	SOCIAL	ECONOMIC
NATIONAL (What role does the area play with respect to the growth and development of South Africa)	Catchment Management	Capital City of KZN	National Sports Hub
PROVINCIAL / REGIONAL (What role does the area play for the Provincial, Metropolitan and surrounding communities and business)	- Catchment Management - Water Quality Management - Biodiversity Linkage	- Transportation Hub - Regional Social Services Node - Regional Tertiary Education Node - Regional Sports and Recreation centre of excellence	- Regional Business and Services Node - Regional Retail Node - Tourism and Events - Rates generator - Office development node
LOCAL (What role does the area play for local people and communities)	- Biodiversity - Landscape Quality - Flood Management - Mitigation against air pollution	- Transportation Node - Regional Civic Node - Local Sport Hub - Recreation and leisure - Mixed Residential District - Religious Hub - Social Facilities	- Business Centre - Services Centre - Employment Node - Residential Node

The Table 4.1 indicates the roles that were identified during a workshop session with the TMM Project Working Group. The table also tries to identify what the future role of the study area could be. The dominant role for this area is a socio-economic role.

4.2 VISION

4.2.1 BUILDING THE VISION

A vision is a statement of a desired future and it can be expressed or articulated in many ways. The following broad guidelines have been used to formulate the beginnings of a vision:

- A vision should be for the **people and communities who will be using the area, either on a day to day basis and / or on a more irregular or infrequent basis**, to express their views about what the environment should look like, how it should support their, and other peoples, lifestyles and activities and how it will be managed. This will include the views of residents, business people, visitors and people who work in the area. This vision should then be used to guide the TMM in its role as manager of the area on behalf of the inhabitants.
- Residents and communities from within an area are usually very knowledgeable about their area and understand the issues that they need to deal with during times of change and growth. However, they are not always aware of **wider and higher level issues which are outside of their control, but which have a direct bearing on their daily lives**. Invariably local communities will be concerned with issues such safety, service levels, mobility, environmental quality, property rates and values and issues of noise, privacy and cleanliness and so on.
- Municipal government is also directly concerned with all of these issues as the primary service provider, but it is also concerned with the wider and higher level issues related to the **change of the area and its sustainability in terms of the City's overall economic and population growth**. As such it is also concerned with the roles the area can play in the City in accommodating such growth and change as well as the broader principles upon which development should be based in order to be efficient and equitable.

4.2.2 A BROAD VISION!

The vision for CACEN area must support the wider development vision and development imperatives for municipality in which it sits. The Msunduzi Municipality's vision is to be “a dynamic, caring Capital City of Choice in KwaZulu-Natal”.

As an important spatial component of the Capital City, the CACEN area will be a highly accessible civic, business, tourism, finance, recreation and residential urban district of choice within The Msunduzi Municipality providing a high quality, safe and secure, convenient and attractive working and living environment supported by “green” infrastructure which provides a platform for the achievement of higher levels of sustainable and “smart” development and urban living.

It will contain a number of identifiable and integrated mixed use and high density urban districts and precincts, each with their own role and purpose and interconnected by an affordable, fully integrated and convenient public transportation system and pedestrian prioritised environment. A well designed network and hierarchy of public places will integrate business and residential districts and communities without compromising the operational characteristics and quality of each, and will provide the backbone for accommodating and balancing urban development with nature and ensuring a realistic level of resilience to effects of climate change.



Figure 4.1: Central Area Looking North towards Liberty Mall¹²

¹² Source: www.airserv.co.za

4.3 DEVELOPMENT PRINCIPLES

In order to achieve the above mentioned vision a number of “strategic objectives” or development principles are required to guide future planning and development within the study area.

These strategic objectives respond to the existing performance of the study area as well as the identification of key change drivers and provide the basis from which to design the strategy to regenerate the Central and CBD Extension Area.

4.3.1 IMPROVE URBAN MOBILITY (ACCESS)



- Establish improved Regional Access and Integration
 - *Improve regional vehicular access to the CBD Core*
 - *Increase/improve vehicular and pedestrian linkage and connectivity between the study area and immediately adjacent areas*
 - *Encourage Transit Oriented Development*
- Improve Urban Connectivity
 - *Improve internal circulation and access to local level nodes, services and facilities*
 - *Support the proposed Integrated Rapid Public Transport System¹³*
 - *Increase and improve pedestrian linkage networks and infrastructure within study area and to immediately adjacent areas of social and economic opportunity*
- Improve Accessibility to services and facilities
 - *Establish an increased level of mixed land uses in appropriate high accessibility locations*
 - *Upgrade and increase provision of/access to social facilities*
 - *Increase capacity and rationalise the parking systems serving the Core*
- Reduce the dominance of the car
 - *Rationalise public transport routing*
 - *Improve pedestrian environment*
 - *Improve Traffic Management Systems*

¹³ The Proposed IRPTN is being developed as part of a parallel process by the TMM

4.3.2 BE SUSTAINABLE AND RESILIENT (VITALITY)



- Protect, rehabilitate and Enhance Environmental Assets
 - *Rehabilitate the Msunduzi River and Dorpspruit Stream as ecological corridor*
 - *Protect and integrate environmental assets and enhance their ability to contribute to eco services delivery*
 - *Increase the capacity of the green assets of the area to improve air quality*
- Maintain and Improve Basic Services
 - *Improve refuse management in the CBD and Rivers*
 - *Improve the capacity and efficiency of infrastructure (stormwater, sanitation, bulk water and electricity)*
- Promote green technology and infrastructure where appropriate

4.3.3 MAKE CACEN A BEAUTIFUL PLACE (SENSE)



- Review and strengthen the spatial structure of the study area
 - *Promote the establishment of land uses and activities which contribute to, and compliment the vision and roles of the node and its districts, precincts and neighbourhoods*
 - *Establish, Consolidate and / or reinforce a diversity of local level activity nodes throughout the area*
- Establish and enhance Imageability and Legibility
 - *Upgrade and enhance the quality public space in nodes, corridors and neighbourhoods*
 - *Protect and celebrate natural and man made (cultural) Landmarks*
 - *Enhance the identify of CACEN as a Capital City*
 - *Make the river a strong focus*

- Establish and Protect Territoriality and Identity
 - *Promote and create neighbourhood identity throughout the study area*
 - *Encourage built form that contributes to street and neighbourhood identity and territoriality*
- Establish a more responsive urban form

4.3.4 MAKING SPACE FOR LIFESTYLE NEEDS AND GROWTH (FIT)



- Promote greater vertical and horizontal mixed use land use and buildings
- Increase supply of functional Public Space
 - *Establish and or enhance public space in Nodes and Corridors*
 - *Enhance visual and functional quality of streets and public spaces and establish new public spaces*
- Increase and improve Economic Spaces
 - *Promote a balanced mix of complimentary use and activities i.e. balanced community*
 - *Create Districts, Precincts and Neighbourhoods of discernable character*
 - *Minimise the potential adverse impacts of incompatible land uses and activities on one another*
 - *Provide space for the informal economy, particularly along the BRT route*
- Increase and enhance Housing Choice
 - *Provide for a range of housing types and costs*
 - *Promote higher density residential development*
- Increase social facilities
 - *Provide more local level open space and recreation*
- Utilise more responsive Building Typologies

4.3.5 PROMOTE INCLUSIVE PLANNING AND JOINT OWNERSHIP (CONTROL)



- Enhance the capacity and responsiveness of local government to manage the urban environment
 - *Coordinate and enhance urban management and maintenance initiatives*
 - *Build on existing safe city initiatives*
 - *Extend the focus area of City Beautiful projects (PURP)*
 - *Improve and enhance enforcement of legal infringements*
- Enhance Coordination and Cooperation between Stakeholder Groups
 - *Coordinate existing stakeholder initiatives and energies.*
 - *Involve stakeholder groups in the current planning process*
 - *Work with other spheres of government to renew CACEN*
- Build Management Capacity within the stakeholder community
 - *Promote the establishment of Interest based groups e.g. UIP's*
 - *Link communities and businesses to surrounding and metropolitan business*

4.4 DEVELOPMENT CONCEPT

The vision, roles and objectives for CACEN Local Area are articulated in the following concept diagrams (Figure 4.2 & Figure 4.3) and explained in the text that follows. This development concept provides the overarching rationale for the application of the concept to CACEN and the more detailed spatial framework plans.

The core concept underpinning renewal in CACEN is to provide a platform for “Catalysts for Change” occur. The concept is about getting the basics right and about harnessing the existing energies evident within the CACEN area to bring about long-term sustained urban renewal.

Figure 4.2: Catalytic Elements of the Concept



Whilst the first element is not a spatial element it is vital in ensuring that any interventions in the spatial structure and composition of the city are not in vain.

4.4.1 GET THE BASICS RIGHT (URBAN MANAGEMENT)

- Promote a safe and secure CACEN area with appropriate design and surveillance
- Ensure appropriate cleaning and sub-precinct management
- Instil confidence in the Inner City by demonstrating commitment

4.4.2 ENHANCE CACEN'S ROLE AS A CAPITAL CITY

- Reinforce the role of the Central area as the **Capital City** of KwaZulu-Natal
- Enhance the **Civic Precinct** between Pietermaritz, Jabu Ndlovu, Chief Albert Luthuli and Boshoff Roads as highly accessible, pedestrian friendly, commercial and civic precinct commensurate with its role of Provincial Capital

4.4.3 SUPPORT THE PROPOSED IRPTN SYSTEM WHICH WILL RESTRUCTURE THE CITY

- Develop an **integrated rapid public transport network** consisting of bus rapid transport, a quality bus system and feeder routes
- Create a **primary pedestrian spine** (i.e. Church Street) that links the CBD core, Upper Church Street and Lower Church Street, education and retail character areas

4.4.4 PROMOTE TRANSIT ORIENTATED DEVELOPMENT

- Establish an integrated **high density mixed use civic, commercial and residential district** around Church Street associated with the proposed BRT route.

4.4.5 INTEGRATE CACEN WITH THE SURROUNDING NEIGHBOURHOODS

- **Enhance primary Gateways** into the area and additional access points and/or additional capacity to the study area from the national/regional road network
- Establish an **enhanced pedestrian network** throughout the study area that links all primary business, transport and employment nodes in and around the study area
- Maximise and **consolidate urban development within key nodes of vacant and/or underutilised land pockets** on the periphery of the Central Area
- Upgrade and rehabilitate informal settlements into **sustainable human settlements**
- Consolidate and upgrade character areas within the CBD periphery to **provide for quality living, working and studying environments**

4.4.6 INTEGRATE THE RIVER SYSTEM WITH THE CITY

- Enhance the Msunduzi River as a functional multi-purpose ecological and recreation **Green Corridor** that contains a number of multi-purpose recreation and tourism nodes and which integrates adjacent districts and neighbourhoods
- Enhance and consolidate Alexandra Park as a primary pedestrian oriented **sport, recreation and tourist "hub"**
- Rehabilitate and consolidate the Dorpspruit River as ecological **Green Corridor** that contains a number of passive recreation access points and which integrates adjacent districts and neighbourhoods

Figure 4.3: Spatial Concept

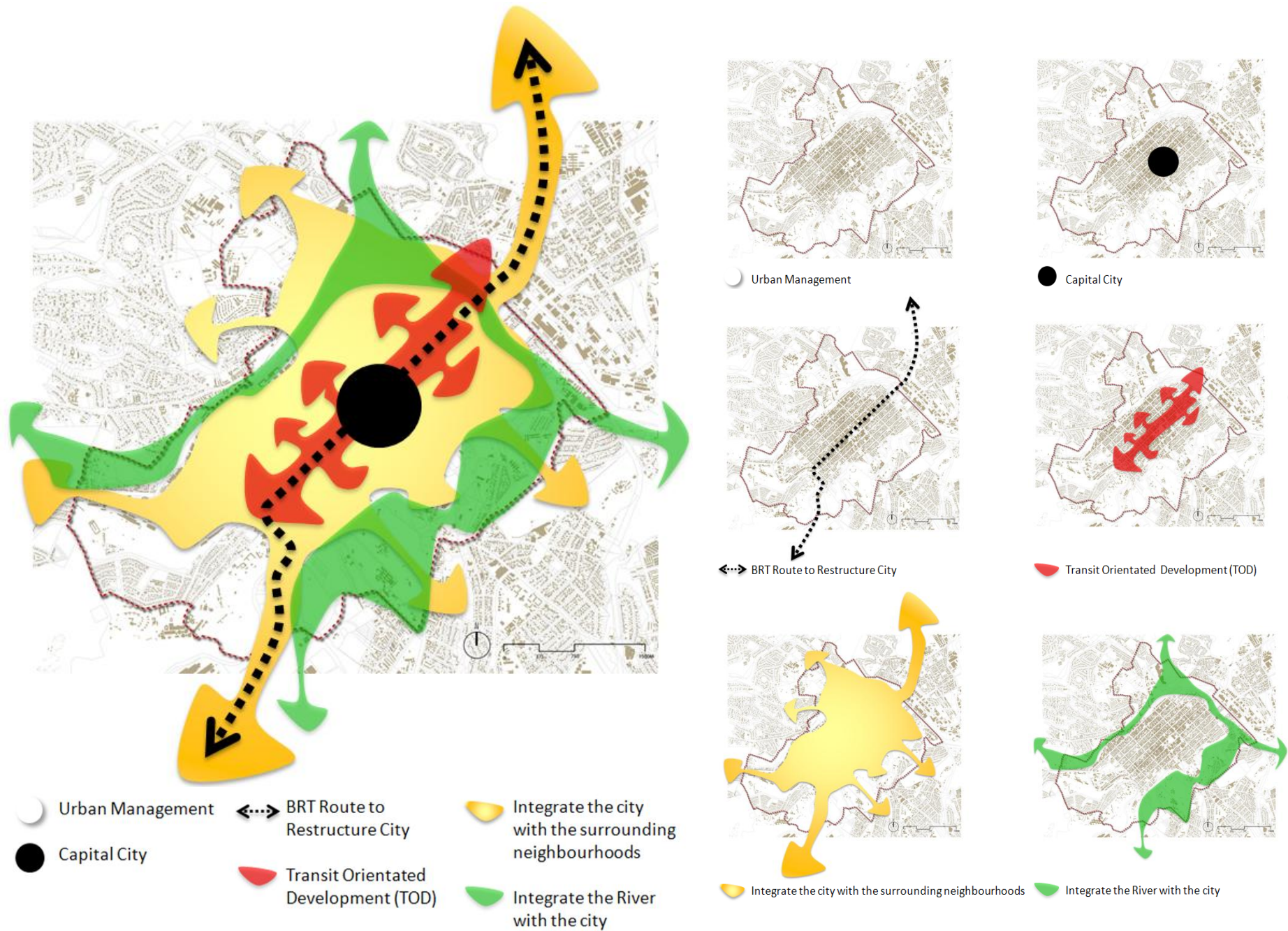
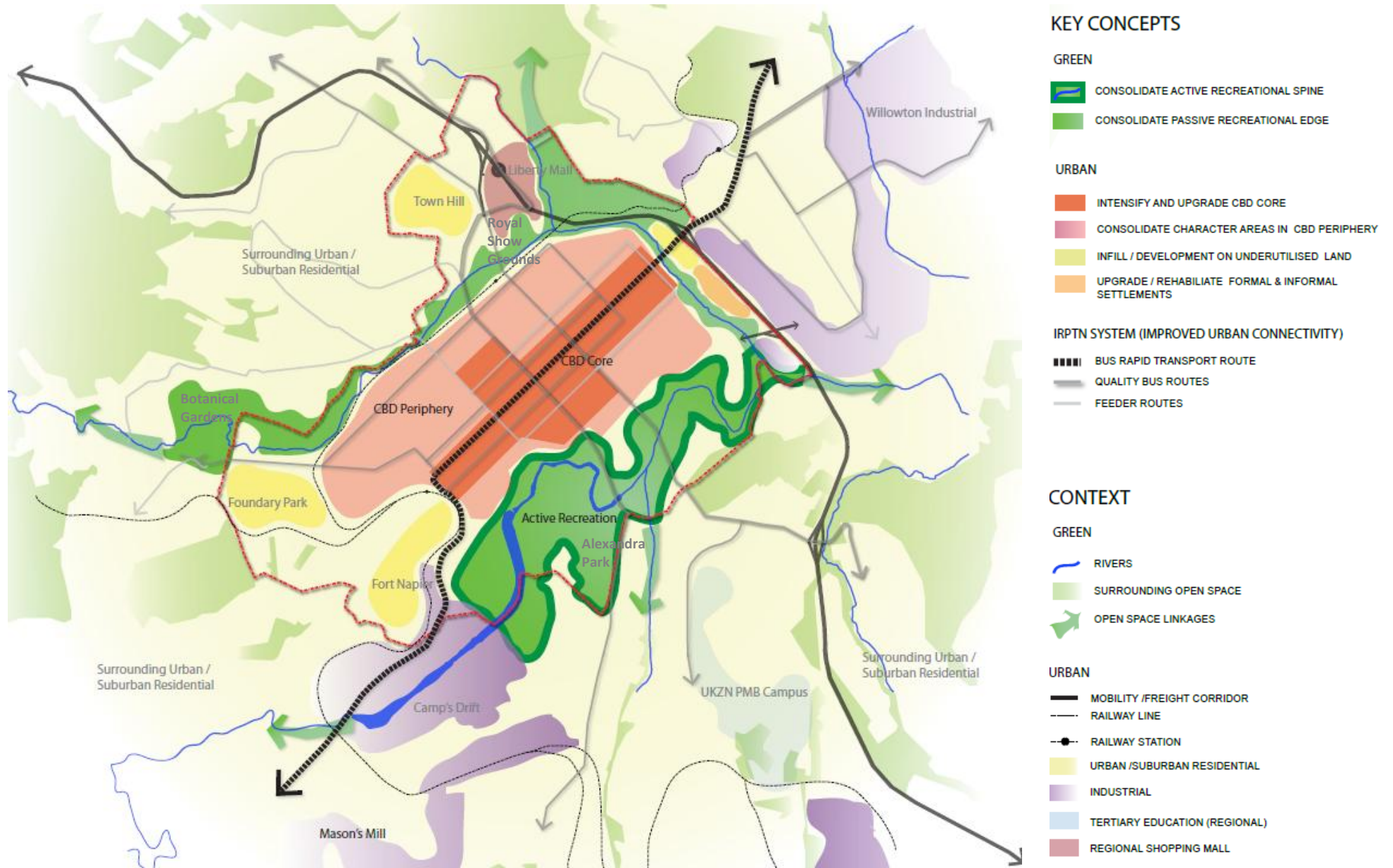


Figure 4.4: Application of the Spatial Concept



5 SPATIAL DEVELOPMENT FRAMEWORKS

The Spatial Planning Frameworks translate the Conceptual Framework for Development into a set of access and mobility, land use and public space structuring frameworks and provides an overall guideline for more detailed planning and design and for strategic public and private development decision-making with the study area.

5.1 ACCESS AND MOBILITY FRAMEWORK (ACCESS)

5.1.1 ACCESS AND MOBILITY GOALS AND OBJECTIVES

- Establish an integrated public transport service within Msunduzi.
- Establish a road network with a hierarchy that will improve local access and circulation for existing and longer term development expectations.
- Divert private vehicular through-traffic from the core CBD area in order to reduce the conflict between pedestrian and vehicular traffic
- Facilitate an increased shift from private to public transportation.
- Restructure the access and mobility system within the Central Area to be a public transport and pedestrian prioritised system.
- Enhance pedestrian prioritisation throughout the study area that links its local activity and transport nodes, precincts and character areas (neighbourhoods).
- Rationalise the various public transport routes and terminals and intermodal facilities in terms of a new Integrated Rapid Public Transport Network (IRPTN).
- Introduce a parking system that provides parking options related to the needs of the varying land use, activity and users needs.

5.1.2 ACCESS AND MOBILITY SYSTEM

Regional Mobility

- Regional Access to the study area is provided by the N3 via the following interchanges: Armitage/Sanctuary Road, Chota Motala Road, Ohrtmann Road (south facing ramps only) and New England Road.
- No new interchanges and/or upgrades linked to the N3 are anticipated within the study area in the next five to ten years.
- Capacity enhancements to the regional system are required from SANRAL to address congestion on the N3 which manifests in the CACEN area
- Regional access is also provided by the main Gauteng-Durban Railway line. A Business Commuter service from Durban to Msunduzi to be introduced by PRASA.
- Alexandra Road, New England, Chief Albert Luthuli and Old Howick Road provide city level mobility within the broader Msunduzi area through the study area.

City Access

- Access to the study area, from the adjacent neighbourhoods, is via Mayors Walk, College/Pine Street, Boshoff, Ohrtmann Roads and Manning Avenue.
- Some elements of the grid are incomplete and these will need to be constructed according to development demand, priorities and phasing. The links that should be investigated further include:
 - The extension of Victoria Road to meet Masukwana Street.
 - The redesign of the Masukwana/Church Street intersection to accommodate the new BRT Right-of-Way
 - The extension of Retief Street to Chatterton Road
 - The eastern extension of Burger Street to Manning Avenue
 - The missing linkage of Burger Street to the west.
- Critical intersections that have to be widened need to be identified by means of the transport demand modelling process (not part of this study).

CBD Circulation and Access

- A one-way CBD circulation system will operate parallel to the Church Street BRT route.
- The circulation system includes the one-way routes of Jabu Ndlovu (west to east); Langalibalele (east to west); Pietermaritz (west to east) and Hoosen Haffeejee (east to west).
- Peter Kerchhoff and Retief Street provide north/south circulation
- The remainder of streets within the Central area provide local/site level access

Parking

- A detailed parking survey to be undertaken to determine the impact of the proposed IRPTN system and closure of Church Street to vehicular traffic on parking facilities that are over and/or under-utilised.
- A new basement parking garage to be developed under Freedom Square
- New parking areas at former taxi-ranks/public transport facilities to be included in a holistic redesign of these sites
- Active enforcement of parking bylaws is required.
- Initiate a programme to promote increased use of “off-street” parking facilities (i.e. improved security, signage, information boards etc)

The road network elements of the Access and Mobility System are illustrated in Figure 5.1, whilst the Public Transport and NMT elements are illustrated in Figure 5.2. These two frameworks should be read in conjunction with each other.

Figure 5.1: Access and Mobility Framework (Road Network)

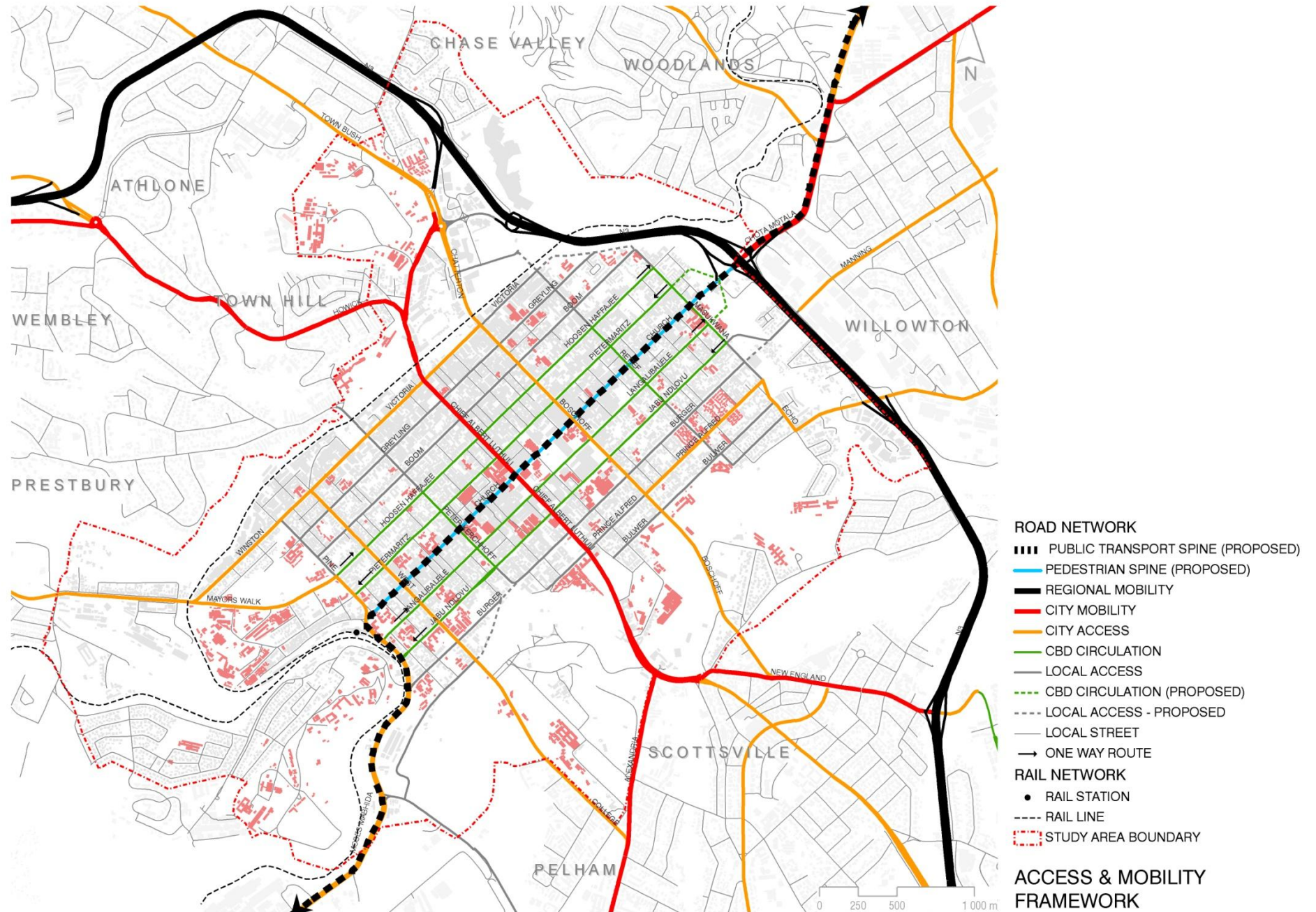
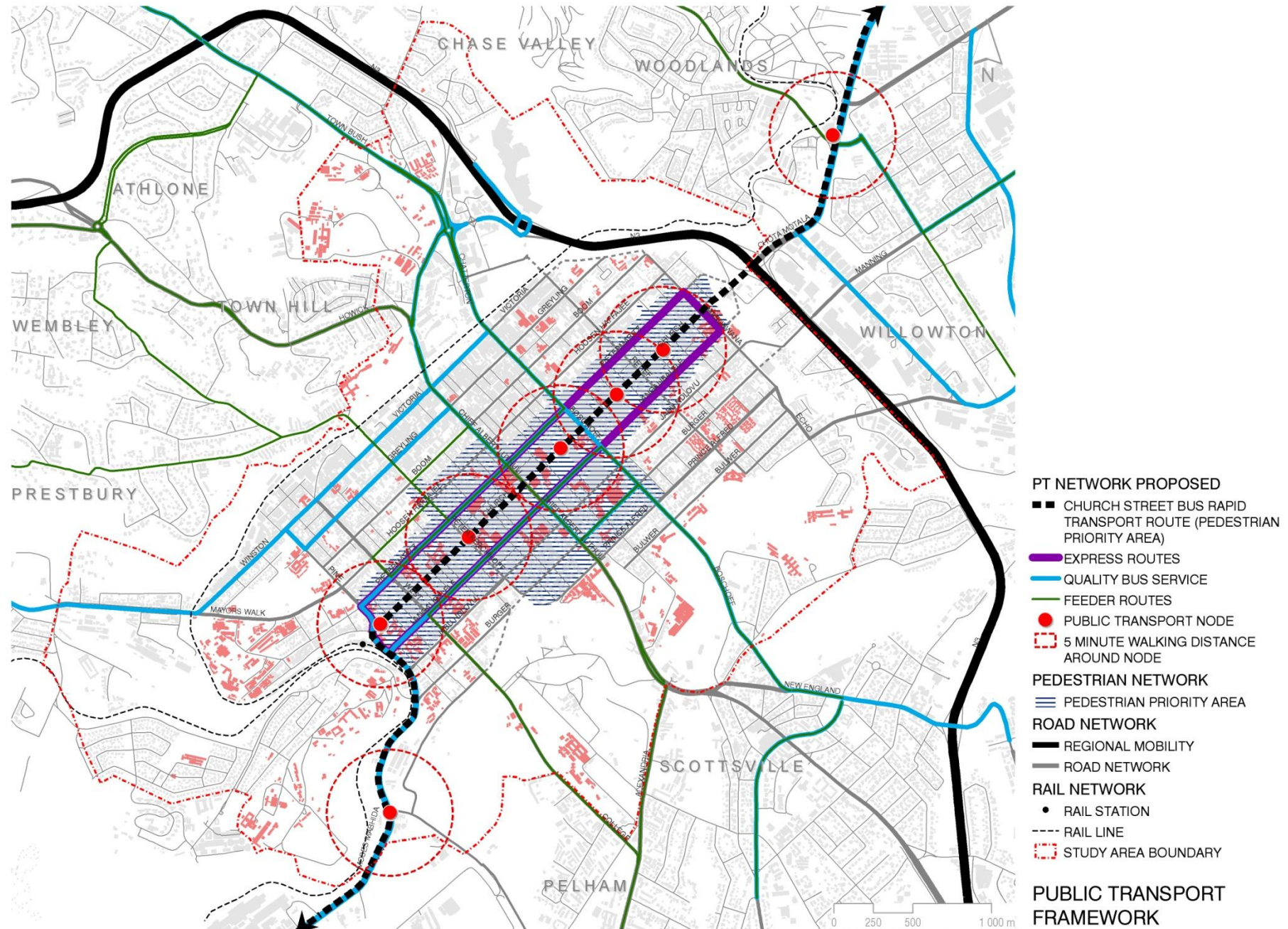


Figure 5.2: Access and Mobility Framework - Public Transport and NMT



Public Transport

- The public transport system of Msunduzi is being redeveloped as part of the IRPTN project (a parallel project to this study).
- The proposed system includes¹⁴:
 - Dedicated 'Right of Way' Bus Rapid Transport Route from Edendale via Church Street to Northdale
 - Express Bus Routes along Langalibalele (east to west); Pietermaritz (west to east); Moses Mabhida (north to south) and Masukwana Streets (south to north).
 - Quality Bus routes will be provided along key city access routes and a complimentary feeder system will operate on minor routes
 - Existing public transport facilities to be rationalised and/relocated
 - IRPTN depot to be facilitated within the Foundry Park area (and not Dales Park as per the current recommendations)
 - BRT stop at the Msunduzi Railway station to facilitate commuter/business rail service from Durban to Msunduzi.
- An operational plan for the IRPTN is currently being prepared as part of a parallel process to this project

Non-Motorised Transport

- Church Street to become a dedicated pedestrian and BRT zone.
- The central core to be designated a pedestrian priority zone, particularly within a 5min walking radius (400-500m) from the BRT stops.
- Enhanced pedestrian paths are proposed along major public transport routes.
- To ensure safety of pedestrians and cyclists, traffic signals and signage to be provided.

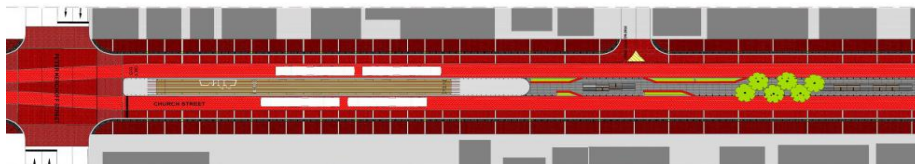


Figure 5.3: BRT ROW for Church Street¹⁵

¹⁴ The development of the Msunduzi IRPTN System is occurring through a parallel process, all information made publicly available has been used to provide this information. The project is currently in detailed design and will need to provide key input where gaps exist.



Figure 5.4: Proposed BRT Stops in Church Street¹⁶

Travel Demand Management

- Important radial links to the Msunduzi Road Network beyond the borders of the CACEN study area are needed in order to divert traffic from entering the study area unnecessarily. These routes are highlighted in the SDF and will assist in sub-regional connectivity that does not rely on routes through the CBD.
- Improved sub-regional directional signage is needed at key entry points to Msunduzi, before entering the study, particularly with respect to City Access routes in the broader region. i.e. access to Edendale from the N3 should be sign-posted from Umlaas or Market Road, via Gladys Manzi Road, access to Vulindela should be sign-posted from the Armitage/Sanctuary Road interchange, via Chatterton/Victoria Road etc
- Sub-regional traffic to be directed towards City Access Routes at all times
- Enforcement of loading/truck stop by-laws especially during peak traffic hours

¹⁵ Between Peter Kerchhoff & Chief Albert Luthuli Streets Source: Goba (2013)

¹⁶ Source: Goba (2013)

5.2 LAND USE AND ACTIVITY FRAMEWORK (Fit)

5.2.1 LAND USE AND ACTIVITY GOALS AND OBJECTIVES

The overarching goal for CACEN is to improve the urban performance of the Local Area and ensure its physical integration into the neighbouring communities and to enable the establishment of a land use mix and accompanying set of strategic spatial structuring tools and associated development controls that will promote the establishment of efficient and sustainable transit oriented development and urban form.

The following is relevant in this regard:

- Promote the development of an appropriate mix, pattern and intensity of land uses and activities commensurate with an inner city area
- Provide for the sustainable growth and expansion of both residential and economic demand within the Central area (formal and informal)
- Promote the integration of land use and transport, e.g. transit oriented development
- Encourage the densification and intensification of areas on the new public transport spine
- Encourage greater integration between compatible/complementary land uses, particularly places of residence and employment
- Ensure the provision of an appropriate range of regional and local level community facilities
- Promote the establishment of identifiable and discrete neighbourhoods and settlements with discrete centres focused around commercial and community activities

5.2.2 LAND USE AND ACTIVITY SYSTEM

Residential

As described in the concept, the CACEN must accommodate a variety of lifestyle options through the establishment of both urban and suburban settlement types. These types include detached housing, semi-detached, row housing (terrace), 3-4 storey walk ups, duplex complexes, medium-rise buildings (up to 8 storeys) or high-rise buildings and which can be accommodated by/provided by both public and private sector housing.

Specific elements of the system include:

- Strengthen and protect the residential sub-areas of Upper Boom Street, Lower Burger Street, Campsdrift and Townhill
- Promote the appropriate development of medium density housing at Camps Drift waterfront and within the Napierville sub-areas

- Upgrade and refurbish public housing stock within the Masukwana/Retief Street areas
- Establish new gap housing opportunities within the Chota Motala gateway
- Encourage appropriate densification within residential areas.
- Densification of heritage areas to be considered if the overall amenity of the area is not disturbed
- Upgrade and redevelop the Jika Joe, Ashe Road and Havelock Road settlements as medium density urban neighbourhoods
- Permit complimentary land uses such as home offices in these areas
- Encourage further mixed use high density residential developments within the CBD Core, specifically in Upper and Lower Church Streets and along Pietermaritz and Langabille Streets and within 400-800m of the BRT stops.



Figure 5.5: Variety of Lifestyle Options

Mixed Use (Retail, Office and General Business)

CACEN is essentially a major mixed node within Msunduzi Municipality however within this node there are similar related land uses grouped together to form functional and identifiable land use or activity “clusters” in response to user demands for location and identity benefits (e.g. entertainment clusters, office clusters, hotel clusters, manufacturing clusters etc). The overarching land use however will remain mixed use.

The following guidelines provide a framework for assisting in the distribution and location of economic activity/land uses within the local area.

- Consolidate and enhance retail and office land uses within the CBD core
- Consolidate the government offices cluster along Jabu Ndlovu and Pietermaritz Streets
- Promote the intensification of land uses zoned for retail and office uses particularly in the CBD extension area
- Promote medical offices and ancillary uses in the Burger, Braid and Masukwana Streets to support the regional hospitals
- Promote the expansion of the upper Burger Street government office precinct
- Permit home office land uses within residential neighbourhoods
- Promote new office development within Alexandra Park
- Facilitate mixed use development in the Rail Precinct
- Restrict new shopping/retail centre developments on the periphery of the study area
- Restrict motor show room activities in the Alexandra/Woodburn Precinct



Figure 5.6: Retail in Church Street

Informal Trading Activity

Whilst there are initiatives at national and local levels to deal with informal trading it is an imperative for the harnessing of the energy within the activity, as well as for its appropriate control, that informal trading be addressed in a holistic manner. This requires that informal trading be recognised, acknowledged and accepted as a legitimate sector of the overall economy and accordingly that it be planned for spatially in the same manner as any other land use or economic activity.

Opportunities for informal traders through the provision of appropriate infrastructure and space to trade must be provided for on all major transport routes and in the vicinity of nodes. This infrastructure needs to be dealt with at a sub-precinct level and particularly in the vicinity of the Railway Station and upper (south) Church Street and lower (north) Church Street around Retief and Masukwana Streets.

With the introduction of the new public transport system for Msunduzi, the rationalisation of bus and taxi ranks should facilitate the accommodation of new trading markets and on-street trading facilities.

The inclusion of an informal market at Freedom Square should be considered.



Figure 5.7: Make Space for the Informal Sector

Industry

- Facilitate the light industrial and service industry gentrification occurring along Victoria Street
- Consolidate industrial development in CBD West sub-areas and the Willowbrook area
- Permit conversion of general industrial uses to light and service orientated land uses along Victoria Road.
- Consolidate and upgrade service industries in the lower Greyling and Boom Street sub-areas
- Establish new industrial opportunities in the Foundry Park area (subject to land ownership)



Figure 5.8: Redevelopment in Victoria Road

Civic and Social

The efficient and sustainable provision of social facilities requires the provision and operation of different social services which can be best achieved by clustering compatible services in accessible locations. CACEN by virtue of its centrality services not only residents of the study area and adjacent neighbourhoods but Msunduzi as a whole as well as the broader sub-region.

A decision to support a new government office precinct on the periphery of the CBD needs to be carefully considered. Government is the major 'tenant' in the area and could prove to be a formidable driver of redevelopment within CACEN.

- Concentrate Civic uses within the existing Civic sub area of the CBD core
- Consolidate major community facilities at Townhill and Napierville and release development potential in these areas
- Permit community facilities in all sub-areas
- Encourage new facilities to locate on major public transport routes



Figure 5.9: Main Library



Figure 5.10: City Hall

Figure 5.11: Land Use Framework

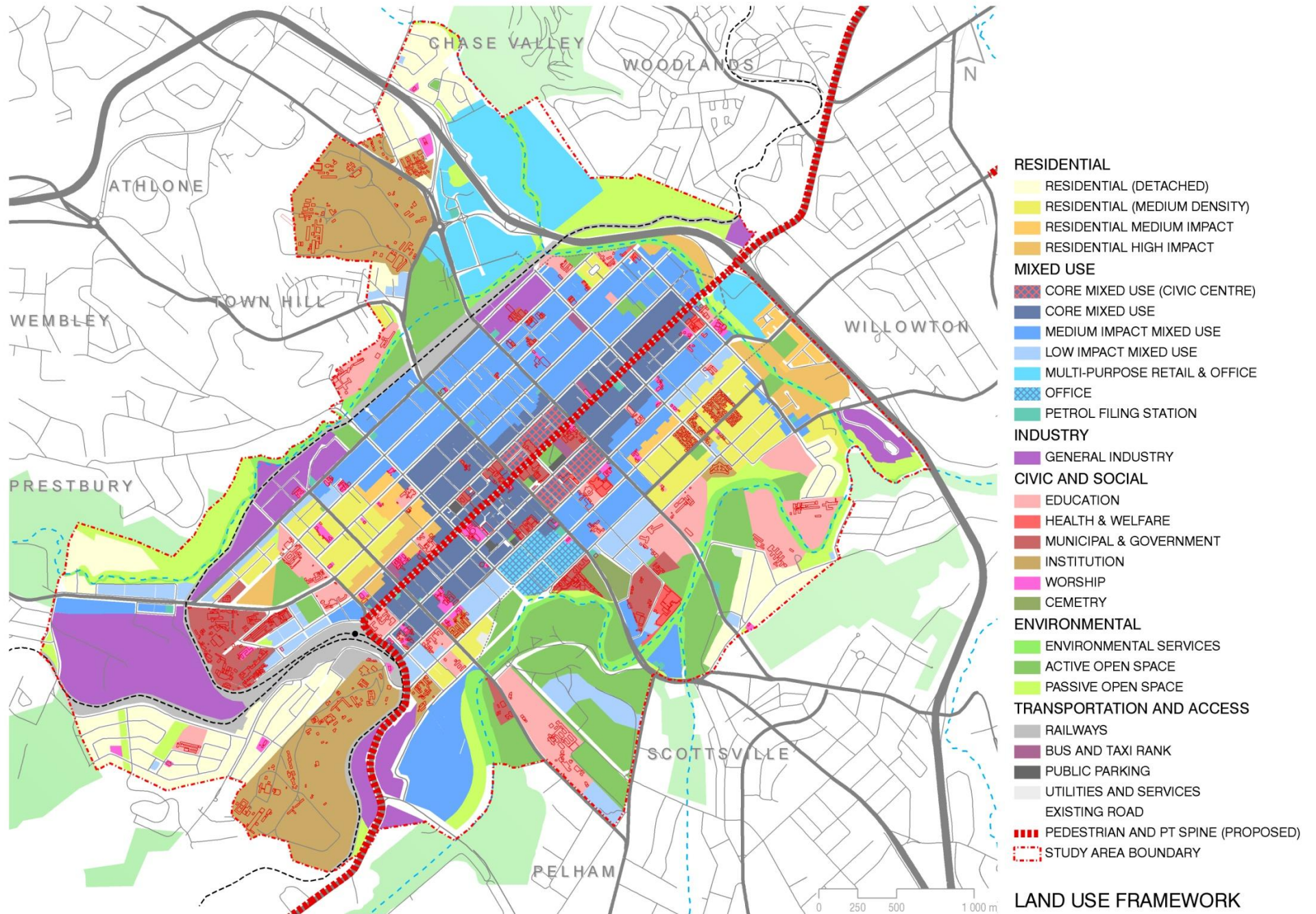


Figure 5.12: Land Use Frameworks Use

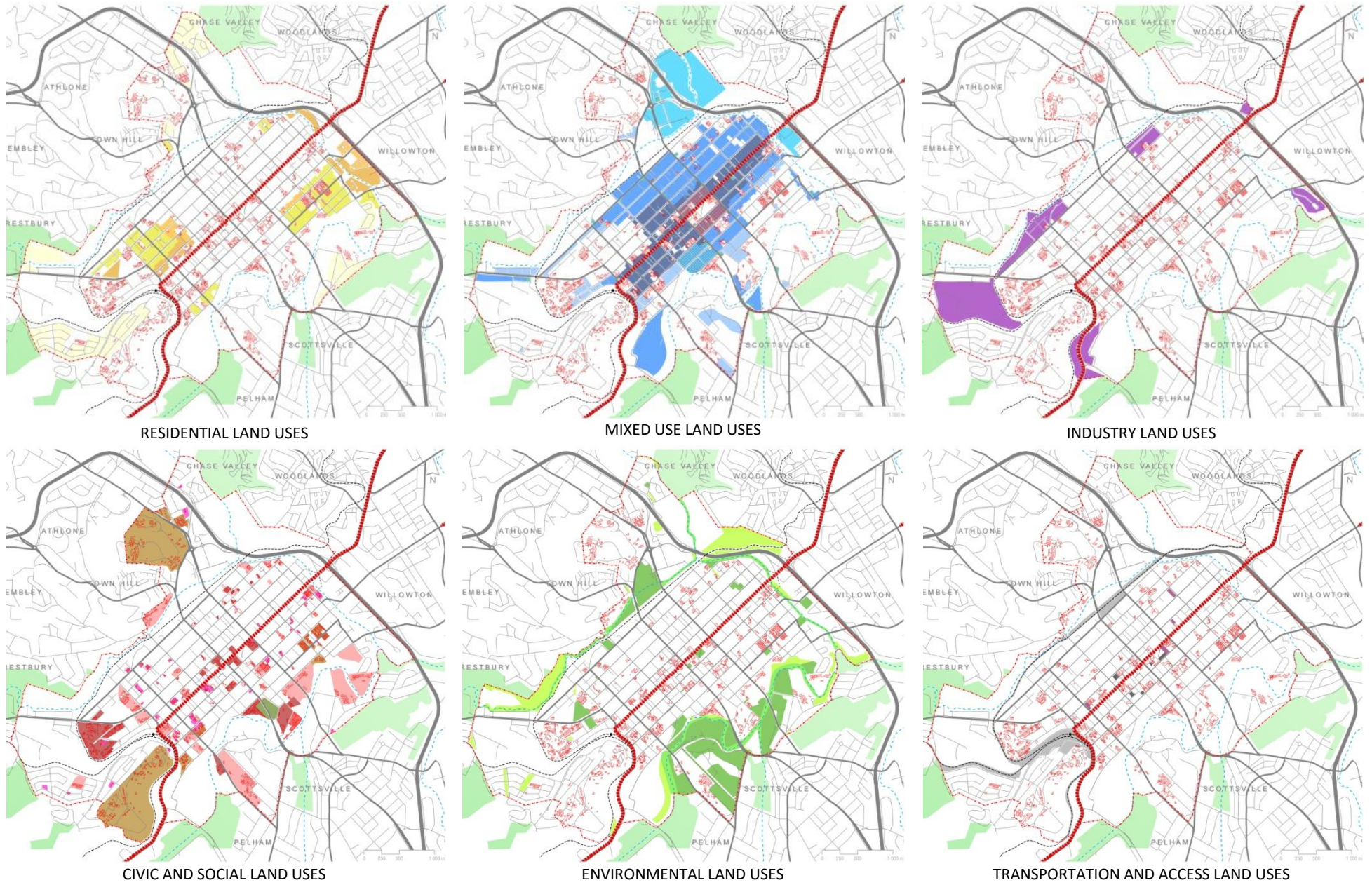


Figure 5.13: Proposed Land Use Schedule

LAND USE		INTENT	AREA (ha)	% of STUDY AREA	NETT DENSITY TARGET
RESIDENTIAL			195.6	12.5%	-
	RESIDENTIAL (DETACHED)	Promotes the development/conservation of primarily detached dwelling units, but does permit multi-family dwellings, and where a limited number of compatible ancillary uses which have a non-disruptive impact on a neighbourhood amenity may be allowed. Sensitive redevelopment and 'woon-erf' densification may be permitted.	144.0	9.2%	10-20du/ha
	RESIDENTIAL (MEDIUM DENSITY)	Promotes the development of attached and detached dwelling units as part of a medium density residential area, and where a limited number of compatible ancillary uses which have a non-disruptive impact on a neighbourhood amenity may be allowed. Intended as a buffer zone between residential only and impact use areas.	9.4	0.6%	20-40du/ha
	RESIDENTIAL MEDIUM IMPACT	Retains a high incidence of residential land uses with an increasing number of appropriate ancillary land uses to satisfy local demands and convenience, and excludes industrial and trade uses. The residential density may increase. This is essentially a buffer zone where change of use is permitted with preservation of the existing format.	13.3	0.9%	10-20du/ha
	RESIDENTIAL HIGH IMPACT	Provides for all types of residential development and provides a wide range of services and activities, but excludes industrial and trade uses. The residential density may increase. This is essentially an interface zone where change of use is permitted with construction of low-rise residential type buildings.	28.9	1.8%	40-80du/ha
MIXED USE			389.8	24.9%	-
	CORE MIXED USE (CIVIC CENTRE)	Provides for the use of retail, entertainment, offices, residential, public facilities and related commercial uses at high intensities that comprise a Town Centre. An emphasis on public and civic buildings in this area.	12.2	0.8%	160-200du/ha
	CORE MIXED USE	Provides for the use of retail, entertainment, offices, residential, public facilities and related commercial uses at high intensities that comprise a Town Centre.	82.5	5.3%	160-200du/ha
	MEDIUM IMPACT MIXED USE	Provides for a restricted range of commercial activities, workshops, offices, restaurants, residential development at medium intensities of development and with limited impacts.	156.2	10.0%	80-160du/ha
	LOW IMPACT MIXED USE	Provides for a limited range of commercial activities, offices, restaurants, residential development at residential level intensities of development and with limited impacts.	48.7	3.1%	40-80du/ha
	MULTI-PURPOSE RETAIL & OFFICE	Provides for the development of a hierarchy of suburbanized multi-use shopping facilities, usually at density levels less than that of a Town Centre. May include medium to high density residential uses.	74.3	4.7%	80-160du/ha
	OFFICE	Provides for the development of distinct office areas adjacent to other forms of commercial development.	11.9	0.8%	40-80du/ha
	PETROL FILING STATION	Permits activities such as public garage, service station, and a restricted amount of space devoted to a convenience store which may include a bakery.	4.0	0.3%	n/a
INDUSTRY			105.9	6.8%	-
	GENERAL INDUSTRY	Permits manufacturing uses which are generally compatible with other manufacturing uses. As a cumulative industrial zone, it would permit a combination of light manufacturing uses found in other zones and more intensive manufacturing uses that would normally be considered incompatible with sensitive land uses. Warehousing of materials considered non-noxious or non-hazardous are permitted in buildings in this zone.	105.9	6.8%	n/a

LAND USE			INTENT	AREA (ha)	% of STUDY AREA	NETT DENSITY TARGET
CIVIC AND SOCIAL				288.1	18.4%	-
	EDUCATION	Provides for a full range of educational facilities, including infants, pre-primary, primary, secondary, tertiary and adult education and training with associated buildings and recreational facilities.	84.8	5.4%	80-160du/ha	
	HEALTH AND WELFARE	Provides for the full range of public and private hospitals, medical centres, clinics, sanatoria, community care, welfare and social requirements, including pension pay points.	6.0	0.4%	80-160du/ha	
	MUNICIPAL AND GOVERNMENT	Intended for buildings erected and used for National, Provincial and municipal administration and services.	42.0	2.7%	n/a	
	INSTITUTION	Intended for land and buildings for the accommodation and care of the aged, places of safety and orphanages.	137.2	8.7%	n/a	
	WORSHIP	Intended for land and buildings to be used as a church, chapel, oratory, synagogue, mosque, temple, Sunday school, and other places of public devotion, but does not include a funeral chapel.	12.9	0.8%	n/a	
	CEMETERY	Intended for public and private cemeteries, memorial parks, and funeral chapel. Note that crematoria are usually considered through the Consent procedure.	5.2	0.3%	n/a	
ENVIRONMENTAL				267.1	17.0%	-
	ENVIRONMENTAL SERVICES	Provides part of the sustainable open space system which includes independent or linked open space areas, and permits only limited and specific developments. Essentially watercourses.	51.2	3.3%	n/a	
	ACTIVE OPEN SPACE	Provides for sporting and recreational needs and permits a limited range of associated development and parking space.	135.3	8.6%	n/a	
	PASSIVE OPEN SPACE	Provides for developed formal and informal parks with associated recreational facilities.	80.5	5.1%	n/a	
TRANSPORTATION AND ACCESS				142.9	9.1%	-
	RAILWAYS	Provides for railway routes, open areas for the storage and repairs of trains, stations and passenger facilities and warehouses for freight operations.	56.1	3.6%	n/a	
	BUS AND TAXI RANKS	Provision for the parking, drop-off and collection of passengers by public and private bus services and mini bus taxis. May include rank manager’s offices, ablutions and small retail facilities for the convenience of passengers.	2.3	0.1%	n/a	
	PUBLIC PARKING	Reserves land for vehicular parking purposes. Certain commercial activities which do not impact upon the primary use of the land for parking may be permitted.	1.6	0.1%	n/a	
	UTILITIES AND SERVICES	Provides for the designation and management of land set aside for uses such as substations, waterworks, sewerage works and public utilities; sewerage pump stations.	0.7	0.05%	n/a	
	EXISTING ROAD	Provision for the protection of roads and road reserves for the free movement of vehicular and pedestrian transport.	260.4	16.6%	n/a	
		TOTAL STUDY AREA	1,567.8		-	

5.3 OPEN SPACE FRAMEWORK (VITALITY)

The core of the CACEN is a highly transformed urban area with very little natural asset base remaining. The area is however uniquely bordered on three edges by two major river systems, the Msunduzi and Dorpspruit Rivers that form the back-bone of the Msunduzi Open Space system. These systems are important ecological features and assets and are need of maintenance and rehabilitation in order to fulfil their role in the broader catchment management of the minor Msunduzi River Catchment and ultimately the major uMgeni River Catchment.

There is significant opportunity to ‘develop’ the river corridors, as well as other open space resources, to form an important Public Open Space network which could be rehabilitated and revitalised as the key structuring element at a local, as well as a metropolitan scale i.e. servicing neighbouring residential communities.

5.3.1 OPEN SPACE GOALS AND OBJECTIVES

- Improve the study areas resilience to environmental “shocks” and climate change by establishing a functional and integrated Open Space System (OSS) that will play a multi-functional role in terms of biodiversity and conservation, recreation and tourism, stormwater and flood risk management, landscape and visual amenity, etc
- Ensure the ecological integrity of the Msunduzi and Dorpspruit River Catchments and associated systems and the delivery of ecological services
- Improve the environmental quality of the area (water purification and retention, heat islands, air quality, carbon capture, etc)
- Use the natural features as assets that contribute to unique city character and place making
- Maximise access to and use of open space network and resources
- Promote waste management for both the formal and the informal economic sectors



Figure 5.14: Msunduzi River

5.3.2 OPEN SPACE SYSTEM

The environmental (or ecological) asset base that delivers the ecological services and benefits to human communities (i.e. vital services of clean air, water, etc.) and the buffer to environmental “shocks” is normally contained within the open space system of an area.

The core open space elements include:

River Corridors

- Enhance the ecological integrity of the Msunduzi and Dorpspruit River Corridors
- Improve upper catchment management practices within the Msunduzi catchment
- Restrict development within the floodplains, particularly along Masukwana Street
- Rehabilitate riverine vegetation
- Construct appropriate infrastructure to facilitate access, limit flood risk and promote ecological functioning
- Remove alien invasive vegetation
- Integrate various active recreation facilities within the Msunduzi River Corridor into the river corridor system
- Construct pedestrian walkways and cycle tracks through the river corridors (where appropriate) and especially in the Masukwana area

Urban Parks

- Re-establish Freedom Square as an urban park within the Civic Core
- Consolidate existing urban parks at Paton Street; City Hall; Langalibalele/Kerchhoff Street; Kerchhoff/Hoosen Haffejee/Boom; Dales Park
- Reconfigure Alexandra and Dales Park to accommodate appropriate residential land uses to improve place-making and surveillance
- Maximise opportunity to introduce urban greening with the re-use of taxi rank facilities once IRPTN established

Sports Facilities

- Re-establish Alexandra Park as the ‘sporting’ hub within Msunduzi
- Provide for direct linkage from Alexandra Park to the Msunduzi River – limit fencing and structures that block access and visual connection
- Create a interconnected series of sports and recreation facilities from Mason’s Mill, along the Msunduzi, includes Woodburn and other private sporting club facilities

The Open Space Framework together with the Public Space and Landscape framework is illustrated in Figure 5.15.

5.4 PUBLIC SPACE AND LANDSCAPING FRAMEWORK (SENSE)

The CACEN area is the capital city of KwaZulu-Natal and therefore demands a high quality public space and landscaping environment that both celebrates this role as well as performs for the residents of Msunduzi.

5.4.1 PUBLIC SPACE AND LANDSCAPING GOALS AND OBJECTIVES

- Improve the imageability and legibility of the central area so as to contribute to its “rebranding” and “useability” as the Capital City and primary commercial and service node within Msunduzi Municipality
- Establish a distinctive, high quality and functional public environment that supports day to day business and residential activity
- Establish a pedestrian friendly environment that will improve the safety and security, comfort and convenience of commuters, shoppers, residents and visitors.
- Enhance the attractiveness and useability of the public environment

5.4.2 PUBLIC SPACE AND LANDSCAPING SYSTEM

Gateways

The following interventions are proposed to establish an identity for various streets/neighbourhoods within the study area and to assist with orientation and imageability.

- Major Gateways
 - consolidate and upgrade the public realm around the City Hall and Provincial Legislature. Improvements should include detailing in street furniture, distinctive street paving and the reestablishment of Freedom Square as an important city ‘garden’.
 - establish and or upgrade the three main gateways into CACEN at the Chota Motala Interchange and at the Rail Precinct on the southern end of Church Street. Improvements should include large scale and distinctive planting and signage consolidation.
- Minor Gateways
 - establish gateway features in the form of mini street towers/obelisks or street archways at entrances to College Road, Alan Paton Road, Boshoff Street, East Street and Chatterton Road.

Landscaped Boulevards/Streets

- Establish tree-lined boulevards along Moses Mabhida; Mayors Walk; West/College Street; Chief Albert Luthuli; Boshoff; Masukwana; Ohrtmann, Church; Victoria and Burger Streets
- Encourage the greening and planting of trees along lower Victoria Road, Greyling Street, Boom and Pietermaritz Streets, along upper Langalibalele, Jabu Ndlovu and Burger Streets by both the public and private sector

Park Access Gateways

- Establish park access gateways to Alexandra Park, the along Duzi Corridor at appropriate entrance points to the system
- Landscape key gateway entrance points to the study area at West Street, Moses Mabhida, Mayors Walk, Chief Albert Luthuli, Chatterton, Church Street (Chota Motala) and Ohrtmann Road

Architectural Heritage

- Protect the architectural heritage of Msunduzi in the Civic Centre
- Consolidate groups of significant buildings within each sub-precinct through facade upgrading and adjacent public environment upgrading
- Retain and upgrade local landmark buildings and features within each sub-precinct
- Identify areas where redevelopment of existing building stock can occur without impinging on the goal of conserving architectural and cultural heritage

Built Form Guidelines

The individual and collective form of buildings contributes directly to the performance of the environment with respect to security, orientation of pedestrians, imageability of place and the general feeling of well being of pedestrians. They also give shape to the public spaces and streets which they face onto and they affect the character and quality of those spaces in terms of aesthetics and memorability.

Whilst the guidelines which follow below have relevance to all parts of the study area they have specific application to the public spaces and streets listed in sections above.

- Building massing should conform to the general massing character of each district
- Built form should be used to define the character of each district
- Building frontages should contribute to the public-ness of streetscape through locating entrances at street level and through ensuring maximum surveillance of the street from frontages facing the street
- Building forms (in conjunction with the use of appropriate material, colours and textures) should be articulated and modulated to ensure a human scale and to merge in with district function and character i.e. residential, business, civic etc.
- Built form should be fine “grain” and human scale – either as a collection of small buildings grouped tightly together or as larger buildings with fine grain modulation of facades and elevations.
- Buildings should accentuate the role and character of the district with respect to scale and building typology.
- Built form should be used to articulate and or celebrate gateways and intersections and should provide landmark features within the overall urban fabric.

- Ground floor uses of buildings should be pedestrian oriented uses that provide interest, generate street activity and ensure surveillance of the street or public place onto which they face.
- Roofs should be integrated with surrounding buildings and environments in terms of shapes and sizes, elevations, colours and textures so as to create an unobtrusive but interesting contribution to the streetscape.
- Building design should acknowledge street corners through an articulation of the building facade
- Building entrances should be clearly articulated through landscaping and architectural features

5.4.3 URBAN MANAGEMENT INTERVENTIONS REQUIRED

- Enforce parking and no-stopping bylaws
- Loading and off-loading to take place in the off-peak
- Enforce informal trading bylaws
- Reduce street clutter and rationalise street furniture
- Standardise signage
- Develop a solid waste minimisation strategy for Msunduzi

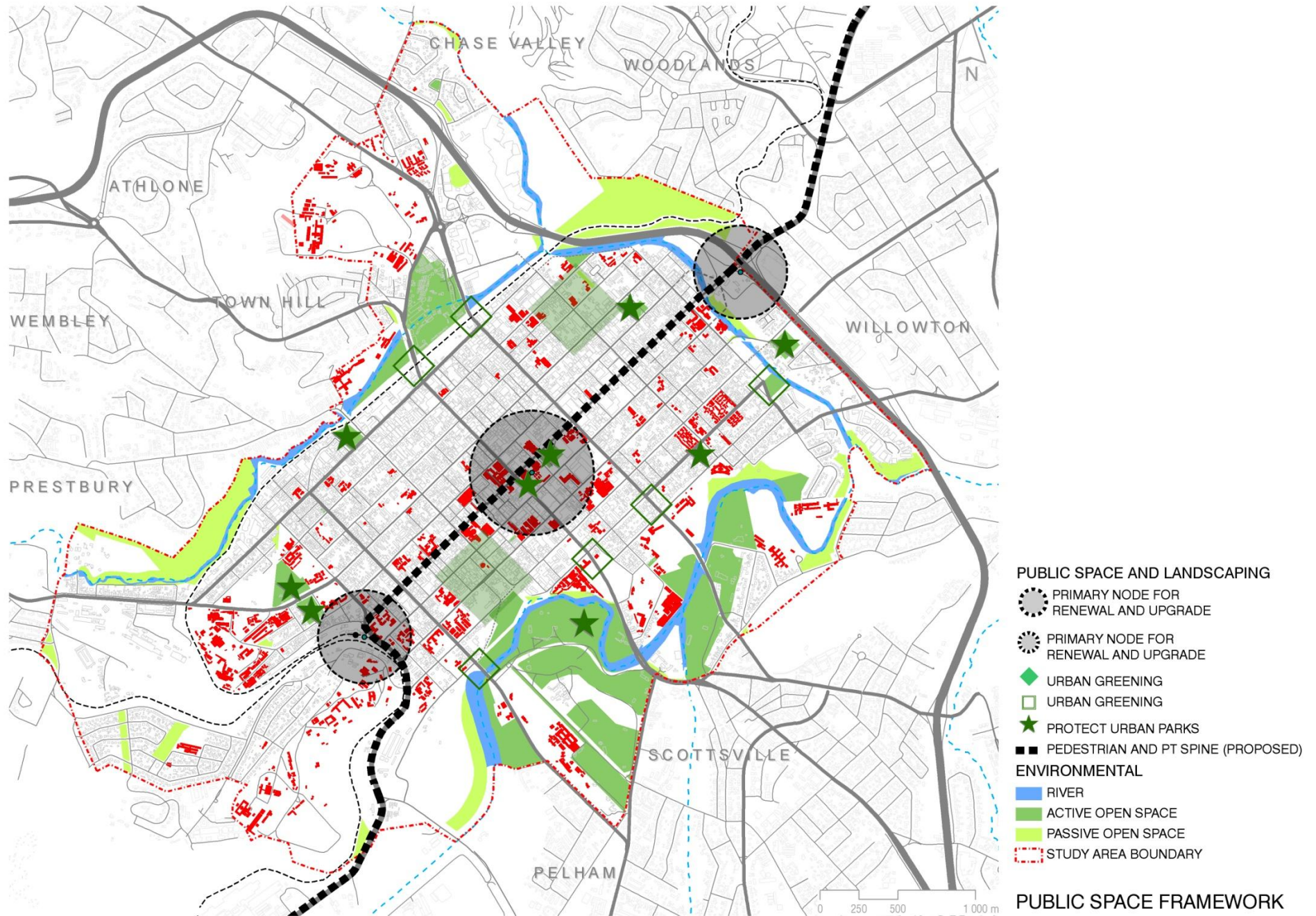
5.4.4 PREVIOUS PRECINCT PLANNING REPORTS

A number of precinct plans have been prepared for specific areas within CACEN at a much greater level of detail than required at the scale of a local area plan. The specific recommendations related to site specific guidelines contained with the following reports must be reflected in any development application.

The relevant precinct plans include:

- Railway Station Report
- Pietermaritzburg, Church Street (2004)
- Camps Drift Waterfront

Figure 5.15: Open Space and Public Space and Landscaping Framework



6 STRATEGIC INTERVENTIONS

6.1 EXISTING STRATEGIC INTERVENTIONS

There are a number of existing strategic interventions that are planned or proposed that will have a profound influence on the development of the CACEN area.

These include the following:

- **IRPTN/BRT** – this will transform the public transport system of the city and has the potential to significantly improve connectivity between the CACEN, the remainder of the city, and employment areas. Important dimensions of this project include:
 - The closure of Church Street to accommodate a Bus Rapid Transport Trunk line with associated BRT stops and a pedestrianised Church Street.
 - Redevelopment of Freedom Square to accommodate the central control room for the IRPTN
 - Introduction of a quality bus system to serve CACEN and the removal of mini-bus taxis.
- **PURP** – this project to renew and revitalise the inner city in the vicinity of the City Hall is already underway and once complete should be ‘rolled=out’ over the rest of the city.
- **Provincial Legislature** – there are proposals on the table to develop a new Provincial Legislature in the vicinity of Town Hill. Further suggestions of a government precinct are proposed which could have a negative impact on the core of the CACEN area as government is the major ‘tenant’ in these areas.
- **Other Major Development Initiatives** – there are other private/public initiatives in CACEN which are predominantly economic development opportunities. These include the Campsdrift Waterfront, Dorpspruit Waterfront, the development of an International Conference Centre and Five Star hotel and Intersite’s proposed Railway Precinct Upgrade project.

These existing and planned initiatives should be supported and their potential to impact positively on the development and management of the CACEN area should be promoted. In particular, the investment proposed into the IRPTN should be leveraged and supported with a range of new housing opportunities and the intensification of land use along the trunk route.

6.2 PROPOSED STRATEGIC INTERVENTIONS

Concept sketch designs have been prepared for a number of key priority action areas to translate the broad level policies and guidelines of the Development Framework into spatial development concepts that can be costed and packaged. This includes urban design and layout proposals aimed at creating practical, sustainable, memorable and high quality urban and environments.

The concept sketch designs have been selected to stimulate discussion on new ways of designing places in the City and purposely challenge current thinking and the ‘business as usual approach’ to city place-making. Each of these concepts needs to be developed further in through a collaborative and participatory process.

The concept sketch designs locations identified include the following:

1. Live/Work/Play – Alexandra Park
2. Re-stitch the City – Northern Gateway
3. Housing Infill Opportunity (Greenfields) – Dales Park
4. Housing Infill Opportunity (Brownfields) – Upper Boom Street

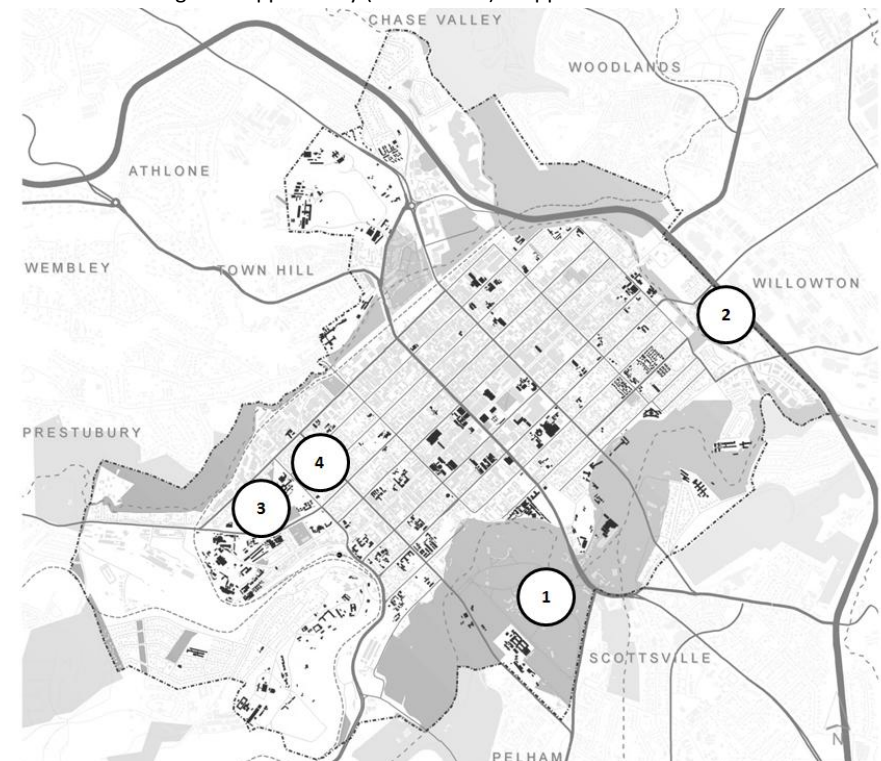


Figure 6.1: Location of Concept Sketch Designs

6.2.1 ALEXANDRA PARK

Alexandra Park is a strategic recreation asset in Pietermaritzburg that is under threat. The park no longer functions optimally due to change in user demands placed on it, the recreation spaces that it offers and increased safety and security risks.

Whilst the park is strategically located at the entrance to CACEN on major access routes, the park itself is 'driven past' and there is limited surveillance into the park from these routes or from a surrounding residential community.

Successful urban parks such as Central Park in New York or Hyde Park in London have active street edges with residences facing onto the park which provide a certain amount of passive surveillance to an area. It is therefore recommended that in order to revitalise Alexandra Park and to 'inject' some life into the park that a certain amount of new activity to be introduced into an area of the park which essentially operates as 'no-man's land' (<20% of the parks footprint).

The concept proposes introducing some 24/7 live/work/play life into the park in the form of medium density terrace housing options together with a mix of office and medical related commercial activity which could be aligned to a centre for sports excellence associated with a number of Msunduzi's sporting codes.

This together with some new vehicular and pedestrian access points, reconfigured park spaces and general clean up could go a long way to reimagining the role of Alexandra Park from its colonial legacy.

This concept has the potential to deliver 400-600 new private sector housing units and an additional 15,000m² of commercial bulk and more importantly put 'eyes on the street' and therefore encourage a greater use of the park.



Figure 6.2: Vision for Alexandra Park

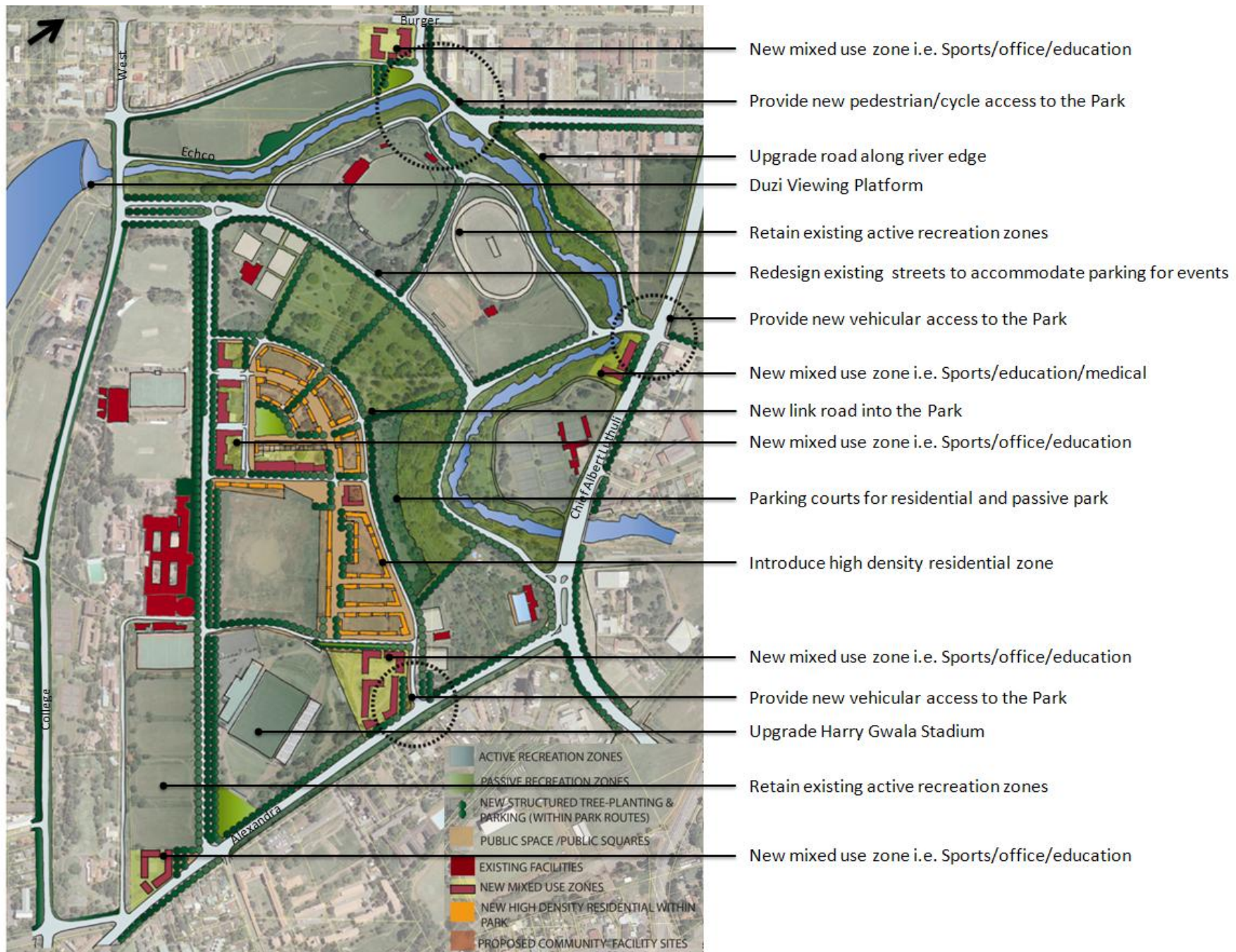


Figure 6.3: Concept Sketch - Alexandra Park

6.2.2 NORTHERN CBD GATEWAY

The Northern Gateway to Msunduzi is an area of CACEN that essentially 'falls between' the N3 and the Central Area. It is a stretch of land that is largely unstructured and represents land left-over after planning.

An opportunity exists to 're-stitch' this stretch of land with the Central Area through developing an urban river park along the Dorpspruit River which would integrate neighbourhoods on both sides as well as introduce flood mitigation measures to protect the area from future flooding.

The area is home to Jika Joe and Ashe Road informal settlements which are strategically located in close proximity to employment areas. These two areas need to be converted to social rental housing stock in the form of two to three storey walk-ups. This higher density residential format is more appropriate in this area and maximises the thresholds for the BRT which will run through the area.

The proposed reorganisation and structuring of this area is complimented by a strong focus on upgrading the public realm which will contribute significantly to this important northern entry point to the Msunduzi CBD.

This concept has the potential to deliver 800-1,000 new public sector housing units and an additional 10,000m² of commercial bulk associated with the Dorpspruit Waterfront project.



Figure 6.4: Vision for the Northern Gateway

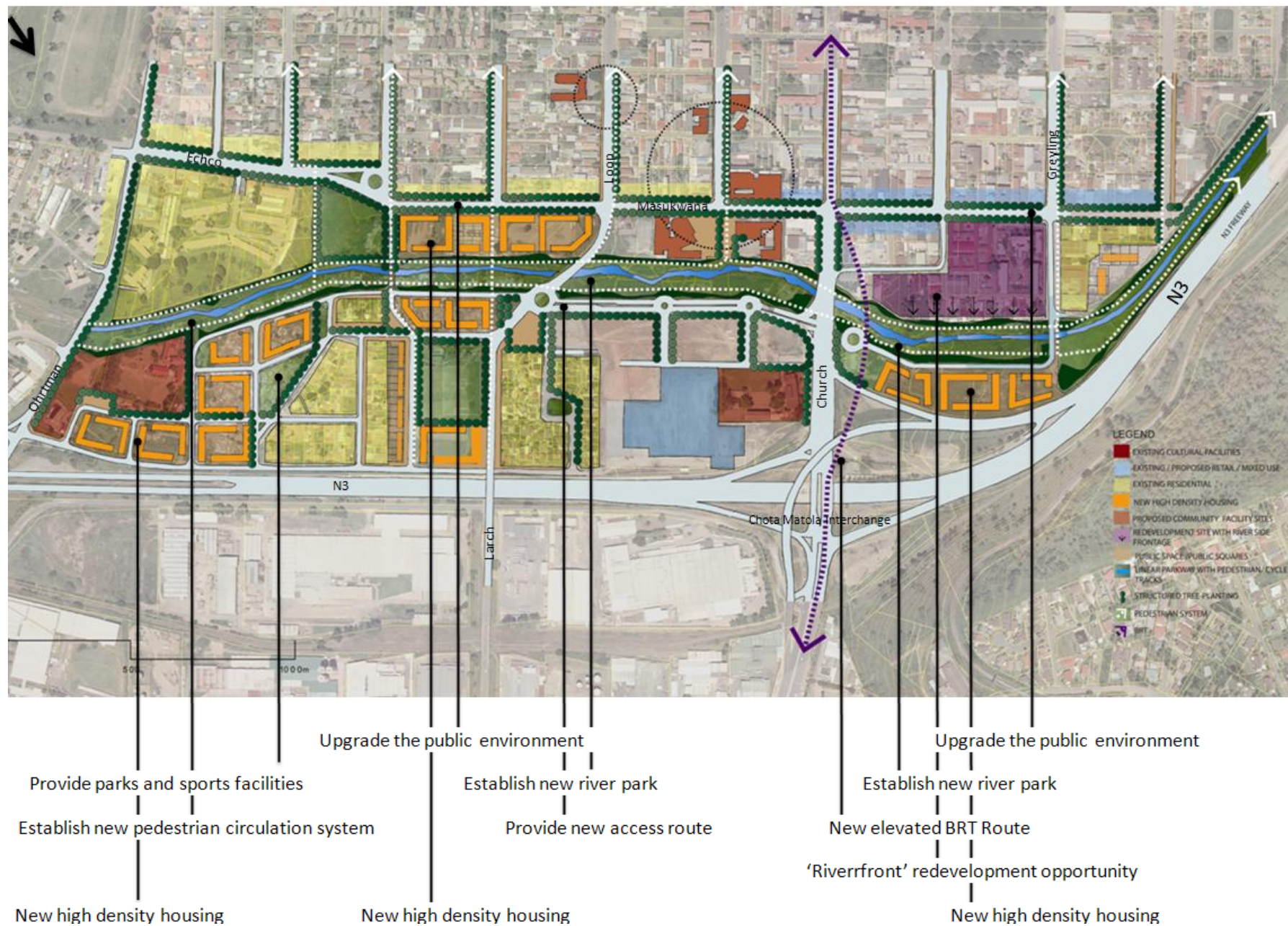


Figure 6.5: Concept Sketch - Northern Gateway

6.2.3 HOUSING INFILL OPPORTUNITIES

Greenfields (Dales Park)

With the introduction of the BRT and the emerging educational node located around the south of the CACEN area linked to UNISA and the Nursing College amongst other, an opportunity exists to introduce some new high density housing into the Dales Park area that is largely under-utilised.

Reorganising the area into a formal sports complex together with new high density housing has the potential to inject some life into the western edge of the CBD in an area that is largely devoid of life.

The introduction of new rental housing stock further assists the Municipality to meet the growing demands of this user group without the need to compromise the lower density character of the adjacent neighbourhoods.

The Dales Park concept could potentially deliver 200-300 new public housing units.

Brownfields (Upper Boom Street)

The long narrow sites that characterise Msunduzi's grid in the Central area offer an opportunity for incremental infill housing to occur at the back of properties either through sub-division, through consolidation and re-subdivision or, where architectural heritage is no longer an issue, redevelopment of smaller blocks.

Such small incremental infill developments will have a cumulative benefit of the private sector meeting backlogs in the rental housing market.

Opportunities in the Upper Boom area could yield and additional 40 private or public sector housing units with a limited impact on the low density residential character of this area.



Figure 6.6: Vision for Infill Areas



Figure 6.7: Concept Sketch (Greenfields) - Dales Park



Figure 6.8: Concept Sketch (Brownfields) - Upper Boom Street

7 IMPLEMENTATION FRAMEWORK

7.1 OVERALL APPROACH

As has been previously noted about this project, the Local Area Plan for the Central Area and CBD Extension Node (CACEN) is being prepared for an area that is largely developed. As a result, due to the size, nature and complexity of the study area and the multiple and complex land ownership patterns, it is therefore not possible to implement a series of discrete phases of development traditionally associated with the implementation of a Local Area Plan.

It is more appropriate and effective to rather identify and implement a number of catalytic projects of various sizes and types distributed across and throughout the area which are not interdependent on each other for their individual successes. These projects will however, each be able to catalyse and distribute development and or management action and delivery and kick start and or contribute to the recovery of confidence in the broader CACEN area. These projects will contribute to, and indeed enhance, existing development processes or initiatives being undertaken by stakeholders in the area.

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 urban qualities prevalent in the area. These catalytic projects will vary with respect to the manner in which they will be implemented and include the following types of interventions.

- 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 identified in the chapter have been categorised in terms of the applicability to either the whole study area or specifically to the identified “priority action areas” that have been identified within the study area.

The projects with broader study area applicability are particularly important for an overall change since they relate to fundamental contextual issues that are constraining change and development or that are undermining confidence in the area as a whole.

Finally the institutional context and low level of confidence in the area 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 adverse impacts in the area and on the erosion of confidence of investors and the resident community. Other stakeholders will need

to be involved, encouraged and supported, but the Municipality will need to intervene initially to show commitment to the renewal and regeneration of the CACEN area.

The LAP has also identified a number of strategic interventions in Section 6 that can be implemented as key demonstration projects to catalyse development within the CACEN area.

7.2 TOOLS FOR THE SUSTAINABLE IMPLEMENTATION OF THE PLAN

As most of the CACEN area is privately owned the opportunities available to the Msunduzi Municipality for redeveloping the area are extremely limited. Some of the critical actions and tools to prepare for sustainable implementation of the Local Area Plan include:

- **Adoption of the Local Area Plan** by the Msunduzi Municipality
- **Secure stakeholder support of the Local Area Plan** from the property developers and the local community (including residents, community based organisations, property owners and business owners)
- **Appointment of a Design Review Committee** to review all planning applications and building plan submissions prior to approval.
- **Appointment of a Development Manager/Urban Management Unit/Project Champion**, who will be responsible for the overall co-ordination of all activities necessary to effect the sustainable implementation of all projects that have been identified towards the achievement of the development vision for the Precinct Plan.
- **Facilitate the efficient formation and operation of a CACEN Urban Improvement Precincts**. The UIPs will play an important role in facilitating the active and constructive involvement of property owners in the implementation stage and operation stage of the project.

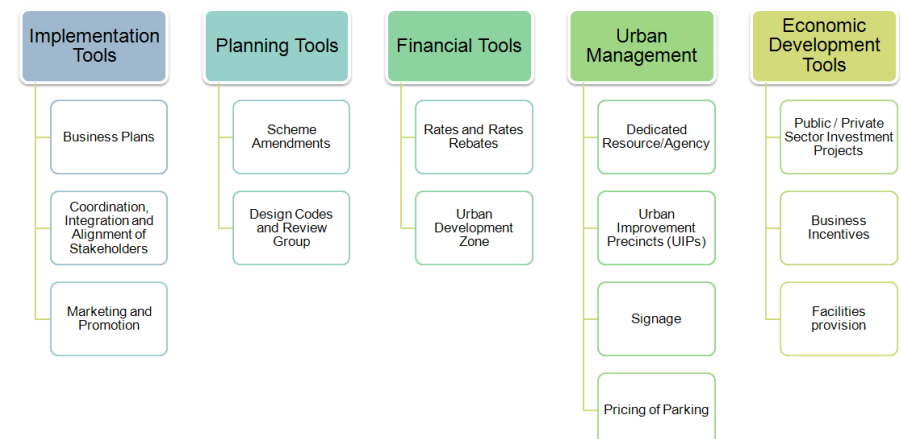


Figure 7.1: Implementation Toolkit

Through the use of a 'toolkit' of implementation, planning and management tools, Msunduzi will be able to encourage the private sector to respond to change in the area (Figure 7.1) and meet these critical actions for success.

7.2.1 IMPLEMENTATION TOOLS

The following represent a suite of implementation tools in order to bring effect to the Implementation Framework

Business Plans

A business plan, which will follow the detailed planning/design stage (detailed cost and benefit analysis) for identified projects; life cycle cost analysis (initial cost of development and construction & cost of maintaining the development over its life); detailed budgets and cash flow; determining outcome and outputs that must be achieved by each project; identifying and securing funding sources; working out the programme and milestones for implementing projects.

Coordination, Integration and Alignment of 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 the area. 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 CACEN initiative and that their respective planning and budgets reflect the intentions of the initiative. The PWG 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 CACEN 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 CACEN.
 - The objectives of the forum should be based on the following principles:
 - Support existing energies and strengths of all stakeholder groups
 - Focus investment sectorally and spatially
 - Promote projects and initiatives that mix public and private investment, where necessary, to achieve common goals.

Marketing and Promotion

Marketing and Promotion of CACEN, which will involve communicating the new vision for the CACEN and the process and activities involved to achieve this vision. Communication will target existing investors, potential new investors, existing and potential new business owners, local residents, and tourists. Marketing and promotion of the precinct could be done by the municipality in partnership with the Pietermaritzburg Chamber of Commerce. The objective of marketing the process towards the implementation the vision will be crucial in ensuring that key stakeholders are also kept informed and updated of progress and performance being achieved in implementing the project.

7.2.2 PLANNING TOOLS

Scheme Amendments

In general the existing Scheme has made a fair contribution in guiding development in CACEN. A Scheme is intended to control development and it is then also this function of the scheme that also preserves the land and property values. The proposals contained within the Land Use Framework focus on changes to permitted appropriate land uses but do not make wholesale recommendations with regards to changes in FAR and height controls. A full scheme review needs to be undertaken where these dimensions are fully modelled and amended as part of a statutory process.

Design Codes and Review Group

The introduction of a Design Code and Review group aimed at ensuring the development of quality buildings that contribute to the overall character of the area.

The tools (design codes and review group) are to be applied in cases where existing building are substantially redeveloped or where new developments are established. Design codes and design review groups will specifically be useful for facilitating:

- The development of multi-functional spaces;
- The development of active edges; and
- Improvement in the integration between public and private spaces.

7.2.3 FINANCIAL TOOLS

Rates and Rates Rebates

The Council has substantial flexibility in how rates are levied and rebates offered in order to facilitate development. The establishment of special rating areas, and levying of additional rates for improving and upgrading the specific area, is such an opportunity. The Council is also in a position to provide rebates should it wish to attract a specific sector or specific type of development to an area. Rates rebates can also be provided if a certain level of maintenance of buildings are insured.

Provided appropriate management capacity is in place in CACEN, opportunities exist to use rates and rates rebates as a tool for facilitating the involvement of the private sector in the implementation of the recommendations of the Local Area Plan.

Urban Development Zone

The Urban Development Zone (UDZ) for Pietermaritzburg was promulgated under the Income Tax Act (No. 58 of 1962) of 2005. Owner/developers are able to write off costs of refurbishment and/or new development in demarcated UDZ areas.

The Pietermaritzburg UDZ covers a portion of an area known as the Inner City, comprising about 170 hectares and has been structured in such a way as to include those blighted areas which most need attention, as well as those which will have the biggest impact on attracting investment to the inner city.

The boundary of the UDZ should be amended to include upper Boom Street.

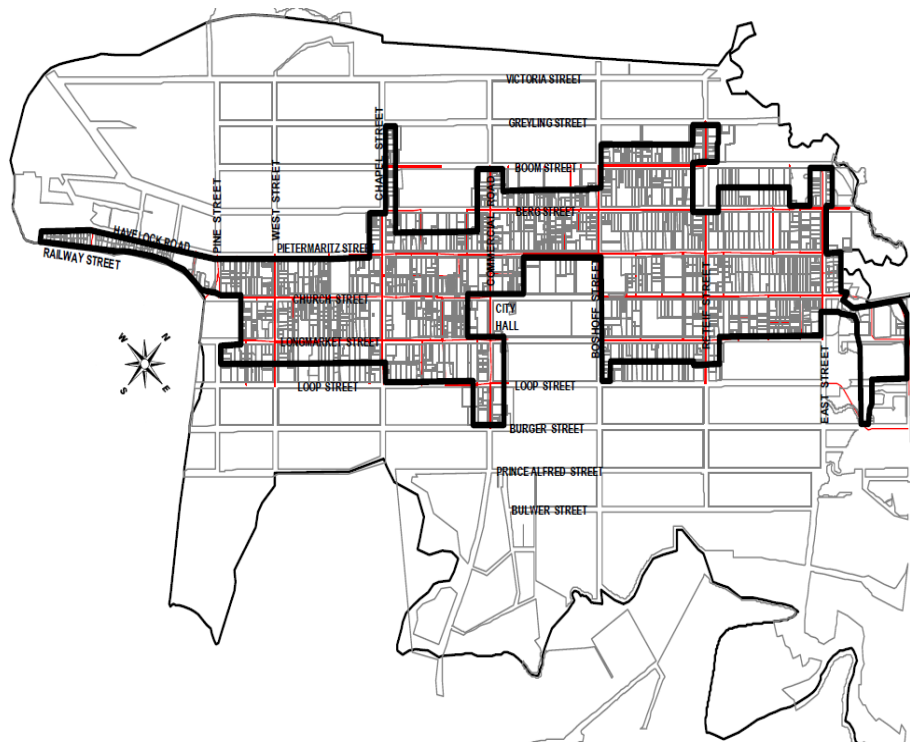


Figure 7.2: Pietermaritzburg Urban Development Zone

7.2.4 URBAN MANAGEMENT

Dedicated Resource/Agency

Given the complex nature of the inner city it is strongly recommended that a Unit be set up within the Msunduzi Municipality to drive and coordinate renewal and revitalisation. Such a unit would work with each line department towards implementing this plan.

Urban Improvement Precincts (UIPs)

An Urban Improvement Precinct is an ideal vehicle for ensuring that the successful implementation of the planning approach is achieved. It provides the Council with a single forum representing a number of developments that can collectively decide on key issues that can then be taken down to an individual level where necessary.

Signage

A number of the planning issues, including access to parking and facilities, and traffic congestion can (at least) partly be addressed through introducing appropriate signage in the broader CACEN area.

Pricing of Parking

Experience has shown that the pricing of parking have a major role to fulfil in determining where people park and the amount of time they spend in a facility.

A comprehensive parking plan for CACEN related to the closure of Church Street is required to ensure the optimal use of existing parking and identify future parking needs to be accommodated in developments.

7.2.5 ECONOMIC DEVELOPMENT TOOLS

A basic set of “other tools” mostly focusing on facilitating economic development in CACEN are also proposed. This is not viewed as a finite list, but serves as a starting point for exploring other opportunities.

Public/Private Sector Investment Projects

Cooperation between the public and private sectors is the foundation of this approach to planning implementation. Larger Public Private Sector Partnerships should be identified and pursued in CACEN.

Business Incentives

Business incentives such as rate reductions, reductions in servicing costs and others can be used in future as an approach to attracting specific types of businesses to the area

Facilities provision

Providing appropriate public facilities and/or public transport facilities in CACEN will ensure that people continue to be attracted to the node.

7.3 KEY STAKEHOLDERS AND THEIR ROLES

7.3.1 MSUNDUZI MUNICIPALITY

It is in the interest of the municipality to ensure that CACEN grows and strengthens its role as the Capital City. There are already a number of initiatives committed to renew the city.

The role of the municipality is to:

- Manage and facilitate property development investments through the TP scheme, Local Area Plan & implementation of projects to improve and maintain the public environment and infrastructure. The municipality must also service the local area through its utility departments

7.3.2 PROVINCIAL AND NATIONAL GOVERNMENT DEPARTMENTS

As one of the major 'tenants' and 'funders' of development in CACEN, provincial and national departments should demand a high return from their investment in the area.

The role of the national and provincial departments should be to:

- Provide appropriate funding to Msunduzi
- Support the renewal efforts of Msunduzi
- Commit to managing their properties to a high quality and investing in their property portfolios
- Contribute to making improvements to the public realm

7.3.3 PRIVATE OWNERS/INVESTORS

Existing investors want to see the value of their investments growing. New investors coming into CACEN see an opportunity to invest and will like to see their investments making as much returns as possible.

Private Owners/Investors role is to:

- Manage and invest in the private realm of the local area
- Assist the municipality through an UIP (if appropriate) in the upkeep of the public environment

7.3.4 PROPOSED URBAN IMPROVEMENT PRECINCT (UIPs)

An initiative of property owners in specific geographic areas should be setup to provide services that supplement those provided by the municipality. They have interest in ensuring that a conducive and an attractive environment is maintained for business.

The role of such an initiatives is to:

- Assists in the upkeep of the public environment, which involve security, greening, cleaning, and co-ordination

- Could play in the role in facilitating a partnership between the private sector and public sector during implementation and in the post implementation stage. This is crucial in sustainable development of the precinct.

7.3.5 LOCAL ORGANISATIONS AND COMMITTEES

Local organizations such as the PMB Chamber of Commerce and Industry, PURP, Keep PMB Beautiful, DUCT, MIDI etc are organisations, whose members own residential and commercial properties, and are also running businesses. They also have interests in protecting amenities enjoyed by the residential community value.

Their role in implementing this local area plan is to play:

- An active role in ensuring that the interests and amenities of the community are protected and enhanced by new developments in the area.

7.4 FUNDING STRATEGY

7.4.1 FUNDING SOURCES¹⁷

The mandate to Local Municipalities under the South African Constitution and Municipal Structures Act requires funding that surpasses the capabilities of municipalities to generate entirely from their traditional revenue generating mechanisms and/or their proportional share from provincial and national government.

Msunduzi is a 'cash-strapped' municipality that is recovering and will need additional financial support to deliver this plan.

Fortunately there are various sources of grants, loans and funding that exist with a mandate that is in line with core infrastructure and services areas of municipalities and that can be tapped into.

Table 7.1 indicates potential funding sources that can be leveraged to fund different types of projects within the CACEN area, such as infrastructure, planning, environment, housing, urban renewal etc.

¹⁷ Western Cape Government: Environmental Affairs & Development Planning (2013) "Funding Sources for Municipalities: A Resource Book for Municipalities and GFA Hamburg and McIntosh Xaba and Associates (2004) Directory of Grants, Loans and Funding Sources for South African Municipalities

Table 7.1: Potential Project Funding Sources

FUNDING SOURCES		Environment	Housing	Infrastructure Projects	Water and Sanitation	Local Economic Development	Planning	Urban Renewal
NON-GOVERNMENTAL ORGANISATIONS	Development Bank of South Africa			●		●		
	Independent Development Trust (IDT)			●		●	●	
	Kagiso Trust (KT)					●		
	Mvula Trust				●			
	National Development Agency (NDA)					●		●
GOVERNMENT	Dept of Agriculture	●				●		
	Dept of Arts & Culture					●		
	Dept of Environmental Affairs & Tourism <i>Green Fund</i>	●		●		●		
	Dept of Co-operative Governance & Traditional Affairs <i>Corridors Programme</i>	●		●	●	●		●
	Dept of Housing <i>CRU and Housing Subsidies</i>	●	●	●		●	●	●
	Dept of Labour					●		
	Dept of Land Affairs						●	
	Dept of Minerals and Energy							●
	Dept of Public Works <i>Expanded Public Works Incentive Grant</i>					●		
	Dept of Safety & Security (Secretariat)					●		
	Dept of Science & Technology					●		
	Dept of Sport and Recreation (SRSA)			●		●		
	Dept of Trade & Industry (DTI)					●		
	Department of Transport <i>IRPTN Establishment</i> <i>SIPS Programmes</i>							
	Dept of Water Affairs and Forestry (DWAF) <i>Regional Bulk Infrastructure Grant Working for Water</i>			●	●			
	The National Treasury <i>Municipal Infrastructure Grant</i> <i>Urban Hubs and Networks</i>					●	●	●

7.5 IMPLEMENTATION PLAN

A number of strategic interventions across sectors have been identified within CACEN in order catalyse renewal in the area (see Table 7.2 and Figure 7.3 where the project has a specific location).

These interventions are listed and categorised in terms of:

- Short Term – immediate to 5 years
- Medium Term – 5 to 10 years
- Long Term – 10 to 20 years

Table 7.2: Implementation Projects

NO	NAME	PROJECT DESCRIPTION	PROJECT LOCATION	RESPONSIBILITY	BUDGET ESTIMATE (RM)	FUNDING SOURCES	PHASING TERM	MUNICIPAL ROLE
URBAN MANAGEMENT PROJECTS								
UM01	Improved Service Delivery	Establishment of a process, infrastructure and management resources for more regular and intensive daily management programme for the area in view of the importance of the area as the Capital City and in view of the density and intensity of use infrastructure and public space in the area.	CACEN	Proposed Urban Management Unit and Supporting Msunduzi Line Departments	TBD	Msunduzi Municipality	Short	Deliver
UM02	Better Buildings Programme	Establishment of a joint task force comprising town planning, environmental health, SAPS, Social Welfare, building inspectorate to target illegal and non-maintained buildings.	CACEN	Proposed Urban Management Unit and Supporting Msunduzi Line Departments	TBD	Msunduzi Municipality	Short	Facilitate
UM03	Retail Development Strategy	The proliferation of small/medium retail centres around TMM has an impact on the health of retail in the CACEN area. A broad retail strategy setting out the conditions for new shopping/retail centres needs to be articulated for TMM.	TMM	Msunduzi Economic Development and Planning Department	R 0.8m	Msunduzi Municipality	Short	Deliver
UM04	Vulnerable People Strategy	The inner city is home to a number of vulnerable people groups i.e. youth, immigrants and the destitute. A strategy of how to deal with these people in the broader municipal area needs to be prepared	TMM	Office of the City Manager	R0.5m	Msunduzi Municipality	Medium	Facilitate
PRECINCT PLANNING, ARCHITECTURAL AND STATUTORY PLANNING								
PP01	Review of the Msunduzi Town Planning Scheme	Review of the Msunduzi Town Planning Scheme (TPS) to align with the LAP and relevant objectives, focussing on a review of the scheme's existing land use and built form controls to encourage a intensive, mixed use development with active/responsive ground floor uses, reduced building lines, etc.	CACEN	Msunduzi Planning Department	R 0.8m	KZN COGTA	Short	Deliver

NO	NAME	PROJECT DESCRIPTION	PROJECT LOCATION	RESPONSIBILITY	BUDGET ESTIMATE (RM)	FUNDING SOURCES	PHASING TERM	MUNICIPAL ROLE
PP02	Northern Gateway (Masukwana/ East Street) Precinct Plan	Precinct Plan for the development and consolidation of the northern gateway to CACEN along the Dorpspruit River to include residential densification and upgrading, public realm upgrade and transportation infrastructure.	Masukwana / East Street	Msunduzi Planning Department and Human Settlements Department	R 0.8m	KZN COGTA Department of Human Settlements	Short	Deliver
PP03	Dales Park Precinct Plan	Precinct masterplan for the reconfiguration of Dales Park and introduction of residential development.	Dales Park	Msunduzi Planning Department and Human Settlements Department	R0.5m	KZN COGTA Department of Human Settlements	Short	Deliver
PP04	Alexandra Park Precinct Plan	Precinct masterplan for the reconfiguration of Alexandra Park, rationalisation of sports facilities, introduction of office and retail mixed use and residential development.	Alexandra Park	Msunduzi Planning Department and Human Settlements Department	R0.8m	KZN COGTA Department of Human Settlements	Short	Deliver
PP05	Msunduzi Sports Precinct	Preparation of a sports and recreation plan for facilities along the Msunduzi, both public and private in order to reconfigure and rationalise sport facilities, sporting codes and clubs in the central area.	Alexandra and Woodburn	Msunduzi, Parks and Recreation and Planning	R0.8m	KZN COGTA Department of Sports and Culture	Short	Deliver
PP06	Architectural Heritage Assessment	Preparation of a detailed architectural heritage assessment in order to determine where heritage conservation zones will be applied and where redevelopment is possible within each of the precincts in CACEN.	CACEN	Msunduzi Planning Department together with AMAFA	R 1.5m	KZN COGTA	Short	Facilitate
STRATEGIC DEVELOPMENT PROJECTS (*AS PER THE IDP)								
SP01	Pietermaritzburg Urban Renewal Project*	Urban renewal project in the Civic Centre of CACEN.	City Hall	Office of the Msunduzi Municipal Manager	R75.0m	Msunduzi Municipality	Medium	Deliver
SP02	Legislature Precinct Development*	This is a medium to long- term initiative which will see the development of a new legislature precinct that will better cater for the needs of the legislature and facilitate good governance.	Town Hill	KZN Public Works Department	R 2.0b	KZN Treasury	Medium	Facilitate
SP03	Harry Gwala Stadium Upgrade Phase 2*	This is a medium to long- term project which will see the development of further stands at the stadium. Associated with this project, in the short to medium term, is the further development and upgrading of the Alexander Park Sports Precinct with additional parking.	Alexandra Park	Msunduzi Municipality	R 0.5b	Msunduzi Municipality	Medium	Deliver

NO	NAME	PROJECT DESCRIPTION	PROJECT LOCATION	RESPONSIBILITY	BUDGET ESTIMATE (RM)	FUNDING SOURCES	PHASING TERM	MUNICIPAL ROLE
SP04	International Convention Centre and 5 star Hotel*	This is a medium to long- term project that will see the development of an international calibre conference centre which will allow the city to host international- standard conferences. In the short to medium term, a 5 star hotel associated with this will be developed.	tbc	Private Developer	TBD	Private Sector	Medium	Facilitate
SP05	Council Civic Centre*	This is a medium- term project and will see the further development of the Council Civic Centre to cater for additional needs and demands.	Civic Centre	Msunduzi Municipality	R 1.2b	Msunduzi Municipality	Medium	Facilitate
SP06	Freedom Square Redevelopment	Redevelopment of Freedom Square to reintroduce an urban park, new control centre for the BRT, Tourism Hub and conversion of taxi-rank to informal market.	Civic Centre	Msunduzi Municipality	TBD	Msunduzi Municipality	Short	Deliver
SP07	Intersite Station Precinct Upgrade	Intersite project to upgrade the station precinct and introduce new commercial, retail and residential opportunities.	Railway Station	Intersite	TBD	Intersite Private Sector	Short	Promote
SP08	Campsdrift Waterfront	Private mixed use development on the Msunduzi River	CampsDrift	Private Sector	TBD	Private Sector	Medium	Promote
SP09	Dorpspruit Waterfront	Mixed use waterfront development between the Dorpspruit River and Masukwana Streets	Dorpspruit	Private Sector	TBD	Private Sector	Medium	Promote
SP10	Foundry Park	Msunduzi to negotiate with Transnet to release these strategic land holdings in CACEN to facilitate new industrial development and make provision for a holding facility for the IRPTN	Foundry Park	Msunduzi Municipality Transnet	TBD	Transnet	Medium	Facilitate
SP11	Alexandra Park	Mixed use development within Alexandra Park to include high density residential and sports and medical allied office and commercial developments.	Alexandra Park	Msunduzi Municipality Private Sector	TBD	Private Sector	Medium	Promote
TRANSPORTATION								
TR01	Integrated Rapid Public Transport System	Roll-out of reliable and efficient public transport between key points in the city thereby reducing resident's commuting times. This will include the development of IRPTN corridors with nodes/bus stops.	CACEN	Msunduzi Roads and Transport Department	R3.2b	National Treasury	Medium	Deliver

NO	NAME	PROJECT DESCRIPTION	PROJECT LOCATION	RESPONSIBILITY	BUDGET ESTIMATE (RM)	FUNDING SOURCES	PHASING TERM	MUNICIPAL ROLE
TR02	Parking Impact Study	With the closure of Church Street, a parking impact study needs to be undertaken to determine the impact on parking and parking standards in the CACEN area	CACEN	Msunduzi Roads and Transport Department	R1.5m	Msunduzi Municipality	Short	Deliver
TR03	Burger Street Extension	Extension of Burger Street east to join Burger Street west	Burger Street	Msunduzi Roads and Transport Department	R18m	National Treasury	Short	Deliver
TR04	Burger Street to Manning Avenue/Larch Ave	Realign the City Access Route into the CBD network from Manning Avenue/Loop Street to Burger Street	Burger Street	Msunduzi Roads and Transport Department	R9m	National Treasury	Medium	Deliver
TR05	Retief Street Extension to Polocrosse Fields and Berg/Victoria Link Road	Provide an extension to the Church Street interchange from Victoria Road to the north of the CBD. Ensure linkage across railway line to provide an alternative exit to the north of the CBD which does not rely on access to the N3.	Retief Street	Msunduzi Roads and Transport Department	R44m	National Treasury	Long	Deliver
TR06	College Road Extension (outside study area)	Extension of College Road through Ridge Road to King Edward and ultimately the New England interchange with the N3. Assists with diverting sub-regional through traffic out of the CBD	MSUNDUZI	Msunduzi Roads and Transport Department	R10m	National Treasury	Long	Deliver
INFRASTRUCTURE								
IN01	Non- Revenue Water Reduction Project	Project that will simultaneously increase revenue and reduce water losses. The reduction of water losses will ultimately reduce the demand on our source (dams) which will have a catalytic benefit to the catchment.	CACEN	Msunduzi Water and Sanitation Department	TBD	Msunduzi Municipality	Short	Deliver
IN02	City- wide CCTV System	Camera surveillance of areas within the Msunduzi municipality so as to encourage a crime free environment.	CACEN	Msunduzi Electricity Department	R 0.5b	Msunduzi Municipality	Medium	Deliver
IN03	Electrical Infrastructure Upgrade	This is a short to medium term project that will see the rehabilitation and upgrading of the municipality's electrical infrastructure.	CACEN	Msunduzi Electricity Department	R 0.9m	Msunduzi Municipality	Medium	Deliver
IN04	Optic Fibre Cable Network	This is a short to medium term project that will see the development of a leading edge technology Fibre optic telecommunications network leading to increased connectivity and usage, decreased costs, and stimulating growth and development.	CACEN	Msunduzi Electricity Department	R 0.5b	Msunduzi Municipality	Medium	Deliver

NO	NAME	PROJECT DESCRIPTION	PROJECT LOCATION	RESPONSIBILITY	BUDGET ESTIMATE (RM)	FUNDING SOURCES	PHASING TERM	MUNICIPAL ROLE
ENVIRONMENT AND PUBLIC OPEN SPACE								
E01	CACEN Open Space System	Refine and update the open space footprint for CACEN as part of the ongoing work to develop an Environmental Services Plan/open space system for Msunduzi Municipality.	CACEN	Msunduzi Environmental Management Unit	Internal Resources	DAEA	Short	
E02	Dorpspruit River Park	Establish a new urban river park along the Dorpspruit River to include flood mitigation measures, walkways and recreational facilities.	Dorpspruit	Msunduzi Environmental Management Unit and Human Settlements Department	TBD	Department of Housing Private Sector Msunduzi Municipality	Medium	Deliver Facilitate
E03	Protection of Urban Parks	Develop an active management programme to develop and maintain the existing urban parks within CACEN. Investigate the potential to create parks out of redundant taxi and bus ranks as part of the IRPTN project.	CACEN	Parks and Recreation	TBD	Msunduzi Municipality	Short	Deliver
E04	Water Quality Monitoring Programme	Develop an ongoing water quality monitoring programme to measure the water quality in the Dorpspruit and Msunduzi Rivers.	CACEN	Msunduzi Water and Sanitation Department and Environmental Management Unit	TBD	Msunduzi Municipality DWAF	Short	Facilitate
E05	Tree Planting	Facilitate tree planting across the study area	CACEN		R0,3m	DAEA	Short	Facilitate
HOUSING								
HH01	CRU Development at Northern Gateway	Develop CRU public housing projects and upgrade informal settlements through the provision of public housing, access roads, pedestrian pathways and services.	Masukwana Street	Msunduzi Human Settlements Department	TBD	Department of Housing	Short	Facilitate
HH02	CRU Development at Dales Park	Develop CRU public housing projects and upgrade informal settlements through the provision of public housing, access roads, pedestrian pathways and services.	Dales Park	Msunduzi Human Settlements Department	TBD	Department of Housing	Short	Facilitate
HH03	GAP Housing Pilot Projects	Facilitate GAP Housing pilot projects across the study area.	CACEN	Msunduzi Human Settlements Department Private Sector	TBD	Department of Housing Private Sector	Short	Promote

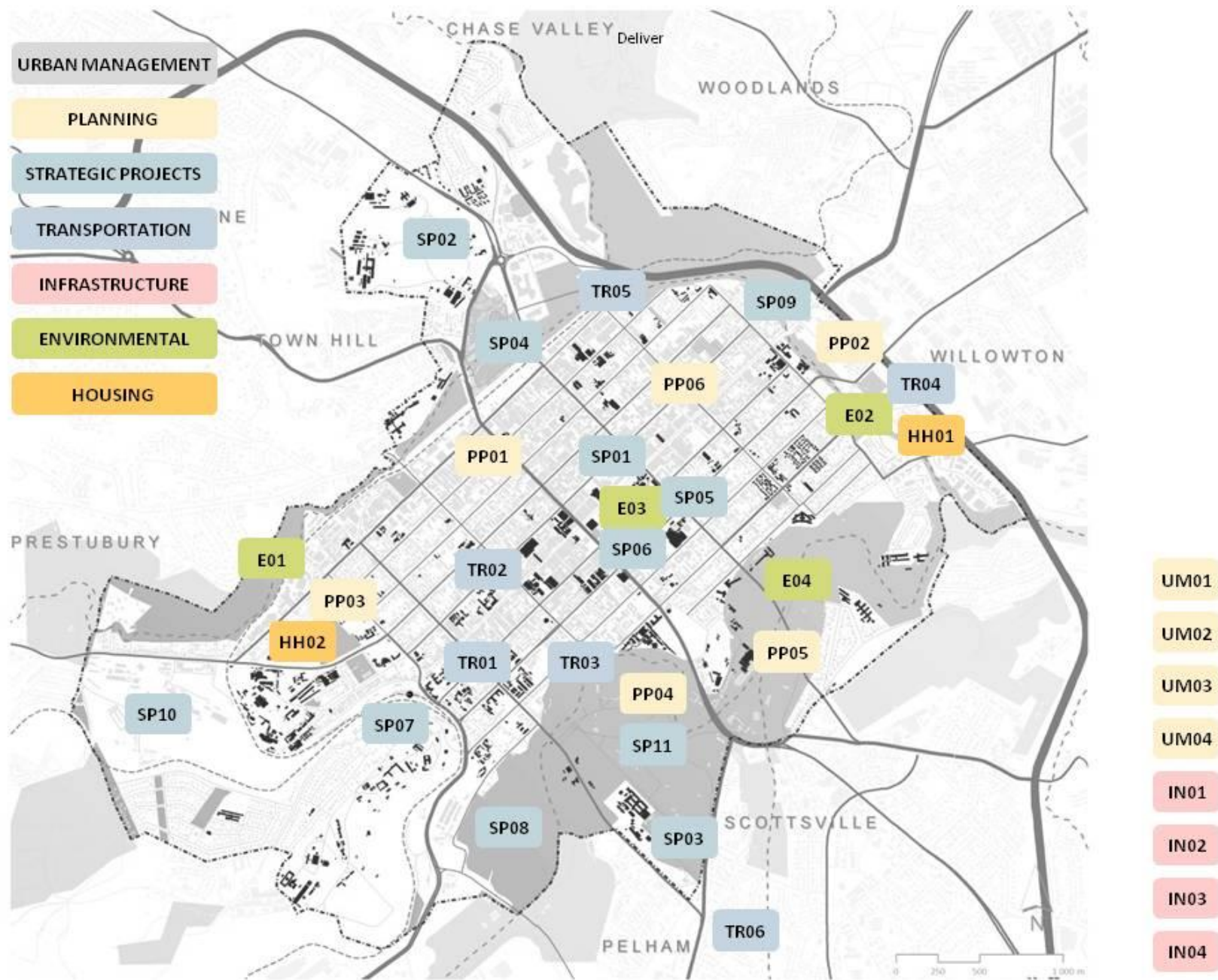


Figure 7.3: Implementation Plan

7.6 MONITORING AND REVIEW

The Local Area Plan prepared for the CACEN area is not a blueprint for development and therefore must be able to respond to changing circumstances in order to remain relevant. 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 coordinated 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 (Figure 7.4).

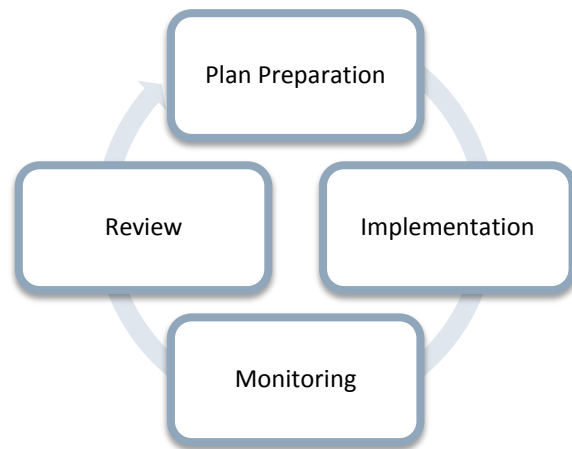


Figure 7.4: Monitoring and Review Process

7.6.1 MONITORING

The monitoring system proposed for the CACEN focuses on:

- ensuring the adoption of the LAP by the Municipality
- the implementation of the LAP and its strategies and policies 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
- achieving the strategic priorities set by the Msunduzi Municipality to deliver against its vision

In order to measure these, the LAP proposes to utilise the Strategic Priorities, Key Performance Areas (KPA) and Targets identified in the Msunduzi IDP (see Table 7.3 to Table 7.8.). This will

ensure consistency with the KPAs used for the IDP and allow greater ease of monitoring and cross reference between the LAP and the IDP.

The Strategic Objectives, KPAs and Targets for the implementation of the CACEN LAP are outlined in n Table 7.3 to Table 7.8.

7.6.2 REVIEW

The review of the CACEN LAP is the responsibility of the Msunduzi Planning Department 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 plan according to the KPAs adopted to monitor the LAP.

Table 7.3: KPA - Well-Serviced City

STRATEGIC PRIORITY	VALUE STATEMENT	TARGET
1. WELL SERVICED CITY	1.1 City-wide infrastructure and service delivery provides a reliable, high quality supply of water, sanitation, energy and waste services – to all.	1.1.1 100% of all households have a municipal water connection to the yard level.
		1.1.2 70% of all households have water-borne sanitation.
		1.1.3 30% of all households have the basic minimum of VIPs.
		1.1.4 To Reduce Non-Revenue Water and Real Water Losses to 20% and 15% respectively.
		1.1.5 To reduce the amount of Water Service interruptions from 1684 per annum (2011/2012) by 80% (to 336 bursts) per annum and respond to 100% of service interruptions within 8 hours.
		1.1.6 To reduce Sanitation service interruptions from 2499(2011-2012) per annum by 80%(500) per annum and respond to 100% of sanitation blockages within 8 hours.
	1.2 City-wide energy infrastructure and service delivery provides a reliable, high quality supply of energy. Energy supply meets the anticipated increased demand for electricity specifically, including peak periods.	1.2.1 Disruption to energy supply is minimised to 6 hours in 100% of incidents.
		1.2.2 Electricity supply keeps pace with expected growth of 4% per annum.
		1.2.3 100% of households have basic electricity supply.
	1.3 Energy prices are affordable for residents.	1.3.1 100% of municipal households are fitted with solar water heating geysers.
	1.4 Use of renewable sources of energy is widespread.	1.4.1 100% of street lights and 100% of traffic signals in the CBD are powered by renewable energy.
	1.5 Energy production, capacity, storage, management and distribution rapidly adapts to changing patterns of demand.	1.5.1 Demand management provides a 10% reduction in peak demand.
	1.6 City-wide infrastructure and service delivery provides reduced electricity losses.	1.6.1 Reduces electricity losses to below 5% of bulk supply purchases.
	1.7 Municipal-wide waste collection and disposal services to domestic households are available to all Msunduzi residents.	1.7.1 100% of households are rendered a waste collection and disposal service once a week.
	1.8 Appropriate waste collection and disposal services are provided to support business and industry. Commercial activity derives production inputs from recovered waste material.	1.8.1 100% of businesses are rendered a waste collection and disposal service at least twice a week.
	1.9 Implementation of Advanced Waste Management Systems that reflect community values around waste minimisation.	1.9.1 50% recovery rate of recyclable materials through source separation at households and public sector offices, and treatment of organic waste.
	1.10 Implementation of annual infrastructure upgrade of the waste disposal site.	1.10.1 Construct waste containment berms, access roads, rehabilitation of perimeter roads, fencing of perimeter of site, construct wet-weather facility, install stone drainage layers on site, clay-cap side slopes of berms.
	1.11 Recovery, re-use and recycling of waste is maximised. The volume of waste disposed to landfill is minimised. Life spans of landfill sites are extended.	1.11.1 25% of household and business waste is sorted on-site.

Table 7.4: KPA – An Accessible and Connected City

STRATEGIC PRIORITY	VALUE STATEMENT	TARGET
2. AN ACCESSIBLE AND CONNECTED CITY	2.1 A diversity of private (cars, bikes, walking) and public (trains, buses, taxis) transport options, using a range of adequate physical infrastructure (roads, rail and bikeways / walkways) is readily available to all residents.	2.1.1 Road and rail infrastructure backlogs are reduced such that 90% of communities have access to road and rail services.
		2.1.2 100% compliant with Roads infrastructure management plan.
		2.1.3 90% of Msunduzi residents can get to work within 45 minutes.
		2.1.4 Reliable Public transport services are available 24 hours per day, with accessibility every 15 minutes to key activity nodes.
		2.1.5 90% of travel in morning peak periods comprise walking, cycling or energy efficient public transport.
	2.2 Housing backlogs are significantly reduced with human settlement patterns reflecting inclusive demographics.	2.2.1 100% eradication of informal settlements.
		2.2.2 Rural Residential housing infrastructure backlogs are reduced such that less than 10% of households remain without access to formal housing.
		2.2.3 Zero tolerance for exclusions based on racial, ethnic, religious or other demographic characteristics, is reflected in 100% of new settlement patterns.
		2.2.4 20% of each new mixed-use development consists of rental stock.
		2.2.5 30% densification of urban space.
		2.2.6 Council Rental Stock maintained on a regular and consistent basis to eliminate unsafe structures and to prevent deterioration of Council's assets.
		2.2.7 Old Rental Stock to be reduced by transferring certain units to qualifying tenants.
		2.2.8 Allocations of new houses in subsidised housing projects to be 100% compliant with DOHS policies by installation of Housing Needs Register and capture of names.
	2.3 People connect virtually through highspeed information and communication technology. Reliable telecommunications networks provide access to learning and information opportunities in homes, schools and workplaces. Business and industry embrace high-speed broadband networks to become more productive and innovative. Energy efficiency is promoted by telecommuting.	2.3.1 90% of households have access to telecommunications and high-speed broadband more cheaply and cost effectively
		2.3.2 100% of indigent households have free access to telecommunications and high-speed broadband.
		2.3.3 100% of businesses, government departments and schools have easy access to business-grade and bi-directional highspeed broadband.
		2.3.4 Telecommuting reduces conventional energy usage by 20%.
	2.4 Social infrastructure supports healthy lifestyles, learning opportunities and community unity and social cohesion. Health infrastructure is readily available and meets community needs. Major recreational infrastructure (eg. sports stadia, cultural facilities, etc.) contribute to the city's economy by allowing for world-class events and tourism. Social infrastructure is delivered with regard to minimising impacts on the environment.	2.4.1 90% of communities have adequate social infrastructure within a 30 minute walk or ride.
		2.4.2 100% of business centres are supported with appropriate community recreational and meeting facilities including health and educational facilities.
		2.4.3 100% of social infrastructure delivery complies with national standards regarding minimal environmental impact.

Table 7.5: KPA – A Clean, Green City

STRATEGIC PRIORITY	VALUE STATEMENT	TARGET
3. A CLEAN, GREEN CITY	3.1 Msunduzi has widespread use for renewable energy supplies, including but not limited to: solar, wind and hydro power. The city continually increases investment in delivering more sustainable energy technologies. Businesses use energy efficiently prioritising low carbon emission sources. Alternative energy sources are mainstreamed in new human settlement development for all communities and energy efficiency required in building plans.	3.1.1 30% of Msunduzi's electricity demand is met by renewable sources.
		3.1.2 20% of liquid energy is derived from bio-fuel.
		3.1.3 50% of new commercial or industrial development incorporates some form of renewable energy technology usage in its design and construction.
		3.1.4 80% of new human settlement development incorporates some form of renewable energy technology usage in its design and construction.
		3.1.5 100% of building plans approved have due consideration for energy efficiency.
	3.2 Communities benefit from a linked public open space network providing for a range of sporting, cultural and recreational uses.	3.2.1 100% of residents are within a 15 minute walking distance to facilities within the city's public, open and green space network.
	3.3 Urban renewal and greening is recognised by communities and the business fraternity as contributing to environmental and ecological sustainability as well as supporting future residential, commercial and industrial development.	3.3.1 100% residential, commercial and industrial precincts incorporate green spaces.
		3.3.2 100% of roads in former black townships and major arterial roads in rural areas are tarred.
		3.3.3 100% compliance with trading bylaws within the CBD.
		3.3.4 100% compliance with environmental bylaws within the city environs.

Table 7.6: KPA – A Friendly, Safe City

STRATEGIC PRIORITY	VALUE STATEMENT	TARGET
4. A FRIENDLY, SAFE CITY	4.1 Separate development of the past will be forgotten as the city proactively promotes and practically engineers social cohesion across all its objectives, geographic spread, racial groupings, class identities, religious formations and political affiliations.	4.1.1 4.1.1 Civic engagement increases so that 100% of residents, regardless of racial, class, religious or political categories can enjoy an active role in decisions that affect their city.
		4.1.2 4.1.2 To ensure the effective management of land uses within the Msunduzi Municipality.
	4.2 People will enjoy working together and helping each other in local neighbourhoods and in the broader community. Msunduzi's friendly, outdoor life is enlivened by an interesting range of local and regional celebrations.	- -
	4.3 Civil society organisations and community participation are critical elements of Msunduzi's safety and security strategies. Community policing forums are active in community safety centres established across the city.	4.3.1 80% of community police forums are accessible and accommodated in safety centres within a 30 minute walk or ride for all residents.
		4.3.2 The entire Msunduzi Municipal area is monitored through CCTV camera system.
		4.3.3 100% of the city-wide area is monitored by law enforcement officials (traffic wardens, traffic officers, security officers, city police, peace officers and inspectors).

Table 7.7: KPA – An Economically Prosperous City

STRATEGIC PRIORITY	VALUE STATEMENT	TARGET
5. AN ECONOMICALLY PROSPEROUS CITY	5.1 The city absorbs young people into a job creation social compact between the council, private businesses and the non-profit sector – with the support of institutions of learning.	5.1.1 Unemployment in the city is reduced to 15%.
	5.2 By 2030 Msunduzi will have a strong, diversified and resilient economy, using its competitive advantages to deliver prosperity, high employment and quality jobs for all the city's residents.	5.2.1 The Municipality has competitive business incentive packages to attract new businesses and expansion.
		5.2.2 The municipality attracts annual investment in excess of R 1 billion per annum, reducing unemployment by 5% per annum.
		5.2.3 Municipality has 100% of skills required for the local economy.
		5.2.4 Reduce the percentage of economically inactive youth to 5%.

Table 7.8: KPA – A Financially Viable and Well-Governed City

STRATEGIC PRIORITY	VALUE STATEMENT	TARGET
6. A FINANCIALLY VIABLE AND WELL-GOVERNED CITY	6.1 BY 2030 Msunduzi will be financially sound through managing its finances efficiently through effective and realistic budgeting to ensure synergy between the capital and operating budget, as well as revenue enhancement.	6.1.1 Efficient Budget and Treasury.
		6.1.2 Optimal Expenditure Management
		6.1.3 Improved Revenue Management.
		6.1.4 Effective Supply Chain Management.
		6.1.5 Optimal Financial Service
		6.1.6 Efficient collection of revenue through Municipal Property Rates.
	6.2 By 2030 Msunduzi will have a civil society that actively participates in and contributes to sound decision making ensuring greater accountability of Councillors and Officials.	6.2.1 100% effective administration complying with its legal mandates.
		6.2.2 Effective fleet management to ensure resource availability for service delivery.
		6.2.3 To maximize the disaster resilience of Msunduzi through coordination of all pre-disaster risk reduction – as well as post disaster response activities within a framework of sustainable development.

7.6.3 PROJECT PRIORITISATION

The Implementation Framework has identified a number of projects that are critical to the successful implementation of the LAP. These projects have the potential to make a significant contribution to the strategic objectives, KPAs 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 KPAs to indicate which strategic objective they will potentially contribute to, as indicated in Table 7.9.

Table 7.9 : Contribution of LAP Projects to City's KPAs

No.	Project Name	A Well-Served City	An Accessible, Connected City	A Clean, Green City	A Friendly, Safe City	An Economically Prosperous City	A Financially Viable and Well-Governed City
URBAN MANAGEMENT PROJECTS							
UM01	Improved Service Delivery	●					
UM02	Better Buildings Programme			●	●		
PRECINCT PLANNING, ARCHITECTURAL AND STATUTORY PLANNING							
PP01	Review of the Msunduzi Town Planning Scheme						
PP02	Northern Gateway (Masukwana/East Street) Precinct Plan				●	●	
PP03	Dales Park Precinct Plan				●		
PP04	Alexandra Park Precinct Plan				●	●	
PP05	Architectural Heritage Assessment						
STRATEGIC DEVELOPMENT PROJECTS (*AS PER THE IDP)							
SP01	Pietermaritzburg Urban Renewal Project*				●		
SP02	Legislature Precinct Development*						
SP03	Harry Gwala Stadium Upgrade Phase 2*				●		
SP04	International Convention Centre and 5 star Hotel*						
SP05	Council Civic Centre*						
SP06	Freedom Square Redevelopment				●		
SP07	Intersite Station Precinct Upgrade					●	
SP08	Campsdrift Waterfront					●	
SP09	Dorpspruit Waterfront					●	
SP10	Foundry Park					●	
SP11	Alexandra Park				●	●	
TRANSPORTATION							
TR01	Integrated Rapid Public Transport System	●	●				
TR02	Parking Impact Study		●				
TR03	Burger Street Extension		●				
TR04	Burger Street to Manning Avenue/Larch Ave		●				
TR05	Retief Street Extension		●				
TR06	College Road Extension (outside study area)		●				
INFRASTRUCTURE							
IN01	Non- Revenue Water Reduction Project	●					●
IN02	City- wide CCTV System	●					
IN03	Electrical Infrastructure Upgrade	●					

No.	Project Name	A Well-Serviced City	An Accessible, Connected City	A Clean, Green City	A Friendly, Safe City	An Economically Prosperous City	A Financially Viable and Well-Governed City
IN04	Optic Fibre Cable Network	●	●				
ENVIRONMENT AND PUBLIC OPEN SPACE							
E01	CACEN Open Space System			●			
E02	Dorpspruit River Park			●			
E03	Protection of Urban Parks			●			
E04	Water Quality Monitoring Programme			●	●		
E05	Tree Planting			●			
HOUSING							
HH01	CRU Development at Northern Gateway	●	●		●		
HH02	CRU Development at Dales Park	●	●		●		
HH03	GAP Housing Pilot Projects	●	●		●		

During the monitoring and review process for the LAP, it may be necessary to review the need for the proposed projects or to consider additional projects that address changing requirements in the CACEN area. The review of existing projects or the introduction of additional projects will need to be assessed against their ability to address the strategic objectives, KPAs and targets outlined in Table 7.3 to Table 7.8. The Project Prioritisation Model set out for the Msunduzi Municipality in the IDP will also provide a useful test for measuring the importance and priority of future projects.).

Table 7.10 : Project Prioritisation Model for TMM¹⁸

CRITERIA	Description	Scoring
Vision 2030 Impact	Will the project realise the Vision Statements, Goals, Value Statements and Targets contained in the Vision 2030 for the Msunduzi municipality?	5 – Yes definitely 3 – Partially 1 – Not at all
Project directly relates to the IDP-identified Catalytic Projects	Will the project result in the implementation of the IDP- identified catalytic projects?	5 – Yes definitely 3 – Partially 1 – Not at all
Community Identification of Project	Has the project been identified by a community through community engagements, Ward Councillor involvement, War Room deliberations, or through a Community Based Plan?	5 – Yes definitely 1 – Not at all
Sector Plan identification of Project	Has the project been identified in a sector-specific plan (i.e. Water Services Development Plan, Local Economic Development Plan)?	5 – Yes definitely 1 – Not at all
Linkage to the Spatial Development Framework	Has the project been aligned to the SDF? Does the project occur within an SDF-identified Node or Corridor?	5 – Yes definitely 3 – Partially 1 – Not at all
Millennium Development Goals Linkage	Does the project assist the municipality and its communities to realise the targets set out in the Millennium Development Goals (MDGs)?	5 – Yes definitely 3 – Partially 1 – Not at all

¹⁸ As per Msunduzi Municipality's IDP