



# Meyerton CBD

## Final Implementation programme, investment plan and commercialisation proposals

**March 2021**

Draft report

Client:



Sponsored by:



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Service provider:



# Meyerton CBD

## Implementation programme, investment plan and commercialisation proposals

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|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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# INTRODUCTION AND EXECUTIVE SUMMARY

## Executive summary

The Midvaal Local Municipality is considering wide-ranging interventions for the economic and social development of the Meyerton Central Business District with linkages to Sicelo. This flows from the Midvaal CBD Urban Design Framework developed in 2019.

Cadre Connect was appointed to compile an implementation programme, investment plan and commercialisation proposals for the development of the Meyerton CBD. Meyerton is the primary urban conglomerate in the municipality and the objective is to regenerate the vibrancy of the precinct.

The Investment Plan identifies a number of private financing incentives which can be further explored and developed into policies for the municipality to introduce.

A key recommendation that reflects the results of a web-based stakeholder and public engagement process (facilitated by Cadre Connect in partnership with the Midvaal Local Municipality in September 2020) is for the establishment of a City Improvement District – CID – as a partnership between the local municipality and the private sector.

Such districts -which were introduced in other municipal jurisdictions in South Africa – leverage private funding and public cooperation to catalyse urban development, arrest urban decay and create a local environment which is conducive to future investment in infrastructure and business growth.

Primary responsibility for service delivery and the maintenance of infrastructure remains with the local authority but a CID does create reliable funding sources for value-adding services and programmes such as fighting 'crime and grime', but also marketing and brand promotion of the area.

This report sets out detailed proposals on the incentives which the Midvaal Local Municipality can develop to facilitate the establishment of a CID as well as the legal framework required to achieve it. A Meyerton CID can grow into a functional and prosperous precinct which benefits the entire municipality and the wider district.

It can create a liveable central business district with the potential to sustain both formal and informal business, attract investment, brand the municipality, increase the value of property, and achieve the socio-economic objectives of the municipality.

The report outlines the efforts required to address issues related to urban decline and the movement of business outside of Meyerton and indicates the possibilities of innovative solutions which can improve the character of the municipality.

The Implementation Programme builds on the Urban Design Framework of Midvaal and indicates how the wide range of identified projects can be delivered. It sets out draft medium-term budgets and allocate responsibilities and ownership for the implementation of these programmes in line with the UDF.

It contains firm proposals on actions required by the municipality and make recommendations to Council on how to utilise the land audit data, how to develop investment strategies and policies, how to pursue actions with National Treasury and how to merge these recommendations with the proposals for a City Improvement District.

The proposed programme is supported by maps and use the Urban Hub Design Toolkit which can support the phased implementation of the programme.

It links to the Midvaal Local Municipality Economic Recovery Plan which introduces key interventions regarding issues such as digitisation, community engagement and a 10-point strategy for service delivery and local economic development.

It also reflects highlights from the results of a stakeholder and public engagement process facilitated by Cadre Connect in partnership with the Midvaal Local Municipality in September 2020.

This report is in line with the key recommendations of the draft Urban Development Framework which seeks to build a sustainable and vibrant CBD.

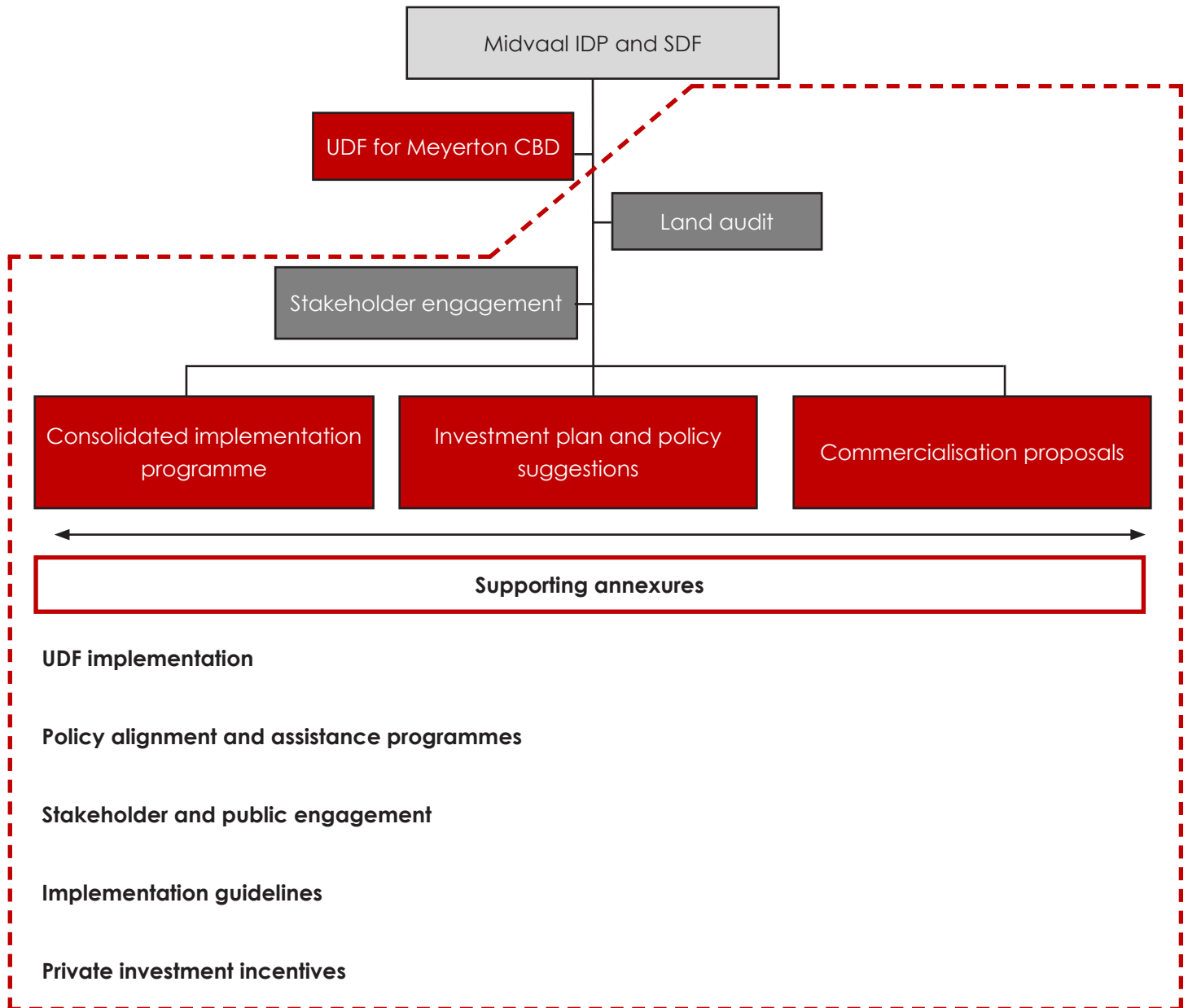


Figure 1: Process followed

## Introduction

Cadre Connect (Pty) Ltd was appointed by The Midvaal Local Municipality (MLM) to compile an implementation programme, investment plan and commercialisation proposals for the development of the Meyerton CBD.

The point of departure of this document originated from the Midvaal CBD Urban Design Framework (UDF), whereby the demarcation is limited to the Meyerton CBD and will link with Sicelo.

(See orthophoto, with the demarcated border in red below - **Figure 2: Meyerton CBD UDF study area**).

The purpose of this project, taking in consideration the recommendations from the draft Urban Development Framework (UDF), is to “facilitate a sustainable and vibrant network of small towns and livelihoods within strategically located regional centres of economic and social activity.

The intention of the programme is to support strategic, spatially coordinated planning and investment in infrastructure and human development in these areas in order to contribute to economic growth, job creation and poverty reduction.” (Midvaal Local Municipality , 2019)

The **(1) investment plan** focuses on the following three investment streams:

- Private investment
- Partnerships between private and public sectors
- Catalytic projects by the public sector that attract and retain private investment

The **(2) commercialisation proposals** prioritise UDF initiatives based on the stakeholder engagement and potential community partnership initiatives.

The **(3) implementation programme** builds on the Midvaal CBD Urban Design Framework (UDF) and includes the following:

- Land audit data (that can be used as a knowledge tool)
- Delivery plan of projects
- Phasing
- Timelines
- High level costing
- Funders
- Responsibilities
- The required continuation of stakeholder engagements through establishing a City Improvement District (CID)

This document is supported and informed by the following annexures:

- Annexure A – UDF implementation
- Annexure B – Policy alignment and assistance programmes
- Annexure C – Stakeholder and public engagement
- Annexure D – Implementation guidelines
- Annexure E – Private investment incentives

In addition, not included in this document, supporting addendums are:

- Addendum 1 – Basic Land Audit of the properties within the UDF borders
- Addendum 2 – The categorised UDF projects



Figure 2: Meyerton CBD UDF study area

# INVESTMENT PLAN

Investment in the urban development context can stem from three sources:

1. Private investment (market driven and organic)
2. Partnerships between private and public sectors
3. Catalytic projects by the public sector that attract and retain private investment

This chapter describes and focuses on (2) above, where potential funding mechanisms for partnerships can come from and to maximise the utilisation of available capital.

The World Bank sets out nine criteria to determine what potential incentives there may be for private investment (see **Annexure C**). Where there are no immediate incentives the projects or developments may only deliver spill-over benefits at a later stage (e.g.: infrastructure development catalysing businesses to move into the area).

Through careful consideration and a process of elimination, the following private financing incentives were identified which can be explored further by Midvaal Local Municipality (through appropriate policy development) on a case-by-case basis, utilising the land audit (see **Land audit**):

- City Improvement Districts (CID)
- Non-tax incentives

- Inclusionary zoning/housing
- Tax Incentives and payment holidays
- Bank endorsements from Midvaal
- Revenue generation and contributions through outdoor advertising
- Land swaps
- Public land:
  - As an equity contribution toward a joint venture
  - As an "in kind" payment in return for construction of public infrastructure

The following incentives could be used to achieve positive economic outcomes and inclusionary housing:

- Faster plan approval (prioritisation of the statutory processes by Midvaal LM)
- Bulk service payment holiday
- Reduction in municipal rates
- Facilitating better bank lending rates
- Reducing parking requirements
- Density bonuses

A key recommendation is that the above investment strategies be developed into usable policies for the local municipality to pursue. The remainder of the chapter expands on the above-mentioned mechanisms.

## Establishing a City Improvement District (CID)

A City Improvement District (CID) is a partnership in which property and business owners elect to make a collective contribution towards:

- Maintenance
- Cleaning
- Development and/or
- Promotion of their commercial district

In effect it leverages private funding and public co-operation to catalyse:

- Urban development
- Increased sales for local retailers
- Decreased vacancy rates (residential and commercial)

- Rectification of urban decay (beautification) and
- Improved security

Among the benefits of this structure, is that it creates a reliable funding source for supplemental services and programmes, such as public safety, or the marketing of a neighbourhood brand.

Because they are self-managed and funded by the owners themselves, CIDs typically offer the ability to respond more quickly to the changing needs of the business community than the public sector.

Please see **Establishing a City Improvement District (CID)** as a proposal in chapter 1 to aid in the commercialisation of Meyerton CBD.

## Non-tax incentives

The non-tax incentives could be given to private sector developers or to individual residents of the neighbourhood to foster growth and development.

These include (and potentially overlap with inclusionary housing incentives):

1. Faster plan approval
2. Density bonus
3. Transferable development rights
4. Up-zoning
5. Reduction in requirements (such as parking, etc)

## Inclusionary housing

Section 24 (1) of the Spatial Planning and Land Use Management Act – SPLUMA - already requires a land use scheme to include provisions to promote the inclusion of affordable housing in residential land development.

SPLUMA gives further direction and states in Schedule 1 that Provincial legislation regulating land development, land use management, township establishment, spatial planning, subdivision of land, consolidation of land, the removal of restrictions and other matters related to provincial planning and municipal planning may:

“(h) provide measures related to the approval of a development application which requires the use of land for identified inclusionary residential and economic purposes, and which is subject to any national policy;”

Municipalities could, thus, already regulate the bulk m<sup>2</sup> or unit requirements of inclusionary housing (IH) if they wish to do so.

Elements to consider:

- Win-win deals

- Audit income of beneficiaries
- Approval of additional bulk
- Payment in lieu
- Working for density in the right places-overlay zones

IH targeted at subsidy and GAP market- R3500-R22 000.  
Mandatory 1% of all additional bulk square metres approved should be allocated to IH.

Incentives include:

- Faster plan approval (prioritisation of the statutory processes by Midvaal LM)
- Bulk service payment holiday
- Reduction in municipal rates
- Facilitating better bank lending rates
- Reducing parking requirements
- Density bonuses

These incentives work well in a voluntary scheme where selective projects receive preference, but lose their effectiveness in a mandatory, blanket approach.

## Tax incentives and payment holidays

The tax incentives or payment holidays could be given to private sector developers or to individual residents of the CBD to foster growth and development.

However, for tax-based incentives to work properly, a city must have a strong and clear planning regulatory framework and tax collection system. These include (and may overlap with inclusionary housing mechanisms):

1. Bulk contribution payment holidays.
2. Accelerated depreciation\* from eligible taxpayer's taxable income (a result of erection, extension, or improvements of, or an addition to an entire building or part of a building within the central business district (CBD) that has a minimum square meterage threshold).
3. Reduced municipal rates with a set timeframe (5, 10 or 20 years).

SARS will refund up to 25% of the cost for the following:

- The erection of a new building or the extension of or addition to any building and/or that it relates to a low-cost residential unit.
- The improvement to an existing building or part of a building which preserves the existing structural or exterior framework and/or that it relates to a low-cost residential unit.

This creates an opportunity to leverage from SARS and claim through Section 13 which aims to address urban decay within inner cities.

(Reference: <https://www.sars.gov.za/ClientSegments/Businesses/My-Bus-and-Tax/UDZ/Pages/default.aspx>)

SARS defines Tax and Urban Development Zones with acceptable and unacceptable costs:

**TABLE 1: TAX AND URBAN DEVELOPMENT ZONES - COSTS**

| Acceptable cost                                    | Unacceptable cost          |
|----------------------------------------------------|----------------------------|
| Construction work                                  | Purchase price of the land |
| Architectural and appropriate fees                 | Transfer duties            |
| Sidewalks                                          | Borrowing or financing     |
| Parking for the building                           | Transfer or related costs  |
| Landscaping as part of the development             |                            |
| Drainage                                           |                            |
| Security (fences, cameras, surveillance equipment) |                            |

## Bank endorsements from Midvaal

The private sector has mechanisms in place to provide business funding with a feasible business plan approved by a bank. A bank endorsement on behalf of Midvaal, will provide clarity for the bank and assist the applicant's business plan.

It brings potential benefits that will encourage businesses to locate inside Meyerton CBD and close the gap on underutilised and vacant land.

This can be utilised effectively with the informal trading sector and intended developments in Meyerton and Sicelo.

The Municipality will not incur any financial liability or risk but will endorse SMMEs and the informal sector to access and receive private sector bank loans.

## Revenue generation and contributions through outdoor advertising

The potential to gain funding or generate revenue through outdoor advertising could be a useful tool to supplement the municipal cashflow and be utilised for other operational costs (cleaning, maintenance, etc).

The Catalytic bridge project across the R59 could be used as a platform for a marketing campaign by a large company, and additional projects can be funded through the allocation of advertising space.

## Land swaps

A land swap is a tool that Midvaal could utilise to trade municipally owned land with:

- A privately-owned site
- A sector department
- Provincial government or
- National government

In some instances, a swap might be less costly to conduct for a municipality rather than having to come up with scarce capital funds. Municipal Financial Management Act (MFMA) considerations include:

- Private Public Partnerships (PPP's)
- Valuation of land and council approval "for disposal of land"

## Public land as an equity contribution toward a joint venture

The public sector "invests" the value of its land assets and the private sector partner invests cash. This approach allows a city to invest in improvements without tapping other (more costly) sources of funding.

This approach has a minimal negative fiscal impact; that is, it does not require a municipality to reallocate a portion of existing operating revenues.

## Public land as an "in kind" payment in return for construction of public infrastructure

This financing approach is viable if a municipality owns a parcel of land that has market value greater than the estimated cost of infrastructure required.

Cities may want to consider this approach because it can be more cost effective for a single entity—the private developer—to coordinate construction.

Public sector-led construction projects require that contract bidding processes comply with public procurement regulations. Among these considerations are:

- Longer procurement
- Longer implementation time frames
- Higher costs

See **Annexure E – Private investment Incentives** for greater detail on the World Bank private financing incentives.



# COMMERCIALISATION PROPOSALS

***“Commercialisation is the process of bringing new products or services to market. The broader act of commercialisation entails production, distribution, marketing, sales, customer support, and other key functions critical to achieving the commercial success of the new product or service.***

***Typically, commercialisation occurs after a small business has grown and scaled its operations and reach levels that allow it to successfully reach a larger market.”***

**(Investopedia, 2020)**

The Meyerton CBD has the potential to be an incubator for the next entrepreneur or SMME to introduce innovative development proposals. For this to happen, an enabling environment is required.

Commercialisation is led by the private sector and investors, in which they contribute towards the 'five capitals' concept and can be at the forefront of bringing new products and services to the market, namely that of the Meyerton CBD and Sicelo.

Although the five capitals can, to an extent, be controlled various external factors such as the supporting infrastructure and market conditions need to be favourable to attain positive growth.

The five capitals include:

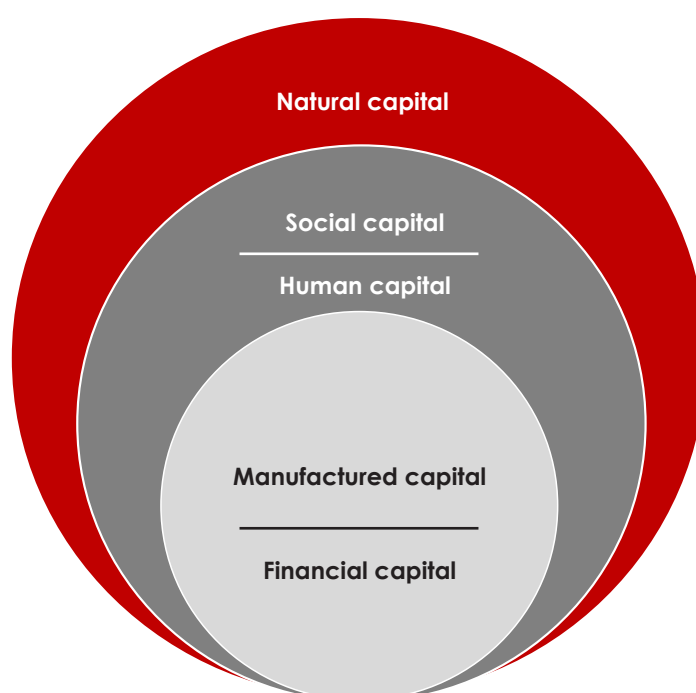
- Private and public investment (financial capital)
- Supporting industries, processing, and manufacturing capabilities (manufacturing capital)

- Skilled, semi-skilled and unskilled labour (human capital)
- Entities that develop, support, improve and maintain the financial, manufactured, and human capital (social capital)
- Holistically, the natural capital that supports all the above, and additional renewable and non-renewable resources (such as land)

The five capitals are required by both the private and public sectors to achieve overall success.

There are interrelationships and connecting points between the sectors and how they use the capital, but the maximisation of the available capital leads to commercialisation opportunities.

**TABLE 2 below** describes the commercialisation inputs, the type of capital required and the overall purpose.



**Figure 3: The Five Capitals - a framework for sustainability**

**TABLE 2: COMMERCIALISATION INPUTS AND PURPOSE**

| Commercialisation inputs                                                      | Type of capital                                    | Purpose                                                                   |
|-------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------|
| Natural resources (Raw material, land, renewable and non-renewable resources) | Natural capital                                    | Resources to produce goods/services                                       |
| Direct capital investment                                                     | Financial capital                                  | Financial injections to fund projects/ start-ups                          |
| Labour                                                                        | Human capital                                      | Entrepreneurship and workforce                                            |
| Community                                                                     | Social capital                                     | The individuals who live and work in the market (Meyerton CBD and Sicelo) |
| Maintenance                                                                   | Social capital                                     | Create an enabling environment                                            |
| Policy/management                                                             | Manufactured capital                               |                                                                           |
| Infrastructure                                                                | Security (fences, cameras, surveillance equipment) |                                                                           |

The biggest impact which the public sector can make, apart from the provision of financial capital for project funding, is to create an enabling environment through continued maintenance, reliable bulk infrastructure and policies, frameworks and plans that provide clarity and strategic direction.

This, in turn provides stability for investors and the private sector to lead the commercialisation of the area. The commercialisation inputs are dependent on certain sectors (public or private), the local residents, businesses, and communities to provide them with the necessary capital.

**TABLE 3: COMMERCIALISATION DEPENDANCE**

| Commercialisation inputs                                                      | Dependant on                                                                                             |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Natural resources (Raw material, land, renewable and non-renewable resources) | Private and public sectors                                                                               |
| Direct capital investment                                                     | Entrepreneurs, existing and future businesses, and the public sector (to create an enabling environment) |
| Labour                                                                        | The residents and community in and surrounding Meyerton CBD and Sicelo                                   |
| Community                                                                     |                                                                                                          |
| Maintenance                                                                   | Public sector                                                                                            |
| Policy/management                                                             |                                                                                                          |
| Infrastructure                                                                |                                                                                                          |

Although each of the role-players (dependants) within the area need to maximise their available capital to set commercialisation opportunities into motion – the chance of success is still influenced by the external market and the laws of supply and demand. A weakened global and local economy, low demand and underutilised capital could negatively affect the growth in the area and limit opportunities.

The municipality can maximise its available capital and enable commercialisation through:

- Investigating and leveraging off the land audit to identify available natural capital and then using the identified financial incentives. (e.g.: land swaps)
- Training and education programmes in combination with the Small Enterprise Development Agency (Seda) and Productivity SA to maximise human capital.

- Continued social capital support through effective municipal leadership.
- Maximising the available manufactured capital through timely maintenance led by the municipality.
- Utilising this document as a tool to receive funding (financial capital) from National Treasury that will allow the categorised projects (category 2 – construction/installation of movement systems and category 3 – development of public spaces and supporting features) to be implemented.

Moreover, the commercialisation of Meyerton CBD and Sicelo needs to occur intuitively and from a grass roots level, supported by the community.

Thus, the stakeholder engagement process will inform and direct the quality of the outcomes).

## Stakeholder engagement as an informant

Because of the impact of Covid-19 the public engagement required innovative data gathering, communication and participation techniques to be utilised.

The public engagement that was developed has the potential to be used post the pandemic period as an electronic data gathering method as an alternative to traditional methods commonly used before.

A website was launched in September 2020 and was live for thirty days, closing in October 2020.

A Google Forms questionnaire had a total of seven sections.

The information provided in two sections will remain confidential in this report, as it contains the names and contact details of individuals.

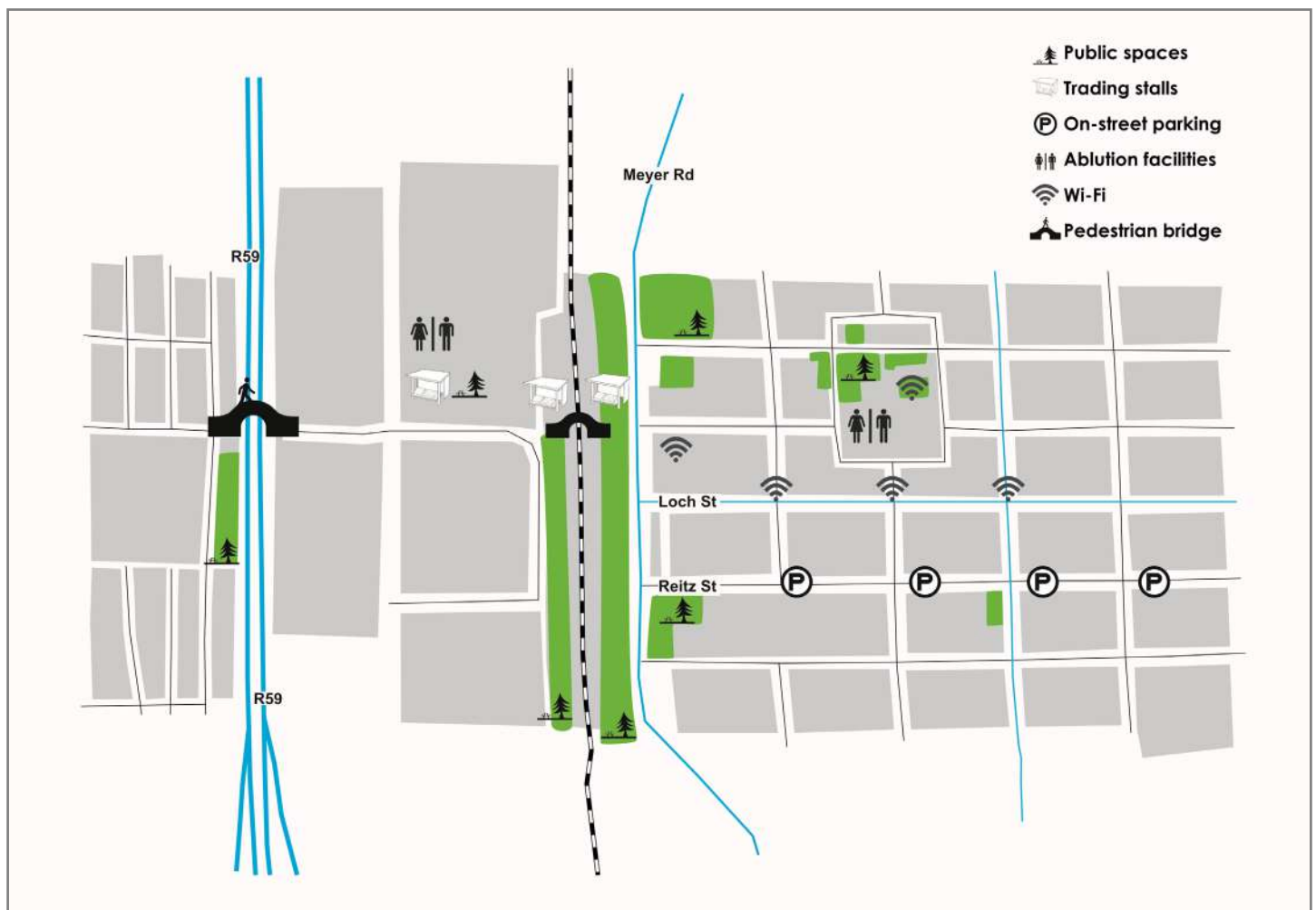
A total of 36 respondents answered the online questionnaire, where 13 questions relevant to the UDF and implementation programme were asked, and the responses (see: **Annexure C: Response to questions**) informed proposals in this document

The stakeholder engagement provided valuable input from questions six to thirteen with regards to potential commercialisation opportunities from the community.

The priority projects that were identified include:

- Informal trading stalls
- On-street parking
- Construction of ablution facilities
- Wi-Fi at public transportation stops, and
- Building the pedestrian bridge.

The following is illustrated in the schematic priority map below:



**Figure 4: Meyerton conceptual map**

Apart from the UDF projects, a clinic, public transport, informal trading stalls and housing are high priorities for the public sector to implement.

All of these projects (UDF and public sector) promote an enabling environment, in turn increasing the potential for commercialisation of Meyerton CBD and Sicelo.

The most desired community-driven project – by an overwhelming majority – was the improvement of public spaces in relation to trees, grass, playground equipment and seating areas.

When asked about events and activities in public spaces, 56% of the respondents wanted both council and community groups to arrange these events. The suggestions for the events included:

- Festivals, fairs, 'Makiti' type of events and markets (providing a platform for emerging entrepreneurs and local economic development).
- Increase nightlife facilities (increasing the available trading hours).
- Family-orientated food drives and fund raising for the less fortunate.
- Social development awareness campaigns, education, and skills development and information on job opportunities.

The consolidated responses all point towards the commercialisation of the area and have huge potential for compounded economic growth and spill over impacts.

A critical data point gathered during the stakeholder engagement was that 55% of the respondents (either as a business owner or resident) were willing to contribute to maintaining the public spaces for such events.

Additional projects were also identified. Indicated next, are the responses for each of the proposals provided by the respondents:

- Develop an entrepreneurial culture among Midvaal residents.

**Response:** Seda and Productivity SA should be utilised to provide training and skills development.

- Digital hub innovation centre for youth.

**Response:** The economic recovery plan interventions and the UDF project to install Wi-Fi are initial catalysts.

- Assist small business

**Response:** An awareness campaign for Seda and Productivity SA in Midvaal can be utilised to assist small businesses.

- Extend the taxi rank to the Spoornet side with more informal trading stalls.

**Response:** The informal trading plan and the UDF project to develop informal trading stalls will improve the ability of locals to trade.

- Convert poorly maintained traffic islands into additional parking.

**Response:** The UDF on-street parking design project will provide a base to create more parking, enabling more consumers to use the retail, commercial and business spaces in the Meyerton CBD.

- Allow Saturday market on open space in Junius Street between Reitz and Loch streets.

**Response:** Markets, fairs, festivals and 'makiti' events will promote up-and-coming entrepreneurs and attract economic activity to the CBD.

- Urgently build public toilets – the only public toilets are at the taxi rank and Galloway side of Shoprite; something is needed near Spar and the banks.

**Response:** Increased public services will maximise the user-friendliness of the CBD, providing an enabling environment and promoting commercialisation.



Midvaal Municipal office erf



Public transportation - railway and minibus taxi's



Street-view of Midvaal offices and green open public space

# Establishing a City Improvement District (CID)

## Background

Meyerton constitutes the highest order town in the Midvaal Local Municipality, Sedibeng District.

The primary urban conglomerate in the Midvaal local municipality is centred in Meyerton. Moreover, Meyerton has become the administrative centre for the Midvaal Local Municipality.

Major development projects were initiated in Meyerton, including the development of the R59 that cuts through the Meyerton CBD to the Johannesburg CBD. Meyerton is comprised largely of business and residential land uses.

The CBD acts as the service centre for the surrounding smaller settlements and agricultural holdings in Meyerton.

Additional challenges of urban management and community safety, and security are identified as priorities in the CBD. Soft interventions in the form of participatory management are of critical importance to the regeneration and commercialisation of the Meyerton CBD.

The objective is to regenerate the precinct in a sustainable manner. Moreover, the concept of the CID and its relevance for Meyerton is comprehensively addressed.

**Midvaal branding in Loch Street**



## City Improvement District (CID)

It is proposed that a City Improvement District is established for the Meyerton CBD as part of comprehensive interventions to establish a functional and a prosperous precinct.

The CID is a strategic soft intervention that will facilitate sustainable growth. The concept of City Improvement Districts originated in Canada and the USA in the mid-1960s. Initially, it was an attempt to combat “crime and grime” in the city centres.

The combating of crime in the city centres was strengthened through the involvement and financial contributions of local businesses and institutions in a specific area (Houstoun, 1997).

There are currently thousands of very successful CIDs in the world.

In South Africa, the concept was introduced in the early 1990s. The first CIDs in South Africa were developed for the CBD areas and precincts of both the city of Johannesburg and of Tshwane.

Today, there are various CIDs in many major centres across the country. The most successful CIDs are found in the Tshwane Metro, Johannesburg Metro, and the Cape Town Metro. CIDs are branded differently – some are referred to as “partnerships” such as the Cape Town Partnership and others carry the precinct name, such as the Hatfield CID.

The first legislation on City Improvement Districts was promulgated for Gauteng in 1981.

The aim of the Gauteng City Improvement District Act, 1997 is; "[t]o provide procedures for the formation and independent management of city improvement districts, to

fund the provision of services in addition to those which a municipality ordinarily provides in order to facilitate investment in the city improvement district; to halt further degeneration of cities; and to promote economic growth and sustainable development within cities."

## The urban challenge

The urban condition in the South African cities is largely characterised by infrastructure and housing backlogs, lack of economic performance, urban sprawl, and urban decay (CoGTA, 2014). Watson (2009) argues that the current urban challenges are by-products of urban planning systems which are detrimental to many contexts. It is a common phenomenon in major centres in South Africa that city centres are deteriorating at a rapid pace.

Businesses are migrating from city centres to "prominent" edge cities where it is presumably 'safer and nicer' to do business. The emigration of business contributes to urban blight and insecurity in city centres. Consequently, illegal land uses, crime and poverty become an integral element of those city centres (Peyroux, 2008). (Watson, 2009).

The most common threat to areas is crime and grime. It is accepted that most local municipalities and institutions are not capable and capacitated to address these challenges effectively. An overview study on CIDs revealed that their establishment are primarily to address security and maintenance in city centres (Heimann & Oranje, 2008) rather than to expect of property owners to constantly improve their own security.

The existing body of knowledge indicate that it is far better to define a precinct and to deal with these problems on a precinct level. However, workers, visitors and customers experience the surrounds of the precinct and, when using the area outside of the safe buildings, the problems of crime and urban decay persist.

## CID structure for Meyerton

A specific area is demarcated by a figure ABCD. This will be referred to as the CID area. Moreover, an assessment is done in conjunction with all role players in the CID area.

This assessment will indicate what needs to be improved to address concerns about crime and grime. Security and cleaning personnel will be identified to make the area safer and cleaner, maintain landscaping and public infrastructure and provide general support to the municipality.

After this assessment is completed a cost estimate of the provision of these services is done. Taking into account the potential financial constraints in the starting phase, such services can be prioritized and phased in over time, depending on contributions and performance.

Once this is done, an assessment is made of all the institutions and businesses in the area.

The cost of providing the services are divided proportionally between these businesses and institutions. A large business such as a bank would pay proportionally more than a small office building.

Each business and institution would then make a monthly contribution or levy to the CID. These funds may only be used for the purpose of the CID.

In initial stages, the CID funds are mostly managed by volunteers. However, the most desirable option is to appoint a CID manager and support staff to be compensated from the CID monthly funds.

To legitimise the CID, a non-profit company is established with a board of directors (elected from the CID partners). The board of directors will manage and oversee the spending of funds and performance of the CID.

The CID management committee will also have a representative from the Midvaal local municipal office to ensure coordination. Once the CID is established, the local council must continue to provide its services for maintenance.

It should be noted that the the CID is established to provide a top-up service to hard interventions and not attempt to replace the base services that the municipality already undertakes. (Fraser, 2003).

## Creating a liveable Meyerton CBD

Although many CIDs in the world were intended to off the impact of crime and grime they often evolve, over the years into major business-driven organisations that focus on aspects such as marketing the precinct to attract investors and customers. Additionally, these organisations deal with social issues such as homelessness, creating attractive spaces, landscaping, and beautification. Buzz and vibrancy are also encouraged through facilitating festivals and events in the precincts. There are various examples where CIDs have become profitable companies through innovative business events and investments.

Moreover, the CID can aid in the branding and marketing of Meyerton and contribute to the existing branding that Midvaal local Municipality has already established.

## How do you establish a CID?

Establishing a city improvement district requires a specific methodological process. This is approached in the following fashion:

- Establish a voluntary interim steering committee between business owners and the municipality.
- Identify a preliminary CID area.
- Identify all stakeholders in the area.
- Schedule a meeting or workshop and explain the concept of CIDs and their benefits.
- Obtain majority support.
- Involve the local authority from the beginning.

A question might arise as to what is in it for the CID partners and what do they get for their money? In many cases, business can scale down on security in buildings or on their site as the larger area is protected. These businesses and institutions will operate in a safer and a more attractive environment.

Business and customers want to be in such environments, and successful CIDs lead to more investments and better markets for small businesses. Research has shown that businesses prefer to locate in CID areas and customers, and visitors prefer to go to CID areas to live and shop. Additionally, property values of businesses in CID areas will increase and will be much higher than properties outside the CID areas.

- Once this is done, the technical, legal, and planning process can begin with:
  1. The contractual arrangements and costs
  2. Setting up the CID Precinct
  3. Finalising the CID Precinct
  4. Setting up the office
  5. Creating a business plan
  6. Action plan
  7. Implementation

**TABLE 4: CID PROJECT PLAN**

| Phase                                  | 2021/2022 |    |    |    | 2022/2023 |    |    |    | 2023/2024 |    |    |    |
|----------------------------------------|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|
|                                        | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |
| The contractual arrangements and costs |           |    |    |    |           |    |    |    |           |    |    |    |
| Setting up the CID Precinct            |           |    |    |    |           |    |    |    |           |    |    |    |
| Finalising the CID Precinct            |           |    |    |    |           |    |    |    |           |    |    |    |
| Setting up the office                  |           |    |    |    |           |    |    |    |           |    |    |    |
| Creating a business plan               |           |    |    |    |           |    |    |    |           |    |    |    |
| Action plan                            |           |    |    |    |           |    |    |    |           |    |    |    |
| Implementation (CID establishment*)    |           |    |    |    |           |    |    |    |           |    |    |    |

\*Operational and day to day management will need to take place following from this CID establishment.

## Will a CID work in Meyerton?

Throughout the world local governments are experiencing increasing pressure to provide maintenance services and improvement to urban areas. This has resulted in a growing partnership arrangement in which the private and public sector as well as communities jointly take on these tasks (Hooper-Box, 2003).

City Improvement Districts have become a general feature in urban South Africa, but still very little is known about them. Their engagement and support from local authorities has become an integral of urban regeneration policies (Peyroux, 2008).

The Meyerton UDF has noted the challenges of urban decay and economic deterioration in the CBD.

The CBD has a declining economic character, with more business investments (re)directed to larger activity nodes in the broader Sedibeng District (Midvaal, 2019).

More innovative solutions have to be engaged to bolster economic development. Private capital is enticed by spatial convenience to do business. Safety and maintenance in public spaces are at the forefront of conducting business.

The municipality must play a key role in leading the establishment of a CID until it can function as a sole entity which can, in turn start to support the municipality.

When considering the modern business cycle, it is not obvious that depressed local economies will eventually experience a boom. Fiscal policy interventions to stimulate demand in the local economy are simply inadequate when the right developmental attitude is not embraced by the stakeholders at large (Small, 2015).

CID's, just like any other socio-economic improvement tool, are relevant to any type of precincts provided there is sufficient buy in and participation.

## Cost to establish a CID

The establishment of a City Improvement District requires business and community buy in, local municipality support and the appropriate programme and funding mechanisms to get it started.

Where there is room for improvement, CIDs can be established.

The budget constrains in the public sector and the recent further erosion of the revenue base caused by the Covid-19 pandemic has negatively affected the delivery of urban services such as water, electricity, waste disposal, and road maintenance.

These services are among the primary responsibilities of local authorities. Backlogs in hard service delivery have a snowball effect in suffocating other primary services such as health, safety, and policing in communities.

The following high-level costing is proposed and should be refined during a pre-feasibility study and during the relevant buy in from the role-players (phase 1).

**TABLE 5: CID PROJECT PLAN**

| Phase                                                                                                 | 2021/2022  |    |    |    | 2022/2023                    |    |    |    | 2023/2024 |    |    |    |
|-------------------------------------------------------------------------------------------------------|------------|----|----|----|------------------------------|----|----|----|-----------|----|----|----|
|                                                                                                       | Q1         | Q2 | Q3 | Q4 | Q1                           | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |
| The contractual arrangements and costs                                                                | R1 000 000 |    |    |    |                              |    |    |    |           |    |    |    |
| Setting up the CID Precinct                                                                           |            |    |    |    | n/a – aligned with UDF       |    |    |    |           |    |    |    |
| Finalising the CID Precinct                                                                           |            |    |    |    | n/a – aligned with UDF       |    |    |    |           |    |    |    |
| Setting up the office                                                                                 |            |    |    |    | R15 000 p/m operational cost |    |    |    |           |    |    |    |
| Creating a business plan                                                                              |            |    |    |    | R500 000                     |    |    |    |           |    |    |    |
| Action plan                                                                                           |            |    |    |    |                              |    |    |    | R125 000  |    |    |    |
| Implementation (CID establishment*)                                                                   |            |    |    |    |                              |    |    |    | R125 000  |    |    |    |
| *Operational and day to day management will need to take place following from this CID establishment. |            |    |    |    |                              |    |    |    |           |    |    |    |

# IMPLEMENTATION PROGRAMME

## Departure point - The UDF Chapter 6: Implementation programme

The Urban Design Framework for the Midvaal CBD sets out projects, categorised into:

- Land use
- Public environment and road network
- Engineering infrastructure

These projects have details pertaining to:

- Who is responsible?

- The timeframe (short, medium, and long term)
- An approximate cost (funding not secured)
- The reference to the map (geographical positioning)

All of the projects will need to be publicly funded (little to no opportunity exists to use low/no cost private financing incentives due to the nature of the projects).

## Phasing and expansion of the projects

The categorised implementation programme is also available in Excel format (refer to **Addendum 2** for Gantt charts of the three categories of projects and data as described below for each of the UDF projects).

The implementation plan set out in the UDF is expanded in the following ways:

**TABLE 6: EXPANSION ON EXISTING UDF IMPLEMENTATION PROGRAMME**

| Existing details   | Table link          | Proposal                                                                                                                                                                                                                                                          |
|--------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Who is responsible | General information | Provide contact details, individual names, and their role/designation. See <b>Addendum 2</b> .                                                                                                                                                                    |
| Timeframe          | Phasing             | The timeframe will be expanded upon from short, medium, or long term to a phasing and detailed Gantt chart linked to high-level costing. The phasing will be broken down into monthly or quarterly milestones. See <b>Addendum 2</b> .                            |
| Costing            | Phasing             | The costing will be rounded figures and high level but linked to specific timeframes in the phasing component. See <b>Addendum 2</b> .                                                                                                                            |
| Map reference      | Basic land audit    | The map reference is critical, providing a geo-spatial location of the intended project. This includes a map, imagery of locality; site; cadastre; street view and potentially future renderings of the proposed development (if applicable). <b>Addendum 2</b> . |

The following phases were used, in accordance with the toolkit and templates of the National Treasury -- (it may be adapted – depending on the type of project and the type of funding).

1. Inception
2. Concept viability
3. Design development
4. Tender document (not applicable for private development)

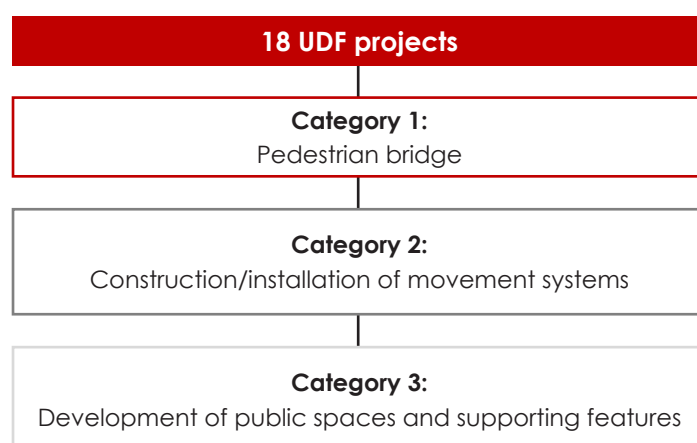
5. Procurement (not applicable for private development)
6. Construction
7. Closeout

This implementation programme includes high-level estimated costing, linked to monthly or quarterly timeframes.

## Consolidated implementation programme

The projects identified require funding from National Treasury, and to streamline the financing application, various projects can run concurrently over the financial years (2021 to 2023). The projects were grouped into the following categories (**Figure 5: UDF project categories**) :

- Category 1 - Pedestrian bridge (see: **TABLE 8: CATEGORY 1 - PEDESTRIAN BRIDGE**)
- Category 2 - Construction/installation of movement systems (see: **TABLE 9: CATEGORY 2- CONSTRUCTION/ INSTALLATION OF MOVEMENT SYSTEMS**)
- Category 3 – Development of public spaces and supporting features (see: **TABLE 10: CATEGORY 3 - DEVELOPMENT OF PUBLIC SPACES AND SUPPORTING FEATURES**)

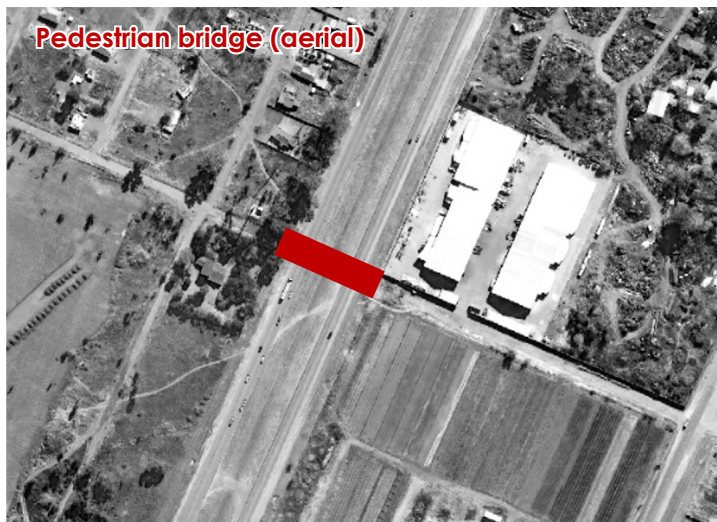


**Figure 5: UDF project categories**

## Project status of Category 1 – Pedestrian bridge

Since 2018, Midvaal has requested progress updates from the Gauteng Department of Roads and Transport with regards to the R59 pedestrian bridge.

Inquiries were made in August 2019, January 2020, and August 2020. On 1 August 2020, an update was provided that the evaluation process was in its final stages and was awaiting the signature of the Head of the Department.



Vulekamali online budget data has not yet published the cost of the bridge. However, the professional fees for the 2019/2020 financial year totalled R 875 000.00. The project has been significantly delayed.

It was estimated that the finalisation of the contract will be achieved by mid-December 2020 and the proposed duration of the project is 12 months.

On 27 November 2020, feedback was received by Cadre from the Gauteng Department of Roads and Transport. The Department notified Cadre that the contract for the construction of the bridge was awarded to GIBB.

The Department intends to formally introduce the PSP to Midvaal local authorities once the contracting has been finalised. This is projected to be engaged early in 2021. Formally adopted timeframes and costings of the project will be presented to the authorities accordingly.

**TABLE 7: CATEGORISATION OF PROJECTS**

| Category | 1 | Pedestrian bridge                                    |                                                                                                                             |                          |                               |                    |                   |                   |
|----------|---|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------|--------------------|-------------------|-------------------|
|          | 2 | Construction/installation of movement systems        |                                                                                                                             |                          |                               |                    |                   |                   |
|          | 3 | Development of public spaces and supporting features |                                                                                                                             |                          |                               |                    |                   |                   |
| CP3 ID   | # | Map                                                  | Project name                                                                                                                | Unit                     | Department                    | Budget: 2021/2022  | Budget: 2022/2023 | Budget: 2023/2024 |
| 10645    | 1 | 1                                                    | Construct ablution facilities, seating area and public soft/hard spaces close to formalised informal trading activity (UDF) | Development and Planning | Development and Planning Dept | R0                 | R3 500 000        | R0                |
| 10655    | 2 | 16                                                   | Construct bike rack facility in Diens Avenue North across municipal offices and Spar, Pick n Pay and Shoprite (UDF)         | Development and Planning | Development and Planning Dept | R500 000           | R0                | R0                |
| 10648    | 3 | 8                                                    | Construct parklet areas within CBD – along Loche Street between Meyer and Galloway Street (UDF)                             | Engineering Services     | Roads and Stormwater          | R0                 | R400 000          | R0                |
| 10647    | 4 | 6                                                    | Construct pedestrian bridge over R 59 to link Sicelo and Meyerton CBD (UDF)                                                 | Engineering Services     | Roads and Stormwater          | Funded by Gautrans |                   |                   |
| 10646    | 5 | 5                                                    | Construct pedestrian link and paved (asphalt) road from Sicelo to Meyerton CBD along Station Road (UDF)                     | Engineering Services     | Roads and Stormwater          | R6 000 000         | R0                | R0                |
| 10650    | 6 | 10                                                   | Construct pedestrian pavement along Diens Avenue North (service Road) – from Meyer Street to municipal offices (UDF)        | Engineering Services     | Roads and Stormwater          | R3 000 000         | R0                | R0                |
| 10653    | 7 | 13                                                   | Construct traffic circle and public art feature at the intersection of Holiday and Loch Street (UDF)                        | Engineering Services     | Roads and Stormwater          | R0                 | R1 500 000        | R0                |

**TABLE 7: CATEGORISATION OF PROJECTS**

| CP3 ID        | #  | Map                                                  | Project name                                                                                                               | Unit                     | Department                    | Budget: 2021/2022 | Budget: 2022/2023  | Budget: 2023/2024 |
|---------------|----|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------|-------------------|--------------------|-------------------|
| 10660         | 8  | 18                                                   | Detail design and implementation of on-street parking along Reitz Street between Meyer Street and Pierneef Boulevard (UDF) | Engineering Services     | Roads and Stormwater          | R500 000          | R0                 | R0                |
| 10644         | 9  | 1                                                    | Develop public open space on the western side of the municipal offices (UDF)                                               | Development and Planning | Development and Planning Dept | R1 000 000        | R0                 | R0                |
| 10652         | 10 | 12                                                   | Develop public open spaces on western and eastern side of Meyer Station (UDF)                                              | Development and Planning | Development and Planning Dept | R0                | R1 000 000         | R0                |
| 10507         | 11 | 3                                                    | Informal trading stalls - Meyerton CBD (UDF)                                                                               | Development and Planning | Development and Planning Dept | R1 500 000        | R0                 | R0                |
| 10658         | 12 | n/a                                                  | Install traffic circles at the following intersection: Galloway and Shippard (UDF)                                         | Engineering Services     | Roads and Stormwater          | R0                | R1 500 000         | R0                |
| 10659         | 13 | n/a                                                  | Install traffic circles at the following intersection: Loch and Holiday (UDF)                                              | Engineering Services     | Roads and Stormwater          | R0                | R0                 | R0                |
| 10657         | 14 | n/a                                                  | Install traffic circles at the following intersection: Meyer and Shippard (UDF)                                            | Engineering Services     | Roads and Stormwater          | R0                | R0                 | R1 500 000        |
| 10656         | 15 | 17                                                   | Install Traffic Light at Loch and Pierneef Boulevard (UDF)                                                                 | Engineering Services     | Electricity Network           | R0                | R0                 | R0                |
| 10649         | 16 | 9                                                    | Install Wi-Fi network at public transport facilities (Meyer Station and Taxi Rank) (UDF)                                   | Development and Planning | Development and Planning Dept | R1 500 000        | R0                 | R0                |
| 10654         | 17 | 15                                                   | Provide pedestrian-oriented (human scale) street lighting primarily along Station Road towards Sicelo (UDF)                | Engineering Services     | Electricity Network           | R0                | R0                 | R2 000 000        |
| 10651         | 18 | 11                                                   | Upgrade Diens Avenue North (service Road) – from Meyer Street to municipal offices (UDF)                                   | Engineering Services     | Roads and Stormwater          | R6 000 000        | R0                 | R0                |
| <b>TOTALS</b> |    |                                                      |                                                                                                                            |                          |                               |                   |                    |                   |
| Category      | 1  | Pedestrian bridge                                    |                                                                                                                            |                          |                               |                   | Funded by Gautrans |                   |
|               | 2  | Construction/installation of movement systems        |                                                                                                                            |                          |                               |                   | R22 100 000        |                   |
|               | 3  | Development of public spaces and supporting features |                                                                                                                            |                          |                               |                   | R9 000 000         |                   |

**TABLE 8: CATEGORY 1 - PEDESTRIAN BRIDGE**

| Category                   | Tasks                                       | Dates                      | Months            |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|----------------------------|---------------------------------------------|----------------------------|-------------------|--|--|--|--|---|---|---|---|---|---|---|---|---|----|----|----|
|                            | (Conceptual)                                |                            | Concluded in 2020 |  |  |  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Inception                  | Stakeholder identification                  | Concluded in 2020          |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Expected phase cost:       | Inception draft                             |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| funded by Gautrans         | Purpose                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 2 months  | Perceived outcomes                          |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Concept viability          | Vision                                      |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| expected phase cost:       | Concept integration                         |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| funded by Gautrans         | Assumptions                                 |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 4 months  | Risk and scenario planning                  |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Design development         | Objectives                                  |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| expected phase cost:       | Outputs                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| funded by Gautrans         | Timeframe and urgency                       |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 4 months  | Inflation, price controls, economic outlook |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Tender document            | Required experience and team                |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| expected phase cost:       | Scope of work                               |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|                            | Budget                                      |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 2 months  | Quality assurance and company experience    |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Procurement                | Integration of bids                         |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| expected phase cost:       | Functionality                               |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|                            | BEE and price calculations                  |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 2 months  | Appointment of winning service provider     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Shovel ready               |                                             |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Construction               | Initiation and plans                        | 2021/04/01<br>- 2022/03/01 |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| expected phase cost:       | QS                                          |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| funded by Gautrans         | Phase 1                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 18 months | Phase 2                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|                            | Phase 3                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|                            | Phase 4                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|                            | Phase 5                                     |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
|                            | Finishes and safety checks                  |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Closeout                   | Future recommendations and lessons learnt   | 2022/03/01<br>- 2022/04/01 |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| expected phase cost:       | Management                                  |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Funded by Gautrans         | Maintenance and service plan                |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| total timeframe: 2 months  | Outcomes met?                               |                            |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Total timeframe            |                                             | 12 Months                  |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |
| Total budget               |                                             | Funded by Gautrans         |                   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |

**TABLE 9: CATEGORY 2- CONSTRUCTION/INSTALLATION OF MOVEMENT SYSTEMS**

| Category                                                                                                             |                      | Phasing            | Months |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|----------------------------------------------------------------------------------------------------------------------|----------------------|--------------------|--------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
|                                                                                                                      |                      |                    | 1      | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| Construct Parklet areas within CBD – along Loche Street between Meyer and Galloway Street (UDF)                      |                      |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                               | 10648                | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                            | 3                    | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                        | 8                    | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                 | Engineering Services | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                           | R400 000             | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                                      | 16 months            | shovel ready       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                                           | 2021/06/01           | Construction       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                             | 2022/12/31           | Closeout           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Construct pedestrian link and paved (asphalt) road from Sicelo to Meyerton CBD along Station Road (UDF)              |                      |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                               | 10646                | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                            | 5                    | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                        | 5                    | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                 | Engineering Services | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                           | R6 000 000           | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                                      | 24 months            | shovel ready       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                                           | 2021/06/01           | Construction       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                             | 2023/06/31           | Closeout           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Construct Pedestrian pavement along Diens Avenue North (service Road) – from Meyer Street to municipal offices (UDF) |                      |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                               | 10650                | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                            | 6                    | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                        | 10                   | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                 | Engineering Services | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                           | R3 000 000           | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                                      | 16 months            | shovel ready       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                                           | 2021/06/01           | Construction       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                             | 2022/12/31           | Closeout           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Construct traffic circle and public art feature at the intersection of Holiday and Loch Streets (UDF)                |                      |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                               | 10653; 10659         | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                            | 7; 13                | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                        | 13                   | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                 | Engineering Services | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                           | R1 500 000           | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**TABLE 9: CATEGORY 2- CONSTRUCTION/INSTALLATION OF MOVEMENT SYSTEMS**

| Category                                                                                                |                      | Phasing             | Months       |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|---------------------------------------------------------------------------------------------------------|----------------------|---------------------|--------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
|                                                                                                         |                      |                     | 1            | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| Total timeframe                                                                                         | 16 months            |                     | shovel ready |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                              | 2021/06/01           | Construction        |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                | 2022/12/31           | Closeout            |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Detail Design of on-street parking along Reitz Street between Meyer Street and Pierneef Boulevard (UDF) |                      |                     |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                  | 10660                | Inception           |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                               | 8                    | Concept viability   |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                           | 18                   | Design development  |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                    | Engineering Services | Tender document     |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                              | R400 000             | Procurement         |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                         | 10 months            |                     | shovel ready |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                              | 2021/06/01           | Construction/design |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                | 2022/04/31           | Closeout            |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Install traffic circles at the following intersection: Galloway and Shippard (UDF)                      |                      |                     |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                  | 10658                | Inception           |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                               | 12                   | Concept viability   |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                           | n/a                  | Design development  |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                    | Engineering Services | Tender document     |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                              | R1 500 000           | Procurement         |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                         | 16 months            |                     | shovel ready |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                              | 2021/06/01           | Construction        |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                | 2022/12/31           | Closeout            |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Please see project 7 as a representation of project 13 (combined)                                       |                      |                     |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Install traffic circles at the following intersection: Meyer and Shippard (UDF)                         |                      |                     |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                  | 10657                | Inception           |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                               | 14                   | Concept viability   |              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**TABLE 9: CATEGORY 2- CONSTRUCTION/INSTALLATION OF MOVEMENT SYSTEMS**

| Category                                                                                                    |                      | Phasing             | Months |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
|-------------------------------------------------------------------------------------------------------------|----------------------|---------------------|--------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|
|                                                                                                             |                      |                     | 1      | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |  |
| Map reference                                                                                               | n/a                  | Design development  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Unit                                                                                                        | Engineering Services | Tender document     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total cost                                                                                                  | R1 500 000           | Procurement         |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total timeframe                                                                                             | 16 months            | shovel ready        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Start date                                                                                                  | 2022/08/01           | Construction        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| End date                                                                                                    | 2023/12/31           | Closeout            |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Install traffic light at Loch and Pieneef Boulevard (UDF)                                                   |                      |                     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Cp3 ID                                                                                                      | 10656                | Inception           | TBD    |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Project #                                                                                                   | 15                   | Concept viability   |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Map reference                                                                                               | 17                   | Design development  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Unit                                                                                                        | Engineering Services | Tender document     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total cost                                                                                                  | R0                   | Procurement         |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total timeframe                                                                                             | 0                    | shovel ready        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Start date                                                                                                  | tbd                  | Construction        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| End date                                                                                                    | tbd                  | Closeout            |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Provide pedestrian-oriented (human scale) street lighting primarily along Station Road towards Sicelo (UDF) |                      |                     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Cp3 ID                                                                                                      | 10654                | Inception           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Project #                                                                                                   | 17                   | Concept viability   |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Map reference                                                                                               | 15                   | Design development  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Unit                                                                                                        | Engineering Services | Tender document     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total cost                                                                                                  | R2 000 000           | Procurement         |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total timeframe                                                                                             | 16 months            | shovel ready        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Start date                                                                                                  | 2022/08/01           | Construction        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| End date                                                                                                    | 2023/04/31           | Closeout            |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Upgrade Diens Avenue North (service Road) – from Meyer Street to municipal offices (UDF)                    |                      |                     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Cp3 ID                                                                                                      | 10651                | Inception           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Project #                                                                                                   | 18                   | Concept viability   |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Map reference                                                                                               | 11                   | Design development  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Unit                                                                                                        | Engineering Services | Tender document     |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total cost                                                                                                  | R6 000 000           | Procurement         |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total timeframe                                                                                             | 24 months            | shovel ready        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Start date                                                                                                  | 2021/06/01           | Construction        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| End date                                                                                                    | 2023/06/31           | Closeout            |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total time                                                                                                  |                      | 24 months (2 years) |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total budget                                                                                                |                      | R22 100 000         |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |

**TABLE 10: CATEGORY 3 - DEVELOPMENT OF PUBLIC SPACES AND SUPPORTING FEATURES**

| Category                                                                                                                    |                          | Phasing            | Months |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------|--------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
|                                                                                                                             |                          |                    | 1      | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| Construct ablution facilities, seating area and public soft/hard spaces close to formalised informal trading activity (UDF) |                          |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                                      | 10645                    | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                                   | 1                        | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                               | 1                        | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                        | Development and Planning | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                                  | R3 500 000               | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                                             | 16 months                | shovel ready       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                                                  | 2021/12/01               | Construction       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                                    | 2023/06/31               | Closeout           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Construct bike rack facility in Diens Avenue North across municipal offices and Spar , Pick n Pay and Shoprite (UDF)        |                          |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                                      | 10655                    | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                                   | 2                        | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                               | 16                       | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                        | Development and Planning | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                                  | R500 000                 | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                                             | 10 months                | shovel ready       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                                                  | 2021/06/01               | Construction       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                                    | 2022/04/31               | Closeout           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Develop public open space on the western side of the municipal offices (UDF)                                                |                          |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                                      | 10644                    | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                                   | 9                        | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                               | 1                        | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                        | Development and Planning | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                                  | R1 000 000               | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                                                             | 10 months                | shovel ready       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                                                                  | 2021/06/01               | Construction       |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                                                    | 2022/04/31               | Closeout           |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Develop public open spaces on western and eastern side of Meyer Station (UDF)                                               |                          |                    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                                                      | 10652                    | Inception          |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                                                   | 10                       | Concept viability  |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                                                               | 12                       | Design development |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                                                        | Development and Planning | Tender document    |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                                                                  | R1 000 000               | Procurement        |        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**TABLE 10: CATEGORY 3 - DEVELOPMENT OF PUBLIC SPACES AND SUPPORTING FEATURES**

| Category                                                                                 |                          | Phasing            | Months              |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|------------------------------------------------------------------------------------------|--------------------------|--------------------|---------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
|                                                                                          |                          |                    | 1                   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| Total timeframe                                                                          | 10 months                |                    | shovel ready        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                               | 2022/06/01               | Construction       |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                 | 2023/04/31               | Closeout           |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Informal trading stalls - Meyerton CBD (UDF)                                             |                          |                    |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                   | 10507                    | Inception          |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                | 11                       | Concept viability  |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                            | 3                        | Design development |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                     | Development and Planning | Tender document    |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                               | R1 500 000               | Procurement        |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                          | 22 months                |                    | shovel ready        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                               | 2021/06/01               | Construction       |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                 | 2023/04/31               | Closeout           |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Install Wi-Fi network at public transport facilities (Meyer Station and taxi rank) (UDF) |                          |                    |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Cp3 ID                                                                                   | 10649                    | Inception          |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Project #                                                                                | 16                       | Concept viability  |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Map reference                                                                            | 9                        | Design development |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Unit                                                                                     | Development and Planning | Tender document    |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total cost                                                                               | R1 500 000               | Procurement        |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total timeframe                                                                          | 10 months                |                    | shovel ready        |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Start date                                                                               | 2021/06/01               | Construction       |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| End date                                                                                 | 2022/04/31               | Closeout           |                     |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total time                                                                               |                          |                    | 24 months (2 years) |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Total budget                                                                             |                          |                    | R9 000 000          |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

In addition to the expansion of the implementation programme in chapter 6 of the UDF, the following additional implementation considerations need to be

considered and incorporated in the following financial years. Please see **Annexure B** for a comprehensive breakdown of the table below.

**TABLE 11: ADDITIONAL IMPLEMENTATION CONSIDERATIONS**

| Recommendations                                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Changes in condition                                                           | Although changes in market and political conditions cannot be fully anticipated, the contracts must contain provisions for such contingencies, including a process to negotiate changes, should they be required. These provisions cannot be so loose or generic as to render the contract meaningless or without “teeth,” but neither can they be so onerous as to prohibit revisiting certain terms, should conditions change.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Mitigating risks                                                               | The private sector will not invest in areas without a substantial public sector commitment. The role of the public sector is to create confidence in an area as an investment location and reduce the level of risk for investors. This can be achieved through various mechanisms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Institutional support                                                          | Institutional support by the municipality and support by the sector departments is an important aspect to include when implementing projects. This can be done through setting up an inter-departmental steering committee where specialised inputs can be provided, and the necessary alignment can be made.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Political leadership and continuity                                            | Political leadership is fundamental to the success of urban regeneration and development. Although this may seem obvious, it is essential to fully appreciate the significance of political leadership if a project is to be properly conceptualised, implemented, and sustained. The longitudinal test of political leadership is whether the vision is sustained through changes in political and economic cycles—and whether it results not in community division, but in greater cohesion.                                                                                                                                                                                                                                                                                                                                                                              |
| Community Participation and stakeholder engagement                             | Continued community participation and stakeholder engagement – constant communication with the community using various information sharing mechanisms (radio, print, websites, etc) is critical to instil trust and illustrate the achievements to date. Ongoing stakeholder engagement is important to ensure consistent feedback and constructive criticism to enhance and improve current and intended projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Project phasing<br>(part of the Gantt of each project – please see Addendum 2) | <p>To ensure the implementation of large-scale projects, they need to be broken down into manageable project components.</p> <p>National Treasury sets out the following phases:</p> <ul style="list-style-type: none"> <li>▪ Inception</li> <li>▪ Concept viability</li> <li>▪ Design development</li> <li>▪ Tender document</li> <li>▪ Procurement</li> <li>▪ Construction</li> <li>▪ Closeout</li> </ul> <p>The hand-over process must account for the complex set of interdependencies between the large-scale investments and construction projects, such as major infrastructure (utilities, transport, park systems, brownfields clean-up), and the micro delivery of commercial and residential projects that need to establish a “sense of place” and completion—even though the ultimate build-out of the project/s will progress over a long period of time.</p> |
| Public and Private sector roles and Interrelationships                         | As urban development is a long-term undertaking entailing significant interaction between the public and private sectors, the form and content of the partnerships are crucial to ensure that goals are achieved. Strong partnerships can help ensure that the public interest is protected. In this context, investors and developers can have greater confidence in the integrity of, and commitment to, the programme over the long term. In structuring the roles and partnerships, it is important to be clear about the basics of what the proposed regeneration programme will require of both parties and how these requirements may change over time.                                                                                                                                                                                                              |

# Land audit

The land audit for the Midvaal UDF CBD consists of 50 blocks and encompasses both the Meyerton CBD and a portion of

Sicelo. (Please see: **Figure 6: Land Audit Locality, with block 1 highlighted**)



**Figure 6: Land Audit Locality, with block 1 highlighted**

The land audit is available in two versions, (1) the larger, data heavy, land audit with all maps and imagery included and (2) the 'lite' version, with a focus on text and numerical data only. The 'lite' version forms part of **Addendum 1** provided on [https://www.dropbox.com/sh/d8yj8z7z4ua3l8k/AACfmRZslo\\_yAz-u\\$fu07bvga?dl=0](https://www.dropbox.com/sh/d8yj8z7z4ua3l8k/AACfmRZslo_yAz-u$fu07bvga?dl=0).

The following text and numerical data are captured in the land audit for each of the properties in the study area<sup>1</sup>:

- Property Information Township
  - Erf number
  - Title Deed Number
  - Size (m<sup>2</sup>)
  - Registered owner
  - Purchase date
  - Purchase price
  - Municipal valuation

- Planning and Architecture
  - Zoning
  - Land Use
- Civil Service – engineering service issue
- Urban Development Framework Projects
  - UDF project on the property
  - UDF project adjacent to the property
  - Newly identified project on property
- Newly identified project adjacent to property
- Applications and enquiries
  - Enquiry date
  - Application date
  - Application type
- Ownership – Type of ownership

<sup>1</sup> Please note that some data is not available or does not exist. The database is designed to be editable and can be updated by Midvaal LM and be used as a knowledge tool without the potential of it becoming outdated or invalid.

## Using the land audit as a knowledge tool for investment

The Excel spreadsheets will be handed over to Midvaal Local Municipality as part of the deliverable package.

As the new custodian it will have the ability to update and expand on the data. The design is such that it can be used as a knowledge tool and informant on both existing and newly identified projects, promote investment through the identified mechanisms (see **Chapter 2: INVESTMENT PLAN**)

### Pedestrian bridge example

An example of how this land audit can be utilised by the municipality is described below relates to the surrounding properties for the proposed pedestrian bridge.

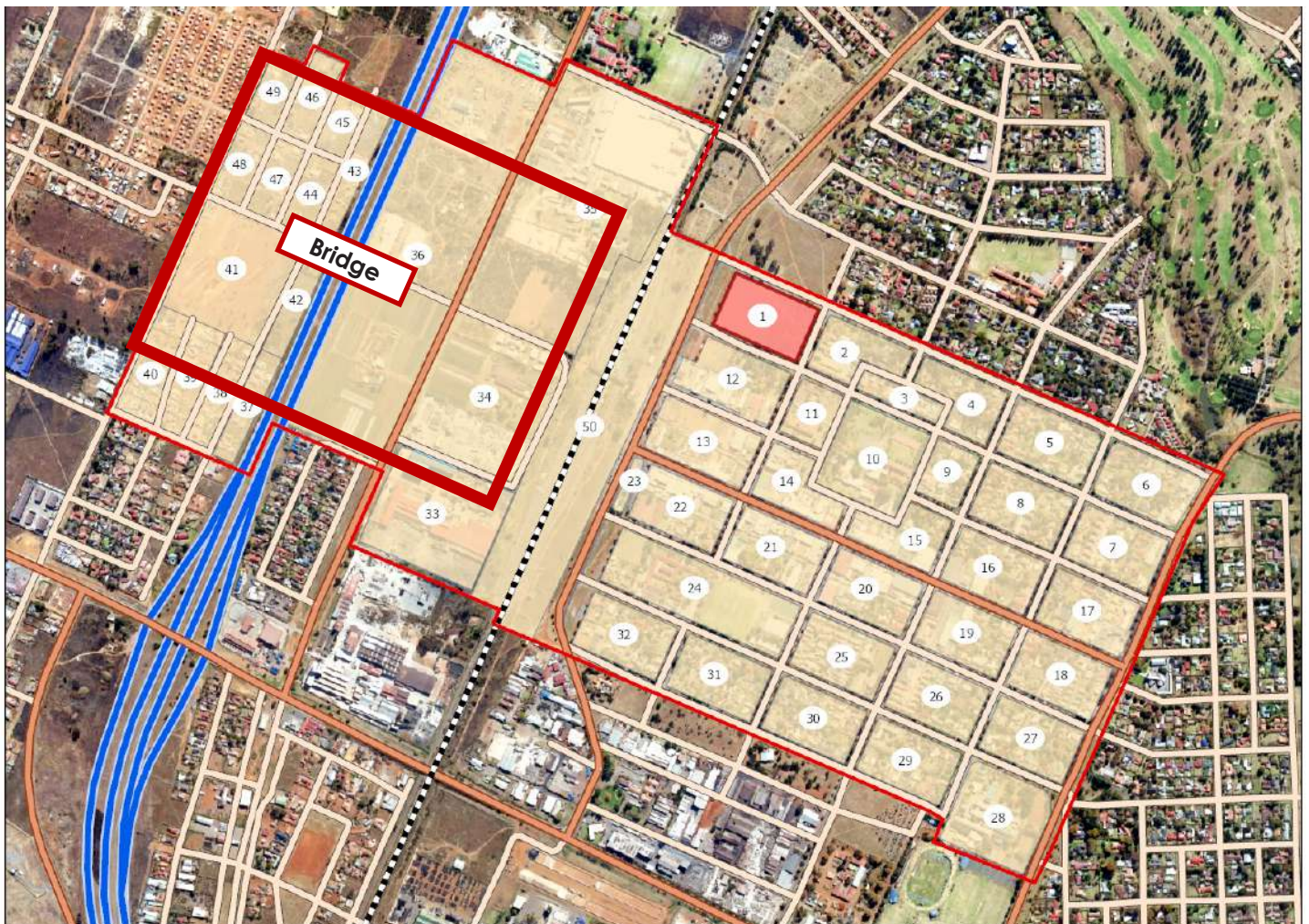
This project was subsequently identified by the stakeholder engagement as a priority in the CBD and will act as

and support the overall commercialisation of Meyerton CBD.

In this project, performing a land audit was a crucial first step, as it assisted in positioning identified and priority projects from the UDF and to give detailed and contextual understanding of the study area and projects.

a catalyst for human movement between Sicelo and Meyerton CBD.

See the contextual focus of this example in **Figure 7: Contextual focus surrounding the pedestrian bridge.**



**Figure 7: Contextual focus surrounding the pedestrian bridge**

Taking a more detailed look at the blocks and properties surrounding the bridge, six blocks were identified, numbering 35, 36, 42, 43, 44 and 45 (please see **Figure 8: Identified blocks surrounding the Pedestrian bridge**).

A total of twenty-nine properties that have development potential were indicated through the identified investment planning mechanisms.

**TABLE 12 below** shows the identified pockets of land, its zoning and current ownership.

This land audit data can be utilised by the municipality to inform development in support of the pedestrian bridge.

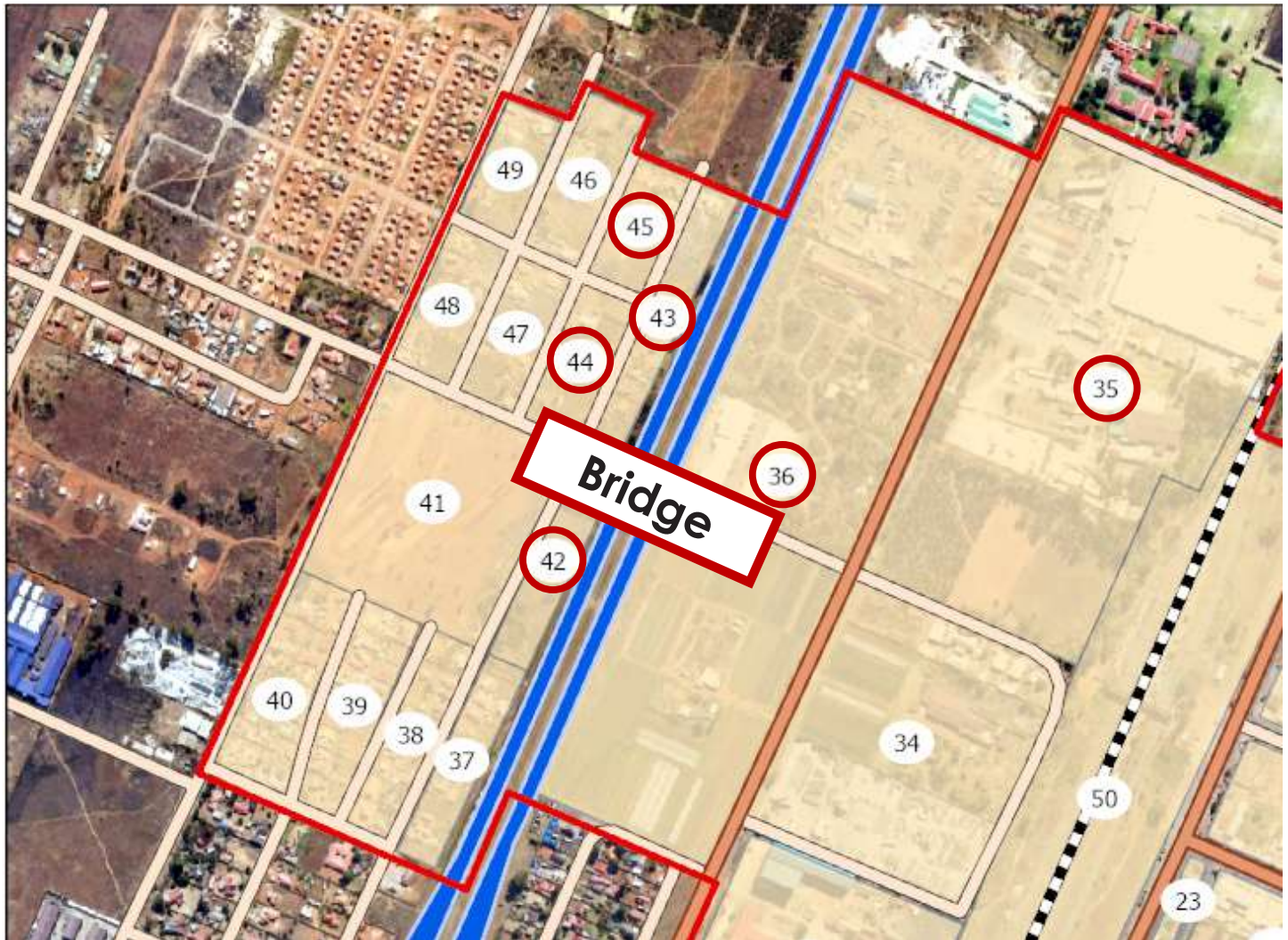


Figure 8: Identified blocks surrounding the Pedestrian bridge

**TABLE 12: IDENTIFIED DEVELOPABLE LAND SURROUNDING THE BRIDGE**

| Block number | Erf number                  | Zoning        | Ownership                  |
|--------------|-----------------------------|---------------|----------------------------|
| 35           | 196*                        | Industrial 1  | Amnem Investments Pty(Ltd) |
| 36           | 85/364-IR                   | Agricultural  | "Unknown"                  |
|              | 2/49                        | Commercial    | "Unknown"                  |
|              | 49                          | Commercial    | "Unknown"                  |
|              | 3/49                        | Undetermined  |                            |
| 42           | 25/79                       | Residential   | "Unknown"                  |
|              | 79*                         | Residential   |                            |
| 43           | Can be consolidated with 44 | Residential 1 | "Unknown"                  |
|              | 79/185*                     |               |                            |
|              | 80/185*                     |               |                            |
|              | 81/185                      |               |                            |
|              | 82/185                      |               |                            |
|              | 83/185                      |               |                            |
|              | Land swop potential         |               |                            |
|              | 88/185                      |               |                            |
|              | 89/185                      |               |                            |
|              | 90/185                      |               |                            |
|              | 91/185                      |               |                            |

**TABLE 12: IDENTIFIED DEVELOPABLE LAND SURROUNDING THE BRIDGE**

| Block number | Erf number                   | Zoning        | Ownership |
|--------------|------------------------------|---------------|-----------|
| 44           | Potential to be consolidated | Residential 1 | "Unknown" |
|              | 33/185*                      |               |           |
|              | 32/185*                      |               |           |
|              | 31/185                       |               |           |
|              | 30/185                       |               |           |
|              | 29/185*                      |               |           |
|              | 38/185                       |               |           |
|              | 39/185*                      |               |           |
|              | 40/185*                      |               |           |
|              | 41/185*                      |               |           |
|              | 42/185*                      |               |           |
| 45           | Land swap potential          | Residential 1 | "Unknown" |
|              | 78/185                       |               |           |
|              | 77/185                       |               |           |
|              | 76/185                       |               |           |

Drawing focus onto an erf level approach that the land audit provides for, a vacant portion of land on block 35, with erf number 196 and zoned as industrial 1 is indicated.

It has been identified in the UDF as the location for the following projects (see: **Figure 9: Erf 196 land audit example**):

- Beehive industries (project reference 2);
- Informal trading/micro retailing (Project reference 3 (not illustrated below) and 4);
- Pedestrian link (project reference 5) and
- Railway bridge (Project reference 7 – not illustrated below).



Figure 9: Erf 196 land audit example

Refer to **Annexure A – UDF Implementation**, specially the entire map which forms part as an extract below and **Chapter 2: INVESTMENT PLAN** for greater context of this example. Potential investment opportunities relevant to this erf 196 include:

- Non-tax incentives could include:
  - Faster plan approval
  - Density bonus
  - Reduction in requirements (such as parking, etc)
- Tax incentives/payment holidays:
  - Bulk contribution holidays
  - Reduced municipal rates
- Bank endorsements from Midvaal for future entrepreneurs and traders

- Land swap
- Public land as an equity contribution toward a joint venture

In performing the task of developing a land audit for the Meyerton CBD UDF, Cadre established a knowledge tool to approach identified and new projects on (1) a broader area approach surrounding the project, (2) a block level approach and (3) an erf level approach.

It aids in the identification of vacant land, its zoning and its current ownership (as seen in the example above). With this information, the municipalities can use it as a tool to direct and focus development and initiate relevant components in **Chapter 2: INVESTMENT PLAN**.

# RECOMMENDATIONS

## Actions by the municipality

Following from this report, the following actions will be required from Midvaal Municipality to be done:

1. Application of funding from National Treasury for the consolidated projects of:
  - a. Category 2 - construction/installation of movement systems
  - b. Category 3 – development of public spaces and supporting features

2. Category 1 – Pedestrian bridge is being funded through Gautrans and will need to be monitored by the LM.
3. Developing further policy to utilise the identified investment opportunities for the Municipality when partnerships are required.
4. Taking custodianship of the Land Audit and utilising it as a knowledge tool.
5. Establishing a CID to attract and retain private investment.

## Recommendations to council

It is recommended that:

- a. The land audit data delivered in this project is continuously updated and used by the municipality when a pro-active, deal driven approach is taken with the investment plan.
- b. The implementation plan be pursued with National Treasury.
- c. The viability of a City Improvement Districts (CID) be outlined in terms of costs involved and that the concept be formally tested with all landowners in the CBD.
- d. The investment strategies and policies for the following components be developed:
  - Non-tax incentives
  - Inclusionary zoning/housing
  - Tax Incentives and payment holidays
  - Bank endorsements from Midvaal
  - Land swaps
  - Public land:
    - As an equity contribution toward a joint venture
    - As an “in kind” payment in return for construction of public infrastructure
- e. Criteria for the measurement of potential economic outcomes and inclusionary housing be developed to offer the following incentives:
  - Faster plan approval (prioritisation of the statutory processes by Midvaal LM)
  - Bulk service payment holiday
  - Reduction in municipal rates
  - Facilitating better bank lending rates
  - Reducing parking requirements
  - Density bonuses
- f. The following projects in the CBD to be prioritised:
  - Improvement of public spaces in relation to trees, grass, playground equipment and seating areas.
  - Informal trading stalls.
  - On-street parking.
  - Construction of ablution facilities.
  - Wi-Fi at public transportation stops.
- g. That events and activities in public spaces by the community and stakeholders be accommodated by the municipality.
- h. That the municipality invite the public for proposals regarding:
  - Festivals, fairs, ‘Makiti’ type of events and markets (providing a platform for emerging entrepreneurs and local economic development).
  - An annual festival be hosted, potentially over multiple days, that attracts people on a regional scale (>100km) (examples such as Oppi-Koppi, Burning Man and Aardklop)
  - Increase nightlife facilities (increasing the available trading hours).
  - Family-orientated food drives and fund raising for the less fortunate
- i. That the municipality maximise their capital by:
  - Investigating and leveraging off the land audit to identify available natural capital and then using the identified financial incentives. (e.g.: land swaps)
  - Training and education programmes in combination with Seda and Productivity SA to maximise human capital.
  - Continued social capital support through effective municipal leadership (continuous communication by political leadership and dedicated CBD and Sicelo official responsible for development facilitation)
  - Maximising the available manufactured capital through timely maintenance led by the municipality.
- j. Utilising this document as a tool to receive funding (financial capital) from National Treasury that will allow the categorised projects (category 2 – construction/ installation of movement systems and category 3 – development of public spaces and supporting features) to be implemented. Category 1 – Pedestrian bridge will be funded by Gautrans, supported by Midvaal.
- k. The projects identified in the UDF should be designed in reference to each other and build on a design theme to strengthen the brand of the town.

# ANNEXURE A – UDF IMPLEMENTATION

| MIDVAAL CBD UDF IMPLEMENTATION PROGRAMME |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |                                        |        |      |               |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------|--------|------|---------------|
| Map                                      | Projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Responsibility               | Timeframe                              |        |      | Cost          |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              | Short                                  | Medium | Long |               |
| Land use                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |                                        |        |      |               |
| 1                                        | Promote and facilitate the development of precinct 1 and 2 at Erf 15/1053 (Municipal Office Erf). Land identified to be redeveloped should go out on tender to be redeveloped in line with the development proposals and guidelines highlighted within the Urban Design Framework.                                                                                                                                                                                                                             | Midvaal LM                   | X                                      |        |      | In House      |
| 1                                        | Develop the public open space on the western side of the municipal offices and install the necessary public furniture – benches, drinking fountains.                                                                                                                                                                                                                                                                                                                                                           | Midvaal LM                   | X                                      |        |      | R1 million    |
|                                          | Facilitate and manage mixed land use development within the CBD core and CBD support area.                                                                                                                                                                                                                                                                                                                                                                                                                     | Midvaal LM                   | X                                      | X      | X    | In House      |
|                                          | Promote and allow residential densification within the CBD.                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Midvaal LM                   | X                                      | X      | X    | In House      |
|                                          | Promote the redevelopment of properties within the CBD with high latent rights.                                                                                                                                                                                                                                                                                                                                                                                                                                | Midvaal LM                   | X                                      |        |      | In House      |
| 2                                        | Facilitate the establishment of the Beehive Industries at Meyer Station.                                                                                                                                                                                                                                                                                                                                                                                                                                       | Midvaal LM                   |                                        | X      |      | In House      |
| 3 and 4                                  | Informal Trading / Micro-retailing Formalisation: <ul style="list-style-type: none"><li>Create an informal trading database which should be regularly updated, to manage and monitor the activity of informal traders in the CBD.</li><li>Provide a variety of formalised informal trading structures to accommodate different scales of informal trading businesses.</li><li>Construct ablution facilities, seating area and public soft/hard spaces close to formalised informal trading activity.</li></ul> | Midvaal LM                   | X                                      | X      |      | R1.5 Million  |
| Public environment and road network      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |                                        |        |      |               |
| 5                                        | Construct pedestrian link and paved (asphalt) road from Sicelo to Meyerton CBD along Station Road.                                                                                                                                                                                                                                                                                                                                                                                                             | Midvaal LM/ Gauteng Province | X (Synchronise with pedestrian bridge) |        |      | R6 million    |
| 6                                        | Construct pedestrian bridge over R 59 to link Sicelo and Meyerton CBD                                                                                                                                                                                                                                                                                                                                                                                                                                          | Gauteng Province / SANRAL    | X                                      |        |      | R 20 million  |
| 7                                        | Refurbish pedestrian bridge across railway line at Meyer Station. Pedestrian bridge should allow for the disabled and cyclists                                                                                                                                                                                                                                                                                                                                                                                 | Transnet                     | X                                      |        |      | TBC           |
| 8                                        | Construct parklet areas within CBD – along Loche Street between Meyer and Galloway Street                                                                                                                                                                                                                                                                                                                                                                                                                      | Midvaal LM                   |                                        | X      |      | R 400 000     |
| 9                                        | Install Wi-Fi network at Public Transport facilities (Meyer Station and taxi rank) and proposed parklet areas                                                                                                                                                                                                                                                                                                                                                                                                  | Midvaal LM                   |                                        | X      |      | R 1.5 million |
| 10                                       | Construct pedestrian pavement along Diens Avenue North (service Road) – from Meyer Street to municipal offices                                                                                                                                                                                                                                                                                                                                                                                                 | Midvaal LM                   |                                        | X      |      | R 3 million   |
| 11                                       | Upgrade Diens Avenue North (service Road) – from Meyer Street to municipal offices                                                                                                                                                                                                                                                                                                                                                                                                                             | Midvaal LM                   | X                                      |        |      | R 6 million   |
| 12                                       | Develop public open spaces on western and eastern side of Meyer Station                                                                                                                                                                                                                                                                                                                                                                                                                                        | Midvaal LM / Transnet        |                                        | X      |      | R 1 million   |
| 13                                       | Construct traffic circle and public art feature at the intersection of Holiday and Loch Street                                                                                                                                                                                                                                                                                                                                                                                                                 | Midvaal LM                   |                                        | X      |      | R 1.5 million |
| 14                                       | Extend CCTV camera coverage to cover taxi rank, Meyer Station, and pedestrian bridge across railway line                                                                                                                                                                                                                                                                                                                                                                                                       | Midvaal LM and Transnet      | X                                      | X      |      | TBC           |

| MIDVAAL CBD UDF IMPLEMENTATION PROGRAMME |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |           |                                           |      |                          |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------|-------------------------------------------|------|--------------------------|
| Map                                      | Projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Responsibility | Timeframe |                                           |      | Cost                     |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                | Short     | Medium                                    | Long |                          |
| 15                                       | Provide pedestrian-orientated (human scale) street lighting primarily along Station Road towards Sicelo                                                                                                                                                                                                                                                                                                                                                                            | Midvaal LM     |           | X<br>(Synchronise with pedestrian bridge) |      | R 2 million              |
| 16                                       | Construct bike rack facility in Diens Avenue North across municipal offices and Spar, Pick n Pay and Shoprite                                                                                                                                                                                                                                                                                                                                                                      | Midvaal LM     |           | X                                         |      | R 500 000                |
| 17                                       | Install traffic light at Loch and Pierneef Boulevard                                                                                                                                                                                                                                                                                                                                                                                                                               | Midvaal LM     |           |                                           | X    | TBC                      |
| 18                                       | Install traffic circles at the following Inter-sections: <ul style="list-style-type: none"> <li>Meyer and Shippard</li> <li>Galloway and Shippard Loch and Holi-day</li> </ul>                                                                                                                                                                                                                                                                                                     | Midvaal LM     |           | X                                         |      | R 1.5 million per circle |
| Engineering infrastructure               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |           |                                           |      |                          |
|                                          | Maintain, upgrade, and develop existing and additional engineering infrastructure to accommodate proposed infill development, densification, and expansion.                                                                                                                                                                                                                                                                                                                        | Midvaal LM     | X         | X                                         | X    | In House                 |
|                                          | Incentives: <ul style="list-style-type: none"> <li>Identify all incentives and investment programmes relevant to the CBD of Meyerton municipal, provincial, and national government programmes</li> <li>Document all incentives and investment programmes in a user guide / manual focused on investors, with relevant contact information within the guide for any additional enquiries</li> <li>Promote all incentive and investment programmes relevant to investors</li> </ul> | Midvaal LM     | X         | X                                         | X    | In House                 |



Figure 35

# ANNEXURE B – POLICY ALIGNMENT AND ASSISTANCE PROGRAMMES

## Urban Hub Design Toolkit

In the inception report, Cadre illustrated its methodological approach in undertaking the development of this implementation plan. It was designed to extensively follow the Meyerton CBD Urban Design Framework.

The table below highlights the alignment of (1) implementation programme (2) investment plan and (3) commercialisation proposals to complement the National Treasury's Neighbourhood Development Programme to ensure the facilitation of funding.

The Integration Zone Development Guidelines mainly referred to the Urban Hub Design Toolkit. Accordingly, the Urban Hub Design Toolkit was used as a frame of reference for policy compliance.

To ensure a practical and implementation programme, Cadre has engaged the Urban Hub Design Toolkit to ensure coordination. **NATIONAL TREASURY URBAN HUB DESIGN TOOLKIT** briefly illustrates key policy directives and how Cadre has engaged some of these directives in developing the implementation plan for the Meyerton CBD.

| NATIONAL TREASURY URBAN HUB DESIGN TOOLKIT |                                                                                                                   |                                                                                                                                                      |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interventions                              | Directives                                                                                                        | Cadre proposals                                                                                                                                      |
| Implementation pro-gramme                  | Pedestrians should be prioritised where they cross major vehicular networks.                                      | Construct pedestrian bridge over R59 to improve pedestrian access to different facilities in both sides on the highway.                              |
| Commercialisation proposals                | New commercial developments to respond directly to pedestrian flows and accommodate informal economic activities. | Commercialisation of properties through investment mechanisms to incorporate informal activities meaningfully around the proposed pedestrian bridge. |
| Investment plan                            | Investment plan to entice private sector investment spending.                                                     | Proposed CID to strengthen private sector confidence. Further investment mechanisms where policy can be developed to attract private investment.     |

## Implementation programme

The Urban Hub Design Toolkit makes provision for the phasing of implementation to focus public funds on public infrastructure. It is envisaged that this infrastructure should include movement networks.

These links should be between any public transport facilities that enable a local access network to connect to the wider precinct in a spatially meaningful way. Additionally, the toolkit emphasises focus on bulk infrastructure that is critical to support strategically located sites along key linkages.

Accordingly, such interventions will encourage the private sector to invest in specific locations. It is important for projects to consider the people that live, work, and play in the urban nodes.

Thus, urban design should prioritise people. The Neighbourhood Development Programme prioritises the pedestrianisation of city centres. This entails safe and walkable networks.

Through developing this plan and stakeholder engagements, the implementation of a pedestrian bridge crossing the R59 to link Meyerton CBD and Sicelo has been prioritised and should be concluded by 2022.

Paving of pedestrian links and introducing lighting is engaged in the programme to make the precinct comfortable and safe for people walking, providing further support to the Urban Hub Design toolkit.

## Investment plan

The Neighbourhood Development Programme strongly encourages the utilisation of public funds to create an enabling environment for the private sector.

The main aim here is to strengthen the multiplier effect through fiscal interventions.

In an economy that is weak, local authorities must play a leading role to spearhead a working economy.

Private sector investment spending responds positively to the observed developmental attitude of the local authorities.

The establishment of the city improvement district in the CBD will act as a top-up service supporting the primary core functions of the local authorities. Portfolio infrastructure will continue to be delivered by the local authorities.

The latter will be engaged with reduced financial burdens on maintenance, cleaning, and crime prevention interventions. Land swaps are proposed for strategically located properties to generate income and/or redirecting private developments.

## Commercialisation proposals

Integration of land uses is a priority in the Urban Hub Design Toolkit directives. Commercial activities are to be integrated with other land uses such as the public transport, institutions, and residential developments. The Toolkit further indicates that new commercial development responds more directly to the pedestrian and commuter flows within the broader urban environment.

Commercial environments are also encouraged to promote a synergetic relationship between the formal and informal economies in close proximities.

In addition to prioritising pedestrian links, this plan has prioritised the construction of ablution facilities and seating areas on identified formal and informal trading spaces.

## Informal Trading Policy 2020

This is one of the projects valued at R1 500 000, CP3 ID 10507, with the map reference of 2a, 2b, 3 and 4. It is called "Informal Trading Stalls - Meyerton CBD (UDF)" and entails the following:

To facilitate the establishment of the Beehive Industries at Meyer Station and Informal Trading / Micro-retailing Formalization:

- Create an informal trading database which should be regularly updated, to manage and monitor the activity of informal traders in the CBD.
- Provide a variety of formalised informal trading structures to accommodate different scales of informal trading businesses.

This will enable the local authorities to build a new tax base and generate proceeds to invest in new catalytic infrastructure projects. These projects will generate a multiplier for private sector spending in the precinct.

Through the development of the land audit for the Meyerton CBD, the custodians are able to utilise the data to deliberate further on additional or future commercialisation proposals.

Further proposals on the establishment of the CID in the CBD will meaningfully integrate the informal traders to play a role in protecting residents and businesses livelihoods in the precinct. The UHD Toolkit identifies vacant land as a fundamental driver of crime in precincts.

This is addressed by proposed land consolidation and commercialisation, as well as the development of the CID with regards to security for the Meyerton CBD.

- Construct ablution facilities, seating areas and public soft/hard spaces close to formalised informal trading activity.

This project is critical and needs to be aligned with the Informal trading policy compiled by Midvaal Local Municipality in September 2020.

The plan included extensive public participation, stakeholder engagement and data collection, and, following on this, seven sites were identified:

| INFORMAL TRADING IDENTIFIED SITES |             |                                                             |
|-----------------------------------|-------------|-------------------------------------------------------------|
| Node                              | Site number | Site location                                               |
| Meyerton CBD                      | 1           | Eastern side of Meyer Street- Taxi Rank- Sidewalk           |
|                                   | 2           | Area along Meyer Street- Meyerton Railway Station/ Bus Rank |
|                                   | 3           | Western side of Junius between Loch and Eufees Crescent.    |
| Meyerton Farms                    | 4           | Bell Road (at Sicelo)                                       |
|                                   | 5           | Councillor MJ Malia Street (at Sicelo)                      |
|                                   | 6           | Johan le Roux and Gourley Street- four way stop             |
| Lakeside Estates                  | 7           | At the boundary of Lakeside School                          |

The document describes three stall typologies, namely:

- Type A – Vegetable stall
- Type B – Car wash, tyre service and cooking stall
- Type C – Cell phone repair, clothing, cosmetics, barber, shoe repair

The typologies define the description, structure, capacity, dimensions, and electrical requirements. The report sets out the following SWOT analysis:

### Strengths

- Formalisation of the informal market stalls is expected to achieve the following:
- Local economic development through harnessing of the informal sector.
- Compliance with the Municipality's environmental health and safety standards in the informal sector through the provision of proper trading stalls, ablution facilities, refuse disposal facilities and proper drainage systems.

- Revenue collection for the local authority as it will receive rentals for the trading stalls.

#### Weaknesses

- Resources remain limited. As much as it would be ideal to provide enough trading stalls for all the informal traders, some traders will not benefit from this project.
- The stakeholder consultative meetings may not yield expected results due to low turnout.

#### Opportunities

- Employment creation and small business development.
- Possibility of expanding the small business sector through private sector involvement.

#### Threats

- There may be resistance from intended beneficiaries to pay rent for the stalls which can result in traders continuing to use their own structures.

The report concludes with the following:

*"The informal market trading economy needs to be harnessed rather than ignored or eradicated. There is a need for public policy to place greater emphasis on developing initiatives to facilitate the formalisation of this sector.*

*This requires action not only at national, but also at the local level because of the demographic and geographical diversity of the informal economy.*

*Responses need to be tailored to local circumstances to allow for economic and social inclusion.*

*The formalisation of the informal market trading stalls in Midvaal will be done with all concerned stakeholders to produce a tailor-made product."*

## Midvaal Local Municipality Economic Recovery Plan

Pressures during and after the Covid-19 pandemic lockdown caused disruptions for businesses and communities within Midvaal Local Municipality. The economic recovery plan was formulated to stimulate economic growth and create employment opportunities. Linkages with this plan will be expanded on and aligned accordingly in relation to this implementation programme.

The plan discusses the potential for slower infrastructure delivery due to a lower tax collection rate. This may put the municipality in a position where it will become difficult to plan, budget and implement projects.

Priority will be given to bulk infrastructure services such as water, electricity, sanitation, and refuse removal. This affects the projects directly and, depending on capacity and capital, certain projects may be delayed.

Due to the economic decline and resulting unemployment, non-compliance with the municipal by-laws and regulations has increased and illegal building structures and land uses are occurring more frequently. Informal trading is a key concern and needs to be aligned with this UDF implementation plan and the informal trading policy.

The implementation of the intended informal trading stalls, with the design parameters set out in the informal trading policy, will negate issues pertaining to public nuisance, incompatibility, poor quality structures and potential criminal activities highlighted as informal trading issues in the economic recovery plan.

Sicelo, adjacent to the CBD, is viewed as an economic development centre for Midvaal and has advantages of being both labour absorbent and labour intensive. The development of the projects in the CBD can leverage off these advantages.

A number of key interventions are highlighted in this plan and strong linkages exist with the Meyerton UDF, the implementation programme, and the financial plan, namely:

- Digitisation, technological advancement and improvement of community engagement and communication. This was initiated during this project (stakeholder engagement using a virtual platform) and will continue through the implementation of the Wi-Fi installation (project number 16, map reference 9). Moreover, the municipal buildings can become a flagship for technology being integrated into everyday life and increasing productivity for the community of Midvaal.
- Efficiencies of operations, leasing of land, commodities, and accelerated housing delivery. All of these economic interventions and concepts form part of the financial planning incentives (please see the relevant chapter and annexure below), will assist speedier development and attract investors, and mechanisms to grow Meyerton and Sicelo.
- Spatial development – the infrastructure development planned for the CBD and Sicelo will become catalytic and promote access for pedestrians and cyclists.
- Linkages to digitisation, in and in proximity to, the municipal buildings can become a flagship for technology being integrated into everyday life and increased productivity.

The economic recovery plan has a 10-point strategy that sets out specific interventions for the municipality and the communities. Although it encompasses the entire municipality, various identified additional projects that fall within Sicelo and the CBD include:

- Provision of refuse removal for illegal dumping and recycling, in relation to Sicelo Ext 4 and 5 for this project (additional places exist in the plan).
- Provision of water pipeline repairs and painting of municipal infrastructure is earmarked for Sicelo – additional panels will need to be established to render these additional services on behalf of the municipality.
- Over a 3-year period, and a with budget of R1 200 000 million, 10 jobs are planned for maintaining the flowerbeds in the CBD and around the municipal buildings.

Although these additional projects will benefit the local economy of Midvaal, the already identified projects contained in the UDF and referenced in this document will equally benefit the local development and economic growth of Meyerton CBD, Sicelo and the municipality as a whole.

## Productivity SA

Productivity SA is established in terms of section 31 (1) of the Employment Services Act, No. 4 of 2014 with a mandate to promote employment growth. Productivity SA is managed in accordance with the Public Finance Management Act (PFMA).

The purpose of the entity is to stimulate competitive business growth in companies through increased productivity. Its mission is "to improve productivity by diagnosing, advising, implementing, monitoring and evaluating solutions aimed at improving South Africa's sustainable growth, development and employment through increased competitiveness".

Productivity SA offers programmes that focus on equipping companies to be more productive through the management of their resources and implementation models.

Its aim is to improve the overall productivity and efficiency of each company it works with. The long-term goal is to develop South Africa into an economic powerhouse which will result in lower unemployment rates, reduced poverty, and a higher standard of living for all.

Funding opportunities are limited through Productivity SA and Seda.

However, their training and assistance programmes can upskill small business and communities, in turn creating an enabling environment for local economic development, employment and growth within Meyerton CBD and Sicelo. It would be beneficial for the companies, entrepreneurs, and the community to seek assistance and this report proposes that the Midvaal LM informs its residents when applicable.

The programmes mentioned below vary in their duration but require all participants to engage fully.

Although financial capital is not part of the key mandates of Productivity SA or Seda, participation in their programmes could deliver positive outcomes through upskilling and improved human capital.

Productivity SA offers several services which can assist companies within Meyerton.

Recently, Productivity SA has provided grants to the total of R104m in conjunction with the Department of Employment and Labour and the Unemployment Insurance Fund (UIF). The bulk of this has been allocated to the Business Turnaround and Recovery Programme.

The purpose of this programme is to restore companies to functional and profitable enterprises.

Businesses within Meyerton CBD and Sicelo can benefit from this project through targeting companies which are in distress but have the potential to grow.

These companies can apply to be a part of the programme.

Additionally, Productivity SA has a training division which focuses on giving employees a refined understanding of what productivity is and how to increase it to strengthen their organisations.

### PRODUCTIVITY SA PROGRAMMES

| Programmes                                         | Description                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Turnaround and Recovery</b>            | Its purpose is to increase overall productivity, improve organisational structures, to save and retain jobs.                                                                                                                                                                                                                                             |
| <b>Workplace Challenge (WPC)</b>                   | Joint initiative of the National Economic Development Labour Council (NEDLAC ) and the Department of Trade and Industry (dt) that aims to actively encourage, and support negotiated workplace change to improve productivity and job creation. WPC operates in the form of clusters, facilitated by Productivity SA coaches called change facilitators. |
| <b>Productivity Organisational Solutions (POS)</b> | The training division offers numerous hands-on, skills-based training workshops for or-rganisations and individuals in the government, business, labour, and entrepreneurial sectors.                                                                                                                                                                    |

## Small Enterprise Development Agency (SEDA)

The Small Enterprise Development Agency (Seda) is an agency of the Department of Small Business Development. It was established through the National Small Business Amendment Act, Act 29 of 2004.

The core function of Seda is to develop entrepreneurial skills amongst small enterprises within South Africa. Its mission is to: "promote entrepreneurship and develop small enterprises by providing customised non-financial services that result in business growth and sustainability in collaboration with other role players".

It should be noted that it does not offer financial assistance to either local municipalities or small businesses.

However, the focus of Seda is to promote excellence and resilience in companies and guide them to ensure their businesses can grow sustainably.

The training and programmes that Seda offers are designed in a way that small businesses and/or communities are given implementation and business management skills.

| SEDA PROGRAMMES         |                                                                                                                                                                                                                              |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Programmes              | Description                                                                                                                                                                                                                  |
| Coops and CPPP          | Increase the number of cooperatives in townships and rural areas and Increase the number of cooperatives supported through supplier developments development programme.                                                      |
| Enterprise Devel-opment | There are several initiatives focusing on different aspects of business tools in this pro-gramme, and companies can find those that are most applicable to them. The overall focus of all of them is enterprise development. |
| Incubation              | Programme designed to strengthen technology commercialization and harness the en-trepreneurship of the technology community in South Africa.                                                                                 |
| QS and TT               | It offers technical business interventions.                                                                                                                                                                                  |

# ANNEXURE C – STAKEHOLDER AND PUBLIC ENGAGEMENT

## Stakeholder groups

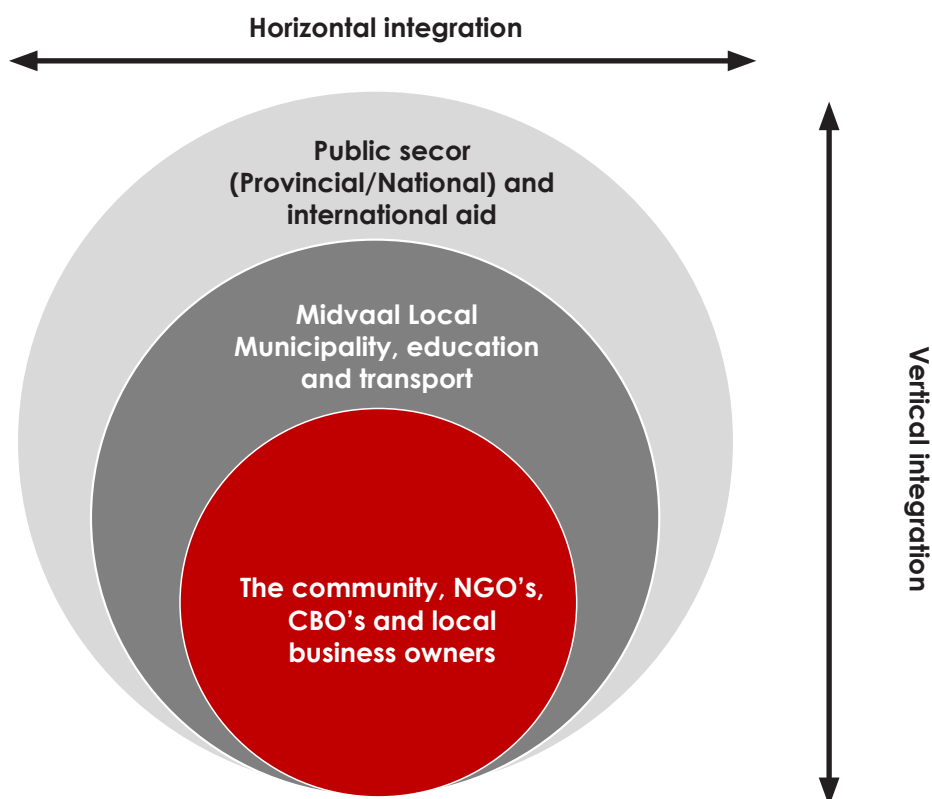
The Neighbourhood Development Partnership Programme (NDPP) identified the following stakeholder groups and sub-groups:

| STAKEHOLDER GROUPS            |                                                                                            |
|-------------------------------|--------------------------------------------------------------------------------------------|
| Group                         | Sub-groups                                                                                 |
| Municipality                  | Unit 1-6 (Econ, Dev, Cleaning, Social, Main, etc)                                          |
| Public Sector                 | Provincial and national departments                                                        |
| Community                     | Elderly, women, unemployed youth, children, disabled, etc                                  |
| Business (owners and tenants) | Big business, SMMEs, Informal                                                              |
| NGOs and CBOs Foundations     | 1,2,3,4                                                                                    |
| Education                     | Early childhood development, primary and high schools                                      |
| International Aid Programmes  | Funder 1, 2 and 3 ...                                                                      |
| Transport (Taxi)              | Taxi associations, taxi rank manager, security at the taxi rank, cleaners of the taxi rank |
| Transport (other)             | Buses, trains, human movement, etc                                                         |

## Stakeholder mapping

In each of the sub-groups above, details pertaining to the following will be necessary:

- Group
- Sub-group
- Name of leader/departmental head or the nomination of an individual who is responsible to communicate with the sub-group
- Contact details – emails and numbers of persons involved in the sub-group



Template example: (Contact details to be provided by the client and/or sponsor)

| TEMPLATE EXAMPLE - STAKEHOLDER DETAILS |                            |                       |
|----------------------------------------|----------------------------|-----------------------|
| <b>Group</b>                           | Midvaal Local Municipality |                       |
| <b>Sub-group</b>                       | Planning Department        |                       |
| <b>Contact details:</b>                | <b>Name</b>                | John Smith            |
|                                        | <b>Designation</b>         | Communication officer |
|                                        | <b>Number</b>              | 011 123 1234          |
|                                        | <b>Email</b>               | email@outlook.co.za   |
| <b>Contact details:</b>                | <b>Name</b>                | Jill Green            |
|                                        | <b>Designation</b>         | Senior planner        |
|                                        | <b>Number</b>              | 011 123 1234          |
|                                        | <b>Email</b>               | email@outlook.co.za   |

## Capturing public engagement inputs

Capturing of inputs from participants will be followed through, using the following (precinct plans and Meyerton CBD):

- All inputs have been captured through a questionnaire on Google Forms which will also be available to the public for a limited time on an accessible website.

- The entire dataset of responses will be packaged and provided to the Midvaal Local Municipality (including additional contact details, names of respondents, etc).

## Website launch and timeframe

The website was launched in September 2020 and was live for thirty days, closing in October 2020.

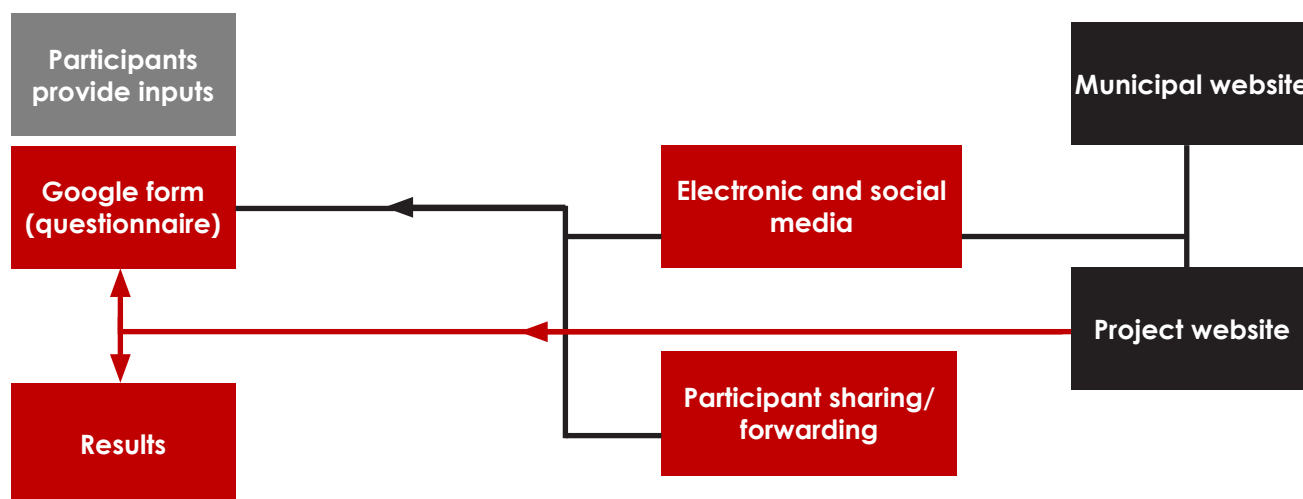
The website allowed for contact details to be captured, allowing for follow-ups and the ability to develop the database to be used by the municipality.

This dataset will be made available to the municipality in the close-out of the project.

The website and results, are available at:  
<https://storymaps.arcgis.com/stories/dd802befd85b4a23b492da9e68bf86b6>

## Inputs flow process

This provides a brief, visual overview of the input gathering process via the use of a flowchart.



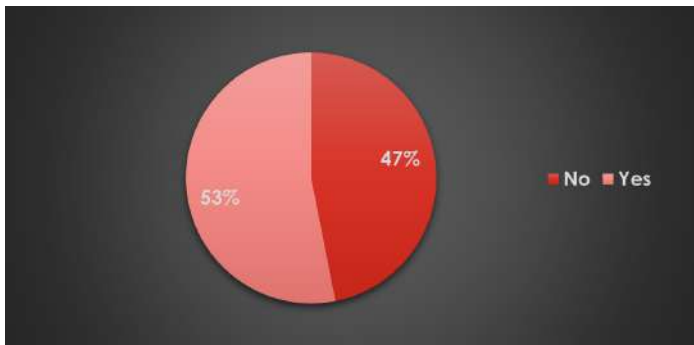
## Public engagement results

Because of the impact of Covid-19 the public engagement required innovative data gathering, communication and participation techniques to be utilised.

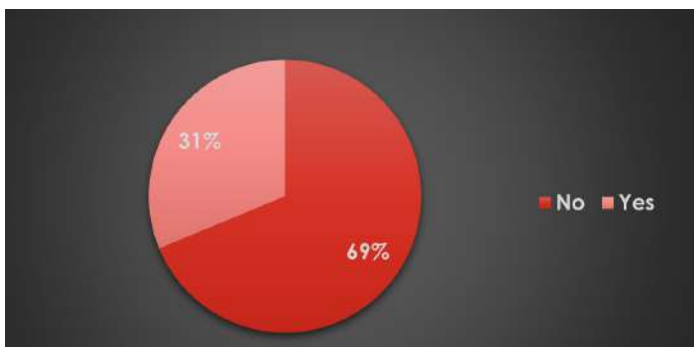
The public engagement that was developed has the potential to be used post the pandemic period as an electronic data gathering method as an alternative to traditional methods commonly used before.

This links to the economic recovery plan's interventions and can be viewed as a digitisation pilot.

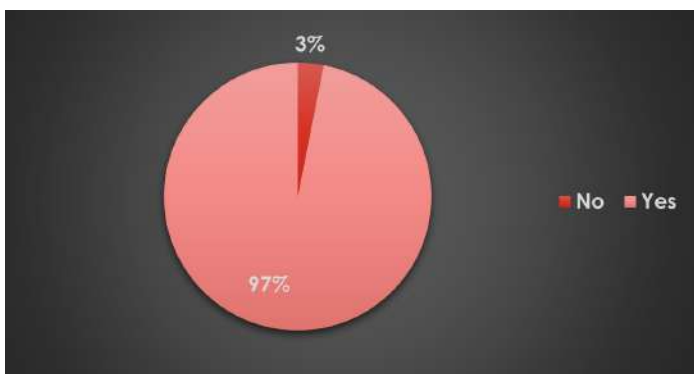
### 1. Do you live in Meyerton CBD?



### 3. Do you work in the CBD of Meyerton?



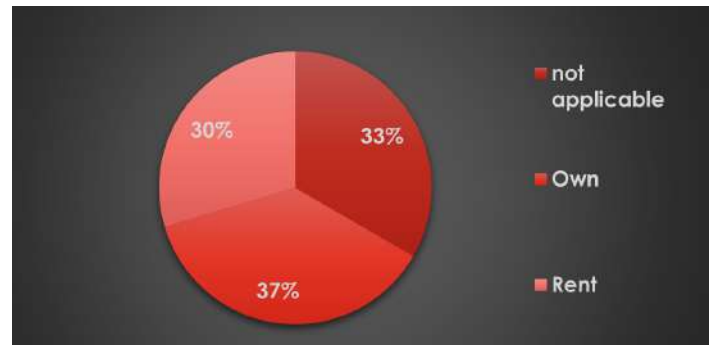
### 5. Do you regularly visit the CBD of Meyerton?



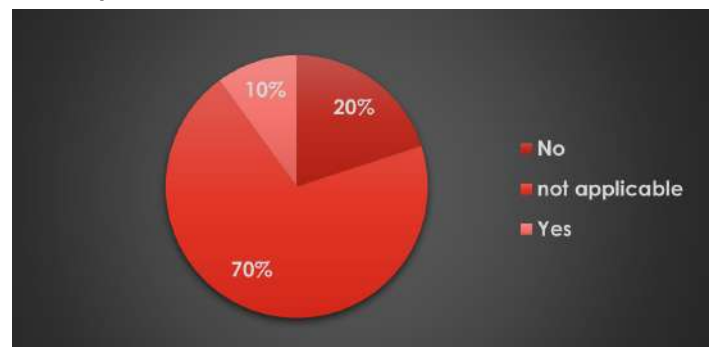
The Google Forms questionnaire had a total of seven sections. The information provided in two sections will remain confidential in this report, as it contains the names and contact details of individuals. The entire dataset will be provided to Midvaal Local Municipality at the close out of this project.

A total of 36 respondents answered the online questionnaire, where 13 questions relevant to the UDF and implementation programme were asked, and the responses are as follows:

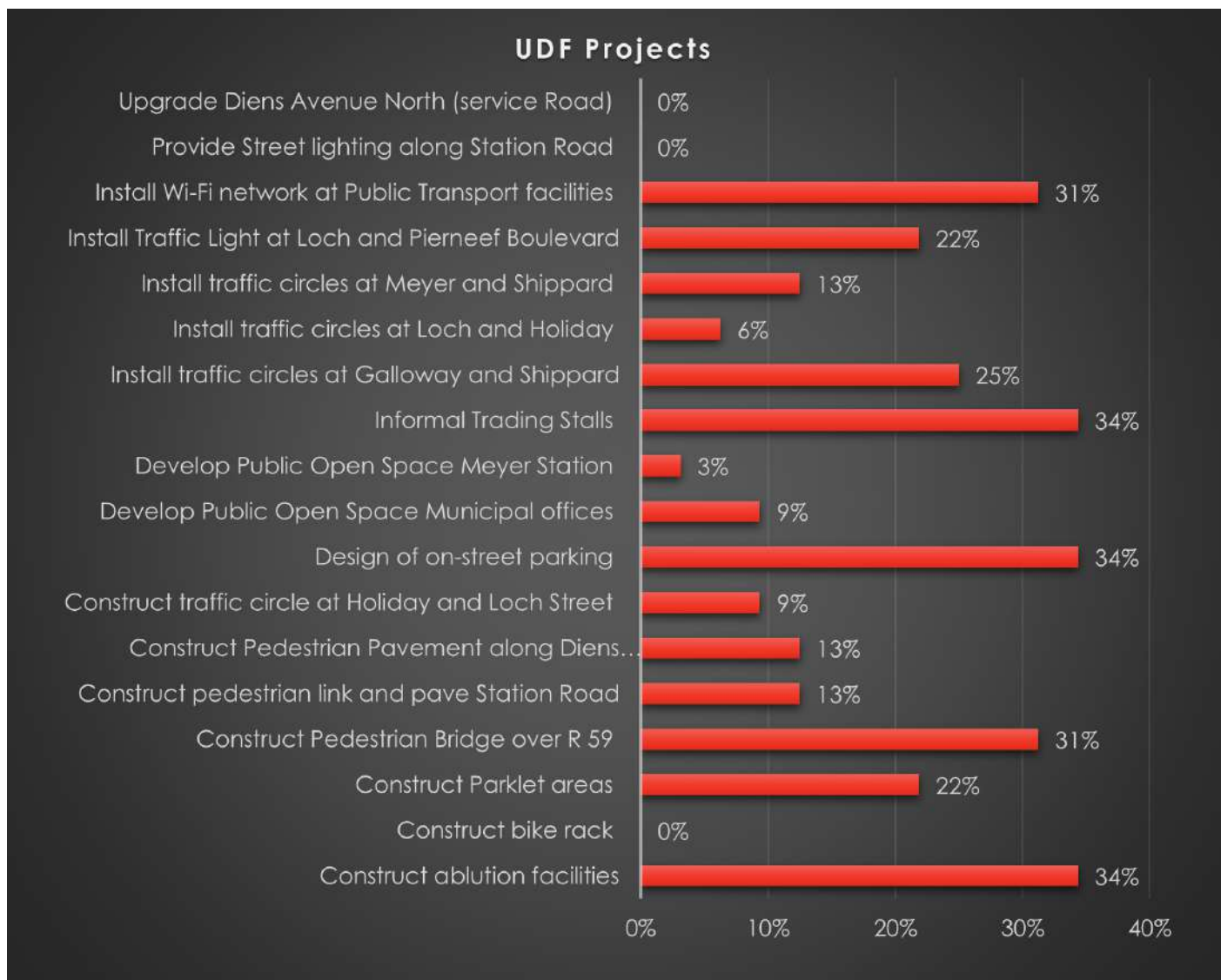
### 2. If yes, do you own or rent residential property?



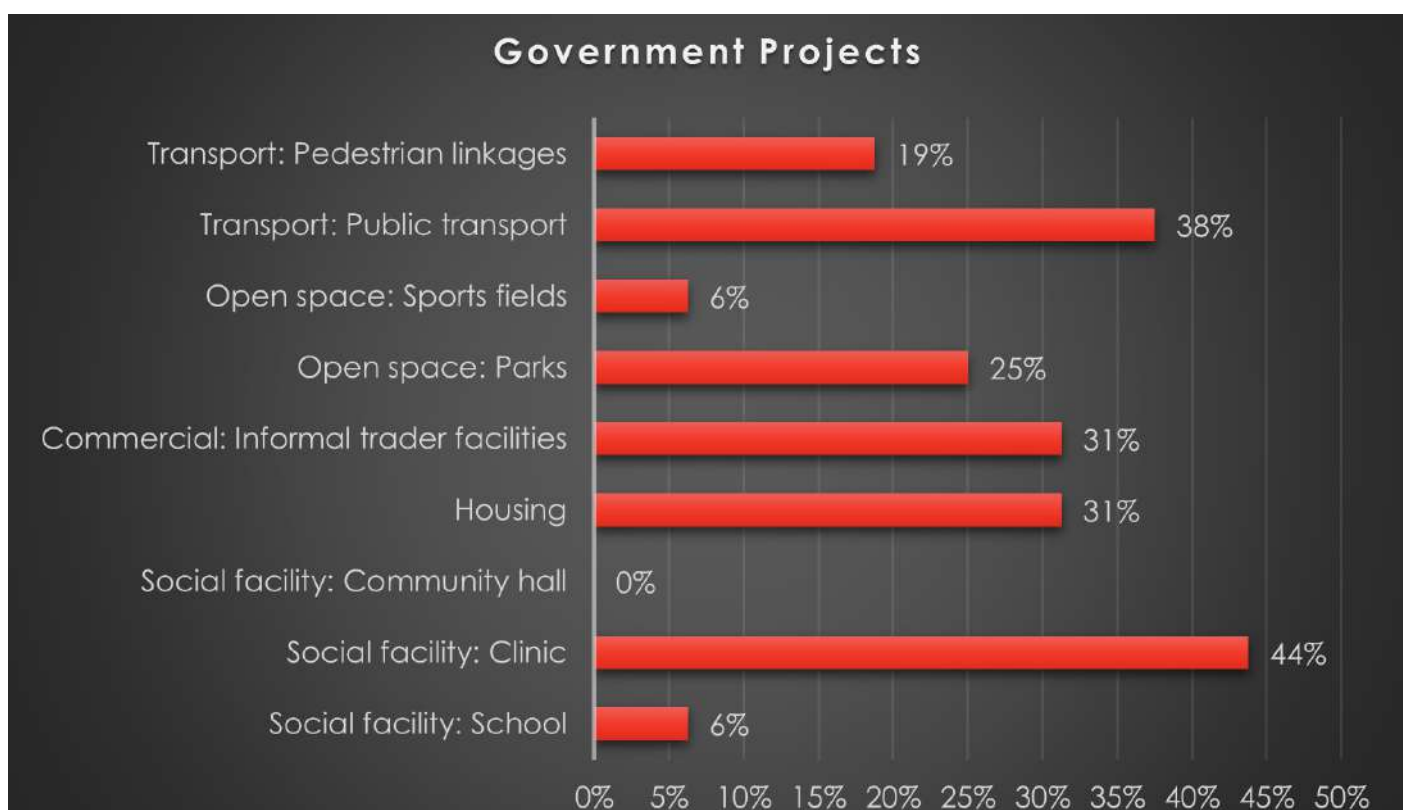
### 4. Do you own or operate a business in the CBD of Meyerton?



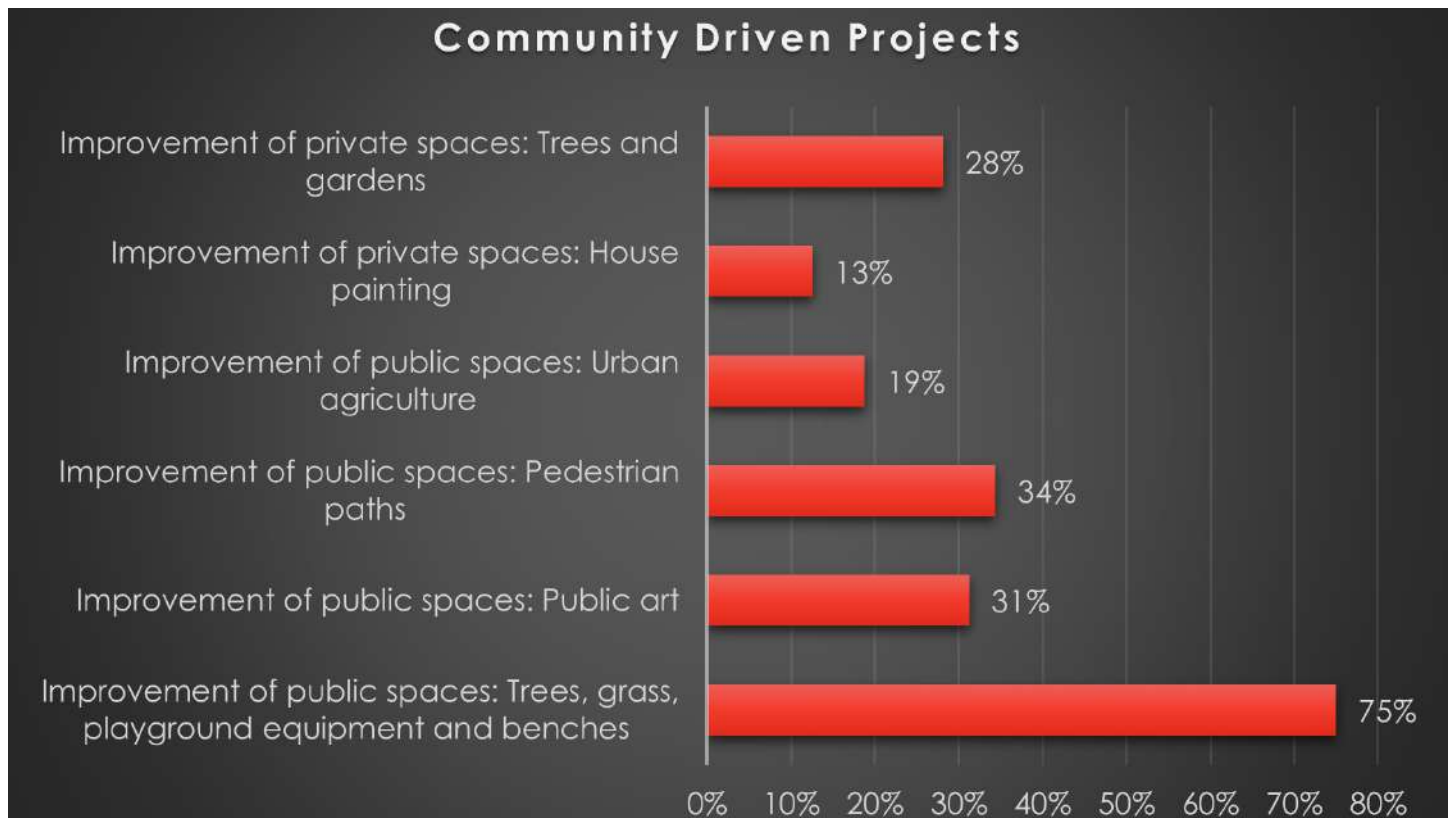
6. Please select the most needed or desired projects from the list:



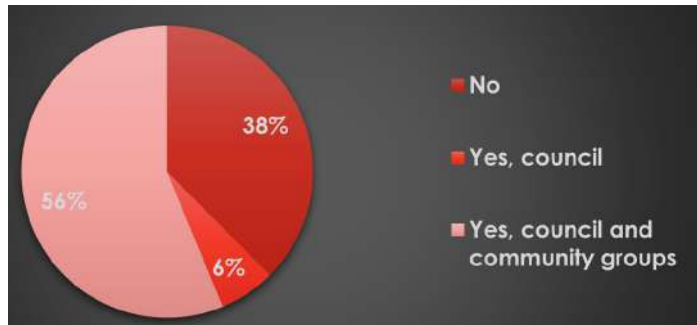
7. Most desired government projects



## 8. Most desired community driven projects



## 9. Would you most like the council/community groups to arrange events and activities in public spaces in the CBD?



## 10. If answered yes to community groups, which community / interest group would you like to arrange these events / activities?

- Fundzisa Foundation
- Business Development and Social Development Groups
- No specific one, but all interested parties should get an opportunity

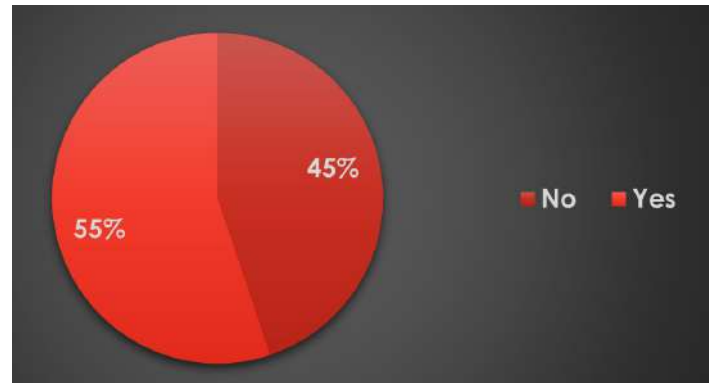
**11. Which type of events / activities would you like to be arranged?**

- Commercial activities, agricultural and recycling
- Festivals
- Fairs, markets
- Sports
- Increase nightlife facilities to attract more youth
- Makiti Type of events
- Walks
- Awareness campaigns
- Fundraising projects
- Educational; uplifting
- Flea market
- Makiti
- Educational
- Information on job opportunities
- Skills development and social development awareness events
- A wide variety with the focus on local content
- Family orientated food drives

**13. If you know of or would like to provide an additional project, please provide this here:**

- Develop an entrepreneurial culture among Midvaal residents.
- Digital hub innovation centre for youth
- Assist small business
- Speed bumps at major 4-way stop streets
- Extend the taxi rank to the Spoornet side with more informal trading stalls
- Raise funds for education.
- Change poorly maintained traffic islands into additional parking, next to Loch street, corner Loch and Galloway at SASSA office.
- Allow Saturday market on open space in Junius street between Reitz and Loch streets.
- Urgently build public toilets. The only public toilets are at the taxi rank and Galloway side of Shoprite, something needed near Spar and the banks.

**12. As a business owner or resident, would you be willing to contribute to the maintenance of the space?**



## ANNEXURE D – IMPLEMENTATION GUIDELINES

In addition to the expansion of the implementation programme in chapter 6 of the UDF, the following

additional implementation considerations need to be incorporated and taken cognisance of:

| ADDITIONAL IMPLEMENTATION CONSIDERATIONS                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommendations                                                                        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Changes in condition</b>                                                            | Although changes in market and political conditions cannot be fully anticipated, the contracts must contain provisions for such contingencies, including a process to negotiate changes, should they be required. These provisions cannot be so loose or generic as to render the contract meaningless or without "teeth," but neither can they be so onerous as to prohibit revisiting certain terms, should conditions change.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Mitigating risks</b>                                                                | The private sector will not invest in areas without a substantial public sector commitment. The role of the public sector is to create confidence in an area as an investment location and reduce the level of risk for investors. This can be achieved through various mechanisms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Political leadership and continuity</b>                                             | Political leadership is fundamental to the success of urban regeneration and development. Although this may seem obvious, it is essential to fully appreciate the significance of political leadership if a project is to be properly conceptualised, implemented, and sustained. The longitudinal test of political leadership is whether the vision is sustained through changes in political and economic cycles—and whether it results not in community division but greater cohesion.                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Project phasing<br/>(part of the Gantt of each project – please see Addendum 2)</b> | <p>To ensure the implementation of large-scale projects, they need to be broken down into manageable project components.</p> <p>National Treasury sets out the following phases:</p> <ul style="list-style-type: none"> <li>▪ Inception</li> <li>▪ Concept viability</li> <li>▪ Design development</li> <li>▪ Tender document</li> <li>▪ Procurement</li> <li>▪ Construction</li> <li>▪ Closeout</li> </ul> <p>The hand-over process must account for the complex set of interdependencies between the large-scale investments and construction projects, such as major infrastructure (utilities, transport, park systems, brownfields clean-up), and the micro delivery of commercial and residential projects that need to establish a "sense of place" and completion—even though the ultimate build-out of the project/s will progress over a long period of time.</p> |
| <b>Public and Private sector roles and Interrelationships</b>                          | As urban development is a long-term undertaking, requiring significant interaction between the public and private sectors, the form and content of the partnerships are crucial to ensure that goals are achieved. Strong partnerships can help ensure that the public interest is protected. In this context, investors and developers can have greater confidence in the integrity of, and commitment to, the programme over the long term. In structuring the roles and partnerships it is important to first be clear about the basics of what the proposed regeneration programme will require of both parties and how these requirements may change over time.                                                                                                                                                                                                        |

(World Bank, 2020)

## Mitigating risk

| RISK MITIGATION |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risk            | Description/questions to identify risks                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Mitigation measures/examples                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Political       | <p>Political risk can have a negative impact during the entire project cycle and can take a variety of forms, including:</p> <ul style="list-style-type: none"> <li>Disagreements between various public sector actors involved in the project over technical aspects or plain political opposition</li> <li>Differences between a mayor and municipal council are common and can affect project implementation</li> <li>Accusations and perceptions of corruption from involved officials</li> </ul> | <p>Create a broad political consensus based on a long-term vision for the project area. Create a project advisory board for supervision and to ensure transparency.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Financial       | <p>Constraints on economic management can be posed by fiscal and foreign trade imbalances; economic volatility and extremes; health of the country's economy; and quality of economic management. Other financial risks include:</p> <ul style="list-style-type: none"> <li>Exchange-rate (for foreign capital) risks</li> <li>Interest rate risks</li> <li>Inflation risks</li> <li>Counterpart risks</li> </ul>                                                                                     | <p>The negative impact of some of the risks can be reduced with financial products available on the market. For example, project risks related to the quality of capital investments (such as delays in the delivery of inputs, quality defects of materials and execution of construction, and even the impact of natural disasters) may be covered by insurance.</p> <p>The foreign exchange risk may be covered by financial instruments, such as hedging offered by international financial institutions. The use of these instruments allows for the pricing of risks and including them in the financing plans. Access to insurance and other forms of hedging depend on how developed the financial markets are in the country.</p> |
| Technical       | <p>What is the level of dependence of project design on untested or unfamiliar technologies or processes? Is there a lack of local technical expertise for project management, design aspects, and the structure of stakeholder roles and partnerships?</p>                                                                                                                                                                                                                                           | <p>Local governments can hire technical experts as needed to support project implementation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| RISK MITIGATION               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risk                          | Description/questions to identify risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mitigation measures/examples                                                                                                                                                                                                                                                                                                                                                             |
| Environmental                 | <p>One of the main risks affecting economic viability for some urban regeneration projects is that of unknown environmental hazards resulting from former site use(s). Remediation experiences of former industrial sites have shown that the magnitude of these contaminations can be extraordinary, often aggravated by having crossed property boundaries and harmed third parties. In other cases, the proven contamination is much less serious than had been feared. The cost of dealing with past environmental liabilities can be a multiple of property values.</p> <p>Liability is a particularly important issue. It is considered by many to be the main barrier to urban redevelopment, especially in brownfields. Indeed, it can affect the process in several different ways. For the landowner, contamination that is a threat to human health or the environment can potentially bring with it civil lawsuits or government fines. For a developer, liability can mean that future revenues and profitability of redevelopment can be affected by potential legal costs stemming from people's exposure to contamination that was not removed or identified.</p> <p>For a lending institution, potential defaults on loans can mean that the institution will be stuck with a site it cannot easily resell because of environmental issues.</p> <p>For an insurance company, the risks of complicated or unknown pollution are often too high for them to become involved in the process.</p> <p>For a local authority, liability is often what prevents the redevelopment, as private partners become reluctant to get involved.</p> | <p>Good mitigating practices include (a) incorporating environmental issues in technical feasibility studies and consultation processes with the community and stakeholders; (b) obtaining required approvals by relevant regulatory bodies; and (c) designing an action plan and remediation strategy and identifying sources of financing.</p>                                         |
| Land ownership and regulation | <p>Ownership and legal covenants can bring with them a number of problems. If the site is in private or mixed ownership, the owners might change their minds during the process, bringing the redevelopment to a halt or delaying it. Similarly, an incoherent legal framework can hamper redevelopment goals and can push costs beyond initial assessments. Changes in the land-use plan and/or the development scheme can make the project infeasible for the developer. An unreliable or inconsistent performance by regulators can create inconsistencies that affect project efficiency.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>To counter ownership and legal covenant hurdles, good legal specialists should be hired. Solid contracts should be signed with all vested parties. Government rules and regulations may change mid-project (often with a change of government), but conditions at the time of signing should be kept through project implementation—unless new rules prove to be more favourable.</p> |

| RISK MITIGATION                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risk                             | Description/questions to identify risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Mitigation measures/examples                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Stakeholders                     | <p>Project stakeholders' views about how the project meets or conflicts with their priorities and needs is another risk, as is opposition from neighbourhood groups.</p> <p>How do the various categories of stakeholders view the project?</p> <p>How are their needs or views being taken into account? Are there any outstanding or contentious issues?</p> <p>Is there any participatory planning mechanism involved?</p> <p>Is there a possibility that investment benefits will not be shared equally among social groups, especially between women and men, indigenous peoples, ethnic communities, and other disadvantaged groups?</p> | <p>Stakeholder risks can be reduced through a transparent and participatory process to determine the project's goals, components, and investment priorities. The involvement of key stakeholders in programme decisions increases the likelihood that their interests will be reflected in project design. It also reduces the incidence of opposition during project execution.</p>                                                                                                                                                                                                                                                                                                                                             |
| Implementa-tion (fiduciary risk) | <p>What is the extent to which there is a comprehensive and credible budget linked to the project? This includes a sound procurement law and generally good procurement practices and good contract management in the public sector.</p>                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Well-planned procurement and a clear plan for implementation are key to mitigating this risk.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Commercial                       | <p>What is the risk of selling the redeveloped properties? The long development and implementation period of an urban regeneration project faces commercial risks that are difficult to mitigate, particularly those related to changes in the business cycle that affect demand, rate of sale, and real estate prices.</p>                                                                                                                                                                                                                                                                                                                    | <p>When facing problems that normally lead to falling demand or prices, developers often slow execution, delaying implementation of projects under preparation.</p> <p>Other commercial risks such as late payments by property buyers may be reduced by transferring mortgages to third parties or by obtaining mortgage insurance.</p> <p>This type of risk is difficult to contain. Developers can conduct realistic market studies to try to minimize it. The analysis of different city growth scenarios and their impact on the commercial aspects of the programme allows developers to fine tune the sizing and phasing of investments. This helps to minimize the adverse effects of changes in the economic cycle.</p> |

(World Bank, 2020)

## ANNEXURE E – PRIVATE INVESTMENT INCENTIVES

| PRIVATE INVESTMENT INCENTIVES |                                                            |                                                                 |                                                    |
|-------------------------------|------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------|
| #                             | Questions                                                  | Potential answers                                               |                                                    |
| 1                             | Is the land in question publicly owned?                    | Yes, the land is owned by the region or municipality            | No, the land is privately owned                    |
| 2                             | Is there access to capital markets?                        | No, there is mechanism for public borrowing                     | Yes, the region or municipality can issue debt     |
| 3                             | Is there a property tax collection framework in place?     | Yes, there is a property tax collection framework               | No, there is no such system                        |
| 4                             | Is there a property cadastral data-base or record system?  | Yes, property cadastre records are available                    | No, there are no formal records                    |
| 5                             | Is the land made up of a single erf, or fragmented?        | A single erf                                                    | Fragmented among several erfs                      |
| 6                             | Is there a zoning or land use planning framework in place? | There is a zoning or land use planning process already in place | There is no zoning or land use planning            |
| 7                             | Are there environmental concerns with the land?            | Yes, environmental concerns have been identified with the land  | No, there are no particular environmental concerns |
| 8                             | Is there an existing community on the land?                | Yes, there is an existing community on the land                 | No, there is no existing community                 |
| 9                             | Are there informal settlements or renters on the land?     | Yes, there are informal settlements or renters on the land      | No, there are no informal settlements or renters   |

Thereafter, depending on the answers to the above, the following private financing incentives may present themselves:

| INCENTIVES FOR PRIVATE FINANCING                                                     |                              |                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financing options                                                                    | Applicable for this project? | Description                                                                                                                                                                                                                                                                                                                                                                                              |
| Betterment levies                                                                    | Yes or no                    | Betterment levies are a form of tax or a fee levied on land that has gained in value because of public infrastructure investments. They are considered the most direct form of value capture (Peterson 2009). Whereas impact fees and developer exactions work from the cost side of budgets, betterment levies try to capture part of the infrastructure investment already incurred by the government. |
| City Improvement Districts                                                           | Yes or no                    | A CID is a partnership in which property and business owners elect to make a collective contribution to maintenance, development, and/or promotion of their commercial district. A majority of property owners must agree to fund the CID through an extra assessment. The core concept is modelled on the shared maintenance programme of many suburban shopping centres.                               |
| Capital investment planning                                                          | Yes or no                    | A capital plan provides a link between the municipality's strategic vision, its urban land use plan, and its annual budget (and IDP).                                                                                                                                                                                                                                                                    |
| Density bonus                                                                        | Yes or no                    | A density bonus is an incentive-based tool that permits a developer to increase the maximum allowable development on a site in exchange for either funds or in-kind support for specified public policy goals.                                                                                                                                                                                           |
| Developer exactions and impact fees                                                  | Yes or no                    | Development impact fees are required contributions by the private sector to cover the cost of additional public infrastructure and services. Typically, governments levy these fees as a one-time, up-front charge, and receipt of payment is a precondition for public approval to develop land.                                                                                                        |
| Direct grants                                                                        | Yes or no                    | One common form of fiscal incentive is a direct grant (typically a reimbursement for allowable expenses) to a commercial building owner or space user in exchange for certain actions, such as the hiring of local residents or adopting specified design standards.                                                                                                                                     |
| Housing vouchers (or demand-side subsidies) as an alternative to inclusionary zoning | Yes or no                    | Critics of the inclusionary housing approach often cite housing vouchers as a better alternative to provide subsidies for affordable housing. The alternative choice to inclusionary zoning (IZ)—or project-based housing assistance—is tenant-based assistance, which operates on the demand side of the housing market.                                                                                |

| INCENTIVES FOR PRIVATE FINANCING                                                        |                              |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financing options                                                                       | Applicable for this project? | Description                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Inclusionary zoning                                                                     | Yes or no                    | IZ is a means of using the planning system to create affordable housing and foster social inclusion by capturing resources created through the marketplace.                                                                                                                                                                                                                                                                 |
| Intergovernmental transfers                                                             | Yes or no                    | Intergovernmental transfers can be a useful source of funds for planning and construction. However, a disadvantage of this dependence is that the amount and timing of transfers can be unpredictable. Market cycles, demographic shifts, policy changes by other levels of government, and natural disasters are a few examples of events that can affect government revenues and transfers to lower levels of government. |
| Land readjustment                                                                       | Yes or no                    | Land readjustment is an approach that is commonly used in East Asian countries, such as Japan and the Republic of Korea. In addition, it has also been used in Germany to enable the assembly and planning of privately owned land at the peri-urban fringe, as well as the delivery of infrastructure and services on such land.                                                                                           |
| Land swaps                                                                              | Yes or no                    | A land swap is a tool that empowers a city to trade a municipally owned site with a privately owned site. Governments can resort to land swaps to enable development and urban regeneration on land that faces other restrictions (for instance, endowment land or land with restrictions such as areas controlled by the military).                                                                                        |
| Low-cost loans                                                                          | Yes or no                    | Another form of fiscal incentive is a low-cost loan programme. Such programmes may be used to encourage businesses to locate in a designated urban renewal area.                                                                                                                                                                                                                                                            |
| Payment-in-Lieu-of-Taxes (PILOT)                                                        | Yes or no                    | A variation of local "off-balance sheet" financing is the securitization of anticipated revenues. Payment-in-lieu-of-taxes (PILOT) bonds are a version of this type of security. PILOT deals, which are typically economic development projects, involve payments from private entities that are used to pay debt service on tax-exempt bonds.                                                                              |
| Public land as an equity contribution towards a joint venture                           | Yes or no                    | A variation of the in-kind payment approach is when a municipality uses the value of its land as an equity contribution toward a joint venture with a developer. In this scenario, a public entity might enter into a partnership with private sector investors for the purpose of redeveloping a targeted urban area.                                                                                                      |
| Public land as an "in kind" payment in return for construction of public infrastructure | Yes or no                    | This financing approach is viable if a municipality owns a parcel of land that has market value greater than the estimated cost of infrastructure required.                                                                                                                                                                                                                                                                 |
| Sale or long-term lease of a municipally-owned site through an arm's-length transaction | Yes or no                    | Land assets are an important ingredient of sub-national government finance in many developing countries. Direct sales of land by sub-national governments are a clear example of "capital" land financing. In this scenario, a municipality's goal is solely to maximize the price, or fair market value, it receives for its land.                                                                                         |
| Sale or long-term lease through a strategic negotiated transaction                      | Yes or no                    | The government can carry out negotiations directly with developers in a non-transparent form. This prevalent form of public land disposition is often used when the government wants to attract real estate investment for a specific venture. As such, it negotiates directly with large-scale, prominent developers.                                                                                                      |
| Special assessment districts                                                            | Yes or no                    | Another way for cities to access capital markets to fund their urban regeneration initiatives is through the use of special assessment districts. Unlike a TIF, this type of tool assesses an additional tax on the full value of a property, usually paid by property owners within a defined special assessment district that will benefit from specific public improvement(s) - similar to CID's in SA.                  |
| Tax incentives                                                                          | Yes or no                    | Selective and intelligently designed tax incentives can play a major role in absorbing private sector capital for urban regeneration and development                                                                                                                                                                                                                                                                        |

## INCENTIVES FOR PRIVATE FINANCING

| Financing options                      | Applicable for this project? | Description                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tax Increment Financing (TIF)</b>   | Yes or no                    | Cities have accessed capital markets to help fund urban regeneration in a variety of ways. One possibility is through the issuance of TIF bonds. TIF has been used by American municipalities for more than 40 years. This method has provided them with a locally administered redevelopment financing tool that exploits the rise in economic value and associated increase in tax receipts that accompanies successful urban redevelopment. |
| <b>Transferable development rights</b> | Yes or no                    | In addition to municipal land, municipalities can also dispose of rights to engage in more intensive land development—a higher floor space index (FSI) or higher FAR—as a way to “finance” and incentivize urban regeneration.                                                                                                                                                                                                                 |
| <b>Up-zoning</b>                       | Yes or no                    | As with density bonuses, up-zoning can be successfully deployed as a kind of financing tool for urban regeneration only when sufficient market demand exists.                                                                                                                                                                                                                                                                                  |
| <b>Urban redevelopment</b>             | Yes or no                    | Urban redevelopment is conceptually similar to land readjustment, with the exception that it happens in existing urban areas and often involves a rezoning by the government of a given area from a low-density (single-family housing) to higher-density (mixed-use or commercial) development.                                                                                                                                               |

(World Bank, 2020)

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