



NELSON MANDELA BAY

LONG-TERM

GROWTH AND DEVELOPMENT PLAN

2017-2032

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1. INTRODUCTION

The Long-Term Growth and Development Plan is designed to provide a framework for three successive five-year Integrated Development Plans until 2032, aimed at achieving a comprehensive socio-economic turnaround for the Nelson Mandela Bay Municipality. The role of the Long Term Growth and Development Plan is to guide articulation of a comprehensive local vision for the determining of the development objectives of the next three IDPs it will inform. This is of considerable importance for equipping all directorates of the municipality with united focus for efforts to meet challenges and achieve desired goals.

Over the coming fifteen years, notable achievements will reflect the inroads made in meeting targets set in all development indicators. These achievements will have been made possible by the setting of correct economic growth priorities throughout the successive IDPs and the annual reviews. Each IDP will be based on current conditions, while ensuring continuity of the development effort, including through concentrated coordination with provincial and national spheres of government on “people-oriented development” aspects of service delivery, such as education, health, and social development support. Integration of these priorities with the infrastructure agenda will advance the harnessing of available resources into effective productive capabilities that contribute efficiently to realising long-term strategic objectives.

At the broader level, strategic focus will be placed on integrating the local economy into the development agendas of the national and continental economies and to efficiently manage and capitalise on the impacts of globalisation and climate change as two of the most prominent challenges currently faced.

An equally important objective is tackling poverty towards realising the vision so that all communities can share in the benefits of growth and improvements in quality of life. This is of critical priority to delivering on the long-term vision of all spheres of government.

In order for true socio-economic development to be achieved, the long-term development agenda will reflect in all integrated development indicators. These achievements will be enabled through the setting of correct economic growth priorities throughout the successive integrated development plans. Each such plan will be based on current conditions, while ensuring continuity of the development effort and concentrating on human development sectors, such as education, healthcare, and family care, and on the infrastructure, in order to transform available resources into effective productive capacities that contribute efficiently to realizing our city’s long-term strategic objectives.

2. FOREWORD BY THE EXECUTIVE MAYOR

This Long-Term Growth and Development Plan sets out how the coalition government, which is responsible for the Nelson Mandela Bay Metropolitan Municipality, intends to bring about a better future for the residents, businesses and other stakeholders of the Nelson Mandela Bay. In this document you will recognize the manifestos of the coalition partners. You will also see the results of the many consultative engagements we have conducted over the past year. Finally, you will see the results of the intense strategic planning process that we have undertaken.

A long-term city plan is not the same as an Integrated Development Plan (IDP). It is by necessity more brief and less detailed, both because we want our residents to read and understand it without having to wade through technical material; and because it is a statement of strategic intent rather than a detailed plan. The long-term city plan is intended to guide the development of IDPs and other more specific plans in future.

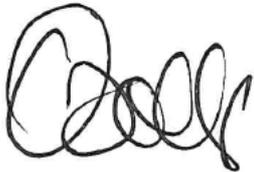
The coalition government's governance model is based on six pillars: Well-Run City; Opportunity City; Safe City; Inclusive City; Caring City; and Forward-Thinking City. We have developed a mission, a vision, a brand promise and core values that support these pillars. We have developed statements of strategic intent for each of the many areas of concern for our residents and businesses.

Unfortunately, our starting point is not a strong one. On the contrary, we have inherited what is essentially a bankrupt metropolitan government, with extremely limited administrative capacity. While there are individual public servants with considerable professional skill and experience, it is undeniable that our predecessors have ruined what was once an effective administration.

Our first priority must therefore necessarily be to strengthen the capacity of the administration and build our financial strength. Concurrently, we need to strengthen our collaborative relationships and develop joint initiatives with all stakeholders operating in Nelson Mandela Bay.

A transformed, efficient and effective administration, free from corruption, is pivotal to delivering continuously improving services. It is also essential for creating an environment that stimulates the local economy. There is no other way to create the jobs our people so desperately need.

This Long-term City Plan outlines how, after strengthening our administration and our financial position, we intend to move forward to truly fulfill our promise to those who elected us to run this metropolitan municipality.

A handwritten signature in black ink, appearing to read 'Athol Trollip', with a stylized, cursive script.

**Councillor Athol Trollip, Executive Mayor
Nelson Mandela Bay Metropolitan Municipality**

3. FOREWORD BY THE CITY MANAGER

It should go without saying that metropolitan governments must be administered in accordance with the law, and with the principles of good governance. The Nelson Mandela Bay Metropolitan Municipality is deeply committed to these requirements.

However, municipal administration has a profound purpose, namely to deliver municipal services to the people and to businesses and to create an environment in which jobs are created. Accordingly, municipal administration must take place in such a way that long-term objectives will be achieved.

To achieve these objectives, the Long-term City Plan has been developed to guide the development of future Integrated Development Plans (IDPs), Built Environment Performance Plans (BEPPs), and the other technical planning documents of the Nelson Mandela Bay Metropolitan Municipality.

A Long-term City Plan provides the long-term perspective, in this case to 2032. The shorter-term and more detailed planning documents will take their cue from this long-term plan. The Nelson Mandela Bay Metropolitan Municipality is committed to adopting a multi-generational planning approach to ensure sustainable and inclusive economic growth.

We will work hard to build the administrative and financial capacity required for the metro to become truly developmental in its approach and its effect. With the assistance of the residents, businesses and others operating in our jurisdiction, we will overcome our financial challenges and strengthen and professionalise our administration. It will be possible to achieve these objectives because we will ensure that good governance and professional performance management prevail throughout the administration.

Thereafter Nelson Mandela Bay can expect truly exciting times, in which service excellence, high performance, effective partnering, and co-operative governance characterise our city. This administration is committed to seeing this Long-term City Plan through to its conclusion.



Johann Mettler, City Manager

Nelson Mandela Bay Metropolitan Municipality

4. MISSION, VISION, BRAND PROMISE AND CORE VALUES

4.1 Introduction

A Long-term Growth and Development Plan creates a picture of the desired future of the Nelson Mandela Bay Metropolitan Municipality. This future is encapsulated in the mission (purpose), vision, brand promise and core values of the City.

The purpose of the Integrated Development Plan (IDP) is to action the first 5 years of the Long-term Growth and Development Plan, strategically guided by the long term vision for the ten years to follow.

The specific mission, vision, brand promise and core values of the Nelson Mandela Bay Metropolitan Municipality are set out below.

4.1.1 Mission (purpose)

To create Freedom, Fairness and Opportunity for all in NMBM; to stop corruption, to create jobs and to improve service delivery.

4.1.2 Vision

An iconic, friendly, ocean City driven by innovation, service excellence and economic development - a destination of choice.

4.1.3 Our Brand

One City, One Future.

4.1.4 Core Values

Nelson Mandela Bay takes pride in the values of:

- Good Governance
- Integrity
- Proactiveness
- Caring
- Growth-oriented perspective
- Diversity

5. THE SIX PILLARS

The coalition partners have agreed that the desired future of the City rests on Six Pillars namely; a Well-Run City; an Opportunity City; a Safe City; a Caring City; an Inclusive City and a Forward-Thinking City. The longer-term strategies to realise the Vision emanate from these pillars.

These six pillars are foundational to both the Long-Term City Plan and the Integrated Development Plan for 2017-2021 and the subsequent IDPs. The six pillars determine what the City does today, tomorrow and into the future.

5.1 Well Run City

In the Well Run City, monitoring and evaluation inform decision making and provide information for accountability and performance improvement. A culture of excellence among staff and institutional systems and processes is strived for. In the Well Run Nelson Mandela Bay, all basic services are delivered to expectation and the City sets the benchmark for transparent governance, financial viability and the eradication of corruption.

As a Well-Run City, Nelson Mandela Bay strives to:

- Transform the institutional systems, processes and organizational structure to one of high performance in order to effectively deliver basic services.
- Ensure that the municipality is staffed throughout with a motivated, committed and capable workforce.
- Ensure financial prudence and transparent governance and work towards eradicating corruption.

5.2 Opportunity City

The Opportunity City delivers on well-planned initiatives to enable and cultivate economic opportunity, develop competitive advantage, ensure access to skills and creation of jobs. The Opportunity City is competitively differentiated as a destination City for business, tourism and investment. Strategic partnerships with the private and non-profit sectors thrive.

Opportunity City initiatives secure development of a diversity of sectors that range from marine manufacturing, urban agriculture and agri-processing, to the cultural and creative industries. Infrastructure led growth is properly planned and invested in and effective service provision for transport and mobility ensures universal access to the Opportunity City.

Nelson Mandela Bay, the Opportunity City, is a proudly iconic and global City that does the legacy of Nelson Mandela proud.

As the Opportunity City, Nelson Mandela Bay strives to:

Grow and diversify the local economy through the attraction of new investment, skills development and facilitation of an enabling environment for small business growth and job creation.

Facilitate and promote infrastructure led growth, development and tourism.

Execute existing, and design and implementation of new projects, that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships.

Develop an effective integrated public transport system that promotes access to opportunity through mobility by focusing on transit oriented urban development.

5.3 Safe City

In the Safe City, all communities, residents and visitors of Nelson Mandela Bay enjoy the basic freedom of not only being safe, but of feeling safe. The Safe City's Metro Police are trusted, accessible, well trained and suitably equipped to protect the communities they serve with pride. Fire and Emergencies Services in the Safe City are properly prepared to ensure that any disaster, natural or otherwise, is capably addressed.

In the Safe City, the need for urgent delivery of well-maintained streetlights to all communities is a high priority. In the Safe City, the Municipality partners with communities to eradicate illegal connections - and with civil organisations to ensure residents and visitors enjoy access to adequately life-guarded public beaches and pools. In the Safe Nelson Mandela Bay, by-laws are fairly enforced and measures are set in place to ensure that cattle are kept off roads. Safe working conditions are ensured for all municipal employees.

As the Safe City, Nelson Mandela Bay strives to:

- Deliver well-resourced and capacitated policing and emergency services in order to ensure the safety of communities and visitors.
- Provide infrastructure that improves the safety of communities and visitors.
- Improve the safety and security of Nelson Mandela Bay through community, industry and civic organisation partnerships.
- Consciously consider aspects of safety and the perception of safety in the design and construction of the built environment.

5.4 Inclusive City

Delivery to an Inclusive City means delivery that speaks to the maturity of our society as a single collective community, and celebrated in all its diversity: “One City - One Future”.

The Inclusive City proactively promotes redress and delivery on transformation objectives. Productive relationships are cultivated with organised labour, ensuring that all decisions are inclusively informed. Participatory governance is also reinforced in the Inclusive City, through developmental municipal management systems and processes, which empowers all employees to contribute to successful delivery of the IDP.

The Inclusive Nelson Mandela Bay is a well-connected City. It delivers integrated access to a single-community City. It has a properly planned infrastructure and a built environment that enables informal means of mobility between communities, including pedestrian bridges and connective “corridor” routes.

In the Inclusive City, responsive governance is delivered through effective public participation and the provision of communication channels that deliver the accessibility of the Municipality to all residents. The Inclusive City is served by properly functioning Ward Committees.

United in its diversity, the Inclusive City actively ensures that the cultural, traditional, ancestral and struggle heritage of our communities are paid respect to and are appropriately commemorated. In the Inclusive Nelson Mandela Bay, projects that pay homage to our heritage, including the renaming of streets, are properly consulted and budgeted for.

As the Inclusive City, Nelson Mandela Bay strives to:

- Ensure institutional accessibility, effective communication channels for participatory and responsive governance.

- Spatial and built environment developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay.
- Deliver on transformation objectives, promote redress and foster social cohesion.

5.5 Caring City

In The Caring City, equality is strived for through ensuring that all residents have access to delivery that promotes their well-being. Access to affordable housing and provision of dignified housing is properly planned for to ensure maximum possible delivery within funding available. Dignified sanitation and waste management are a reality for all households.

In The Caring Nelson Mandela Bay, indigent communities are adequately supported and food security programmes and community gardens are fully operational. Social services and social development programmes are well-prioritised. In ensuring the well-being of residents, The Caring City delivers libraries, sport and recreational facilities that are accessible to all communities. Through effective cleansing programmes, greening initiatives and provision of well-maintained public parks, every resident is able to feel proud of the community they live in.

In The Caring City, occupational health and wellness for all municipal employees is ensured. Through the delivery of Public Health services, cemeteries are well managed and planned and proper management of the environment is practiced.

As a Caring City, Nelson Mandela Bay strives to:

- Provide for the social needs of communities and empowerment of vulnerable people through provision of access to social services, social development programmes and indigent support.
- Promote the health and well-being of all communities through the spatially equitable provision of social infrastructure.
- Provide effective general environmental and public health services.
- Provide dignified housing and sanitation and accelerate access to improved services to indigent households in order to create safe and decent living conditions for all residents.

5.6 Forward Thinking City

The Forward-Thinking City is concerned with institutional innovation, support for research and development, and plans for future sustainability.

The Forward-Thinking City ensures multi-generational planning that promotes sustainable economic growth through the optimal use and development of technology.

In the Forward-Thinking City of critical importance is environmental sustainability through proactive planning, and conservation of resources and the natural and built environment. This pillar strives towards the realization of the United Nations Sustainable Development Goals.

As a Forward-Thinking City, Nelson Mandela Bay strives to:

- Ensure multi-generational planning that promotes sustainable economic growth through research and development, innovation and the optimal use and development of technology.
- Develop an environmentally sustainable city through proactive planning, and conservation of resources and the natural and built environment.

The *Forward Thinking Metro* pillar is envisaged to comprise the IDP goals, objectives, interventions and initiatives that safeguard the sustainability and future viability of the Metro. A supporting policy structure would, together with these components of the IDP, manage and direct “physical change” in the NMBM and its impacts on the social, economic and natural environment.

Objectives under this pillar would manifest through innovative and progressive plans and strategies that ensure that:

- City services are delivered sustainably through a growth-supportive (ie scalable) infrastructure system.
- Natural resources, the environment and its ecological diversity are conserved and nurtured for future generations.
- Coastal management – and ocean economy development - undertaken in a manner that guards the future of coastal fauna and flora and eco-tourism.
- The Metro’s natural features and watercourses are protected and regenerated, forming a vital and integral part of the urban landscape.

- All of the Metro's civil servants, citizens, stakeholders and investors: understand the environmental, social and economic consequences of their choices and actions; are advocates for a sustainable Nelson Mandela Bay – and take responsibility/ownership for the natural environment and its sustainability.
- Technological innovation is invested in to secure the future global competitiveness of the Metro.
- Initiatives in sustainable energy and green technology are developed and advanced.
- NMBM has clean air, land and water.

6. CONSULTATION AND ENGAGEMENT

6.1 Background

“As we break away from our dysfunctional past, we need to build a new future and direction relevant to the needs of our communities we serve. A City government that listens to its communities is responsive to their needs, accountable to them and dedicated to ensuring fairness and providing more opportunity. This means making sure that residents and businesses can easily communicate their concerns and matters of importance to the City. Gone are the days of an unresponsive City administration" (Executive Mayor Cllr Athol Trollip to the NMBM Council on 31 August 2016).

Two categories of consultation and engagement informed the development of this Long-term City Plan: ward and labour consultation, which took place during the last quarter of 2016; and economic sector consultation, which took place during the first quarter of 2017.

The outcome of these engagements is set out in the following sections. The detailed inputs are too voluminous to attach, however they are on record with the municipality.

6.2 Ward Consultation

Ward consultation sessions were hosted with representatives of all NMBM Wards during September and October 2016.

These events made it very clear that communities throughout Nelson Mandela Bay wish to feel proud of where they live; to feel safe where they live; and to have access to facilities and services that promote their well-being.

The Ward Consultations generated the following list of service delivery priorities:

- Street lights and speed-humps to ensure a Safe City.
- Litter picking and cleansing programmes, pavements, fixing of potholes and tarring of gravel roads to ensure a Well-Run City.
- Access to libraries equipped with free Wi-Fi on Saturdays and sport, outdoor gym and parks facilities to ensure a Caring City.
- Greening initiatives that see trees planted and gardens cultivated for beautification, especially in marginalised areas.

- Effective integrated public transport and mobility to ensure an Inclusive City and an Opportunity City.
- Dignified access to affordable housing.

The above represents a mix of short, medium and longer term priorities. Short- and medium-term priorities are addressed in the Integrated Development Plan whilst longer-term priorities are captured in this Long Term Plan.

6.3 Economic sector consultation

Ten Economic Sectors were identified for consultation namely:

- (a) Automotive
- (b) Ocean Economy
- (c) Agriculture
- (d) Green Economy
- (e) Manufacturing
- (f) Construction
- (g) SMMEs
- (h) Services
- (i) Transport
- (j) Tourism

In addition to the purely economic sectors, the Education sector was also consulted.

Key role-players in each Sector were invited to participate. A tailor-made methodology was applied during each Sector workshop. The outcomes were followed by Sector Strategy workshops where burning issues and short, medium and long term strategies were identified. Recommendations to reform the City's administration were also made.

During the course of the consultation sessions, invaluable relationships with key role players in the economic sectors have been formed that will form the basis for continuous engagement into the future. A two-way channel of communication has been established which will be nurtured.

The NMBM is committed to meaningful community engagement through the Ward Committees and IDP public engagements. These will continue in the development of future IDP's and their review, with committed attendance by senior political and administrative role players to ensure that the voice of communities is not only heard but also attended to.

6.4 Insights emanating from the ward and economic sector consultations

The outcomes of these consultations can be presented as two distinct themes.

Theme A requires radical improvements in the efficiency and effectiveness of the NMBM administration to deliver the basics. This theme, which was raised in both Ward and Economic sector consultations, included the following:

- Developing the capability and capacity of both the Political and Administrative components of the institution.
- Developing a financially strong Municipality, which is customer-centric and proactively delivers ahead of expectations and demand.
- Municipal internal skills development, efficiency, and customer focus.
- Creating a community of partners within both the Private and Public Sectors.
- Adopting a zero tolerance for crime.
- Cleaning the city by embarking on a series of clean-up operations.
- Maintaining all municipal infrastructure so that 'things just work'.

Theme B requires catalysts of change or 'game changers', to transform Nelson Mandela Bay into 'An iconic, friendly, ocean city driven by innovation, service excellence and economic development - a destination of choice'.

Suggested 'game-changers' about which there was widespread agreement among the economic sector role-players, included:

- Aquarium (Bay World): this was seen as a 'low-hanging fruit' which would generate direct and indirect income through increased tourism.
- Apple Express: also seen as a 'low-hanging fruit' which would generate direct and indirect income through increased tourism.
- Baakens Valley: which can commence immediately – in phases - at low cost by attracting developers.

- Moving the tank farm and manganese exports to an alternative site: a priority that requires several years of planning and negotiations before any of the following projects can be initiated: Waterfront; Marina; Harbour Development.
- Lobbying to have the runway capacity at the Port Elizabeth International Airport extended: to accommodate larger aircraft to support increased tourism opportunities and domestic and international connectivity.
- Revival of Springs Resort in Uitenhage: reconnecting Uitenhage to the tourism value chain by reviving one of its most iconic tourism assets.
- Development of the township economy: developing a plan and delivering economic infrastructure to township communities and the industrial parks will be catalytic for those local economies.

The economic sector role-players agreed that catalytic opportunities such as these are needed to trigger further opportunities, enhancing city confidence, and leading to ongoing growth, development and job creation.

It was stressed by participants that NMBM needs leadership that sees challenges as opportunities and continually strives to overcome difficulties in the pursuit of the vision. Visionary and transformational leadership thrives on continuous improvement and positive change and is always challenging the status quo in order to move to a brighter future.

7. DETAILED STATEMENTS OF STRATEGIC INTENT FOR THE SIX PILLARS

While the Six Pillars were derived from the manifestos of the coalition partners, this section indicates how the consultation process enriched them.

The section therefore elaborates upon and interprets the Six Pillars in the light of the outcome of the ward and economic sector consultations. This has meant developing a set of statements of strategic intent for each Pillar, which are set out below.

7.1 Pillar I: Well-run City

The key to the first Pillar is municipal institutional development and transformation. The Nelson Mandela Bay Metropolitan Municipality must be transformed from its dysfunctional and bankrupt legacy into a high-performance and financially-strong institution, with an organisation structure and processes, systems and resources that are 'fit-for-purpose'. This determination of the metro leadership has been sharply re-inforced by the community and economic sector consultations conducted. The metro leadership will not accept mediocre metro performance, because that would be an abuse of the people and their expectations.

The following strategic objectives will need to be rapidly achieved:

- (a) Performance Culture: to transform the culture of the municipality, including its institutional systems, processes, organisation design and organisation structure to deliver on the long-term city plan and the IDP. The first objective is to ensure that the NMBM has the right people in the right jobs. All future managerial appointments will be thoroughly tested to ensure that this is achieved.
- (b) Brand/identity/image: to build a unique NMBM brand that represents our iconic name, is admired by all and engenders pride; and also to develop a brand which is associated with business and economic success, and creates an enabling environment for job creation.
- (c) Financial Management: to improve financial management processes and systems to create transparent governance, which is essential for the eradication of corruption required to achieve metro financial strength.

(d) Service Delivery: to develop and implement a 'step-up' plan to systematically improve service delivery to all communities – especially disadvantaged communities - through systematic planning, competent project management, improved financial management and the proper procurement of quality products and services. A growing city requires continuously improved quality basic services and amenities to support sustainable, integrated and inclusive communities, while simultaneously ensuring the proactive provision of infrastructure to support growth and development. Serious and dedicated attention to the following services will need to be prioritised:

- Water: to reduce water losses from current high levels to below benchmarked standards; and to create additional storage capacity to meet the demands of the growing city. Given NMBM's water-scarce environment, these are fundamental objectives for social, environmental and financial reasons.
- Sanitation: to eradicate bucket toilets on municipal property and ensure that bulk infrastructure is regularly maintained and developed to meet the demands of the growing city.
- Electricity and Energy: to improve the reliability of electricity supply through regular maintenance and upgrading of the electrical infrastructure; and to explore innovative solutions to meet city energy requirements and collaborate with green economy power generation initiatives.
- Storm water: to develop storm water infrastructure to meet the demands of the growing city.
- Roads: to develop the City's road network ahead of demand in conjunction with Spatial Development Plans, "Game Changer" and related projects.
- Waste Management: to develop proactive strategies to combat and eradicate illegal dumping; and to develop innovative and efficient ways to manage waste through recycling, up-cycling and waste-to-energy solutions.
- Public Transport: to review, develop and upgrade the City's transport system to meet the demands of the growing city; and to improve the logistics and transport network to connect people and businesses to opportunities.
- Housing and informal settlements: to facilitate the delivery of quality housing at scale by making greater use of the dynamics of the residential property market; and to accelerate the upgrading of informal settlements to create safe and dignified living conditions.

- Land Use and Building Control: to significantly improve efficiencies in land and building control approval processes; by enforcing, improving and streamlining administrative processes relating to city development.
- Information and Communications Technology Infrastructure: to develop and continuously improve a world-class information and communications technology system to unlock city economic potential in pursuit of a SMART and Forward-Thinking City; and to unify and integrate telecommunications (telephone lines and wireless signals), computers and the necessary enterprise software, storage, and audio-visual systems to enable users to effectively access, store, transmit, and manipulate data.

Built Environment imperatives such as these are essential for job creation and business reasons as well as to meet community needs. These points are elaborated upon in the next section.

7.2 Pillar II: Opportunity City

The key to becoming an Opportunity City is to ensure that an environment conducive for economic development is created in the metro. Beyond the essential services already set out in Pillar 1, such as reliable provision of infrastructure services and efficient processing of regulatory applications; and the need to leverage City assets to facilitate development and growth; this requires (a) establishing effective collaboration and partnerships with local businesses across the spectrum; (b) implementing specific catalytic or 'game-changing' initiatives, collaboratively developed with economic actors, to significantly improve the local business environment; and (c) special programmes to tackle youth unemployment.

The following important priorities have been identified:

7.2.1 Collaboration

- (a) To develop economic partnerships between stakeholders by way of an 'Economic Development Partnership Forum' for strategic economic development; and in specific sectors, including tourism, manufacturing, automotive, SMMEs, and others.
- (b) To develop a long-term initiative - in consultation and collaboration with local business - to progressively attract new investment over time.
- (c) To forge a closer active working relationship with Business Chambers to develop strategies to service and grow the Services and SMME sectors respectively.

- (d) To develop and maintain an accurate data base of all Services Sector role-players and SMME's, to be actively used to communicate new developments and to connect sectors with local and business opportunities further afield.
- (e) To develop Entrepreneurial Development Centre(s) in collaboration with local education institutions, established business and financial institutions.
- (f) To review and streamline the City's procurement and contract management policies and processes affecting role-players in the Services and SMME sectors.
- (g) To encourage both the Metro and local business to first procure local and then further afield to stimulate and support the local economy.

7.2.2 Catalytic and 'game changing' initiatives

- (a) The primary game-changing initiative identified is the development of activities in the Baakens Valley to enhance its role in the City as an integration space for events, residential accommodation (across all socio-economic groups), tourism, and recreational, educational and other uses. In due course, the Port area itself will be redeveloped.
- (b) Other associated game-changing initiatives include the re-opening of the Apple Express narrow gauge steam train line as a tourism attraction; the reopening and expansion of a new Bay World Aquarium into a world class facility; and the removal and relocation of the manganese ore facility and oil tank farm from the Port Elizabeth Port.

7.2.3 Youth unemployment

- (a) Developing an innovative City Youth Policy and Programme to provide incentive schemes to provide internship and mentoring opportunities for unemployed youth across all economic sectors.

7.3 **Pillar III: Safe City**

Safety is fundamentally important to all citizens, a pre-condition for normal living, and critical to an environment conducive for growth and development. Becoming a Safe City will require strategic initiatives in respect of police, traffic and law enforcement services; as well as in fire and emergency services and disaster management.

The following strategic objectives will be achieved:

7.3.1 Police Services

- (a) To systematically strengthen the capacity and effectiveness of the metro police.
- (b) To develop and sustain joint operational plans and initiatives with SAPS.
- (c) To introduce a Tourism Police Force with unique identification insignia and specialized training to protect tourist areas so that they become totally safe for all.

7.3.2 Traffic Services

- (a) To visibly and consistently step-up enforcement of traffic laws and regulations.
- (b) To conducting Road Safety Education campaigns in educational institutions.
- (c) To retrain and re-mandate traffic law enforcement teams to implement a zero tolerance policy on traffic law compliance.

7.3.3 Law Enforcement

- (a) To develop a longer-term plan on visible enforcement of laws and municipal by-laws to inculcate a culture of compliance with the law in the City.
- (b) To visibly and fairly enforce the law as the new normality.

7.3.4 Fire and Emergency Services

- (a) To increase the effectiveness of existing fire and emergency services, to ensure capacity to cater for existing and future requirements.

7.3.5 Disaster Management

- (a) To prepare a Disaster Management Strategy that sets out how anticipated disasters will be managed.

7.4 Pillar IV: Caring City

To become a Caring City requires strategic initiatives across a great many fronts, starting with the special needs of the aged and the disabled; and also the general and specific discriminatory obstacles faced by women. Strategies are also required in education, health, libraries, sports and recreation, and environmental management. The following activities will be required to achieve a Caring City:

7.4.1 Aged

- (a) To develop a better understanding of the age profile of the NMB residents, their service needs over the next 20+ years, and the implications for municipal service delivery.
- (b) To provide the aged with the care and services they require to lead a dignified life.

7.4.2 Disabled

- (a) To adequately provide for and comply with relevant legislation for the disabled.
- (b) To provide dignified `universal access' facilities and services to people with disabilities.

7.4.3 Women

- (a) To promote gender equality and equal opportunity.
- (b) To institute unique gender equality events (beyond Women's Day) focused on promoting women equality and safety as a regular feature in the City's events calendar.

7.4.4 Education

- (a) To support educational institutions with the required municipal services.
- (b) To support the education sector by improving municipal services adjacent to education domains.
- (c) To facilitate the establishment of partnerships with relevant stakeholders to improve the quality of education and access to related opportunities.

7.4.5 Provincial clinics

- (a) Supporting the Provincial Government's provision of access to well-equipped and competently staffed clinics for all and supporting clinics by improving municipal services.
- (b) Collaborating with the Provincial Department of Health to identify partnerships with other stakeholders to improve the quality of service.

7.4.6 Libraries

- (a) Providing access to well-equipped libraries for all.
- (b) Collaborating with the relevant Provincial Department to secure funding to deliver a quality library service.
- (c) Developing partnerships with stakeholders and donors to modernize libraries and improve the relevance of their contents.

7.4.7 Sport and Recreation

- (a) Promoting quality sport and recreation facilities for all.
- (b) Promoting health and wellness through the provision of quality sports and recreation facilities.
- (c) Hosting innovative programmes that encourage citizen and national participation in unique sporting events in pursuit of an active life - and to promote the City at the same time.
- (d) Launching a bold programme - in collaboration with local institutions- to undertake a proactive maintenance programme for the City's sport and recreation facilities.
- (e) Promote the development and refurbishment of sporting infrastructure and facilities in order to attract more world-class events.

7.4.8 Environmental Management

- (a) Ensuring environmental sustainability and mitigate the impacts of climate change.
- (b) Creating an environmentally sustainable City that is aware of, and responsive to, climate change through proactive planning, preservation of bio-diversity and education of its citizens.

- (c) Developing a municipal policy and long term plans that include partnerships with stakeholders to preserve bio diversity; create a low carbon economy; and produce zero waste to landfill.

7.5 Pillar V: Inclusive City

To become an inclusive city first of all involves addressing the city spatial form, since access to economic opportunities, services and facilities continues to be effectively segregated by distance and the time and cost associated with travel around the metro. All living areas need to be respected and treated as suburbs with equal access to services, amenities and aspirations. This requires systematically initiating community beautification projects (such as planting of trees, creating play parks, providing lighting, and creating a crime-free environment) in previously neglected suburbs. Furthermore, an inclusive city must guarantee the rights and participation of all residents. Other important aspects of inclusivity therefore include arts, culture & heritage, public participation; and partnering with the municipal workforce.

7.5.1 Spatial inclusivity

- (a) To ensure that city integration is prioritised through the Spatial Development Framework, the Built Environment Performance Plan; the Urban Network Strategy and the Cities Sustainable Community Planning Methodology.
- (b) To create and implement spatial development initiatives which reduce travel time, locate services and amenities close to citizens, optimise land use and enable sustainable economic growth, thereby creating ‘One City – One Future’ and overcoming the impact of the segregated spatial legacy of the City.
- (c) To target the areas of highest poverty for catalytic interventions that will lead to increased accessibility and enhanced private and public sector investment.
- (d) To ensure the development of a viable and effective public transport system that connects all parts of the city together, for the use of all citizens.
- (e) To reduce urban sprawl by changing the practice of locating new urban developments away from existing facilities and amenities (which requires the extension of bulk services and leapfrogging of development).
- (f) To promote mixed uses and densification around key nodal points and corridors and prioritising transit oriented development.
- (g) To ensure adequate provision of all facilities and amenities including sport and recreation infrastructure in all areas of the City.

- (h) To prioritise the development of linkages and a road network that ensures the connectivity of the city and the spatial integration of all areas.

7.5.2 Arts, Culture and Heritage

- (a) To promote the cultural, traditional, ancestral and struggle heritage of our communities through initiatives such as the Nelson Mandela Bay Heritage Liberation Route as tourist and local attractions.
- (b) To develop a longer term programme to research, upgrade and operationalise the rich cultural and historic heritage sites, buildings and facilities in and around the City, with a view to preserving our heritage, to inform and to educate.
- (c) To address past injustice and inequality through a range of programmes that will recognise heritage and address important historical events and people.
- (d) To nurture and promote the creative talent that exists within communities of Nelson Mandela Bay.

7.5.3 Public Participation

- (a) To provide communication channels that deliver accessibility to the Municipality by all residents.
- (b) To institute regular dialogue with Wards through the municipality's Ward Committee system to further refine long-term development strategies and the IDP.
- (c) To institute economic sector consultation practices as a fixed programme in the City's calendar of priorities.
- (d) To develop a constructive dialogue with organised labour to systematically build collaboration and minimise "them and us" positioning and stances.

7.5.4 Participative partnering with the municipal workforce

- (a) To develop an inclusive culture where employees of the municipality are consulted, jointly own, and partner in delivery of the IDP and the long-term city strategy.
- (b) To communicate the essence of the IDP and the long-term city strategy to all employees.
- (c) To implement a simplified Performance Management System, linked to the deliverables and performance measures of the IDP.
- (d) To implement a Brand Campaign and a "living of the values" programme which extends throughout the municipality to every level.
- (e) To implement regular tailor-made employee engagement programmes to determine levels of employee engagement and issues that need to be addressed through organisation development interventions.

- (f) To develop a long-term collective bargaining strategy to systematically advance from an adversarial to an integrated working relationship.

7.6 Pillar VI: Forward Thinking City

To become a forward-thinking city will involve internal institutional innovations, especially regarding multi-generational planning and implementation; productive collaboration with the relevant stakeholders on research and development, especially regarding sustainable economic growth through the optimal use and development of technology; and implementing programmes to enhance environmental sustainability through proactive planning, and conservation of resources and the natural and built environment. A forward-thinking city will need to achieve the following:

7.6.1 Strategic planning and implementation

- (a) To introduce and implement true multi-generational city planning.
- (b) To introduce and implement true inter-governmental collaboration.
- (c) To introduce and implement collaborative planning and implementation with private sector and other institutions.

7.6.2 Ocean Economy

- (a) To protect and restore the Ocean's eco-systems and biodiversity - including beyond national jurisdiction.
- (b) To establish Nelson Mandela Bay as a globally recognized destination of excellence in the ocean economy through strategic partnerships and innovation.

7.6.3 Green Economy

- (a) To reduce environmental risks and ecological scarcities, and is focused on sustainable development without degrading the environment.
- (b) To promote the growth of green industries and the use of green technology to create a diverse, responsible and sustainable economy.
- (c) To actively market and brand Nelson Mandela Bay as the 'Green City' of South Africa.

7.6.4 Agriculture

- (a) To position Nelson Mandela Bay as an agro-processing destination of choice for the domestic and global markets while enabling local producers to grow their businesses.

- (b) To survey and analyse the transport infrastructure and inherent challenges experienced by agriculture role-players in bringing their goods to market.
- (c) To invest in a longer-term development plan, in consultation with the transport sector and the City's spatial planning department, to create efficient logistical systems for the sector.
- (d) To partner with iconic agricultural role players (such as the mohair industry) to capitalise on its world class status to the benefit of both the industry and the City.

7.6.5 Tourism

- (a) To develop the City into a globally-recognised and safe tourism destination of choice for domestic and global travelers - an iconic City that delivers the best coastal tourism experience on the continent.
- (b) To expedite 'low hanging fruit' projects to give tour operators attractive options to market (such as reviving the Apple Express, re-opening the Bay World Aquarium, offering automotive industry tours and profiling local museums and heritage sites).
- (c) To drastically and radically improve tourism safety by introducing a properly trained, 'badged' and dedicated tourism police force.
- (d) To market the City's blue flag beaches as internationally recognised quality tourism attractions.
- (e) To redevelop the City's resorts so that they become attractive to local and foreign visitors.

7.6.6 Construction

- (a) To develop a partnership with the Construction SETA to access funding for a coordinated skills developing programme for the construction sector.
- (b) To continually improve and simplify internal municipal processes and reduce red tape.
- (c) To implement a policy which gives preference to local industry and contractors before engaging "out of town" suppliers.

7.6.7 Arts, Culture and Heritage

- (a) To develop and sustain archive strategies for the preservation, collection, research and management of the intellectual and material arts, cultural and heritage resources of Nelson Mandela Bay to promote research and innovation within the creative sector.

8. IMPLEMENTING THE LONG-TERM GROWTH AND DEVELOPMENT PLAN

The Metro's political and administrative leadership, communities and economic sector groups consulted throughout the development of this long term plan have high ambitions for a bright future for Nelson Mandela Bay. This Municipality is determined to achieve those ambitions throughout Port Elizabeth, Uitenhage and Despatch. It is well-established that progress cannot proceed across all fronts simultaneously and at equal pace – the essence of strategy is the optimal prioritisation and making of choices regarding which elements of an envisioned future are most practically pursued in each phase of its realisation. In this way, each set of milestones can be achieved through advance from the solid foundation of delivery preceding it. The purpose of this section of the plan is to set out broad phasing for the implementation of strategy.

This Long-term Growth and Development Plan adopts a fifteen-year perspective. It therefore covers the period of three Integrated Development Plans:

- (a) *IDP 1, passed in June 2017, covering the 2017/18 to 2021/22 financial years;*
- (b) *IDP 2, to be passed in June 2022, covering the 2022/23 to 2026/27 financial years;*
and
- (c) *IDP 3, to be passed in June 2027, covering the 2027/28 to 2031/32 financial years.*

In the interim years between each new IDP, IDPs are annually reviewed.

Each successive IDP will systematically build on the achievements of its predecessors, so that the objectives set out in this long-term plan are cumulatively achieved. In this way customer confidence in our planning and future will steadily grow from the demonstrable progress made in delivering on the objectives in the six pillars and each long-term milestone until the 2031 municipal elections.

The priority areas of focus set out in each phase do not imply that development aspects not herein addressed will be altogether ignored: While the Metro must of course service-deliver on all of its mandated responsibilities, and its leadership is committed to continually seeking opportunities for overall improvement; the purpose of this plan is to define in broad terms, the development direction agenda for Nelson Mandela Bay in a manner that is not possible in shorter-term, fully budgeted-for and legislation-required plans. Detail is nevertheless expanded upon in the case of those strategic actions wherein broader goals do not naturally

imply those actions. This will ensure that each new IDP builds systematically on the achievements of its predecessors, through essential progress in each of the following development focus areas:

- Governance and organisation-led development
- Infrastructure-led development
- Opportunity-led development
- Infrastructure-led development
- Development for Resilience
- Development through lifestyle offering
- Development through conservation of our natural, built and cultural assets
- Safety-enabled development
- People-oriented development
- Technology-led development

8.1 Governance and Organisation-led Development

“As the first point of contact between citizens and the government, local government is at the coalface of delivering a better life for the citizens of South Africa. It’s a sphere of government where policies meet the real-life aspirations of the people, where theory meets reality.” - Phakama Mbonambi

Institutional and administrative reforms and developments undertaken over the next five years will contribute to rationalising the NMBM’s public administration and to enhancing its capabilities, as well as to developing the necessary enabling regulatory and policy landscape for supporting economic restructuring and for providing an attractive environment for small business, industry and investment. Government procedures are in the process of being streamlined, and this progression will continually increase in momentum over the coming years, to ensure that the municipality’s institutional structure, planning and human capital are well-aligned to support and reinforce continued establishment of a solid base for the implementation of the Long Term Plan.

Ongoing baseline analysis of the development status quo will inform all targets and ensure that targets set, generate the highest possible value from all of our human and financial resources. We will in this way continually achieve not only progress but *measurable* progress.

8.1.1 Transformation of the institutional systems, processes and organisational structure

Within the first phase of the Long-Term Plan's implementation, the municipality will deliver on its objective to transform the institutional systems, processes and organisational structure to ones of high performance in order to effectively deliver basic services.

Steadily improved transversal governance will ensure that service delivery outcomes demonstrate integration, balance and interdependence of all directorates and sub-directorates of the municipality to yield tangible social, environmental and economic rewards. This integrated approach will require:

- Perspective – awareness, understanding and accounting for all of the inter-connections between government functions throughout both planning and day-to-day decision making processes.
- A holistic and transversal approach – an overall governance plan and structure that is self-reinforcing, comprising sub-components that are mutually reinforcing.
- Responsive self-correcting governance through vigilant performance monitoring and evaluation of plans, systems and operations.
- Awareness as to when to address inefficiencies with a fresh approach and seek more creative solutions than currently in use.

The most significant manifestation of our long term commitment to governance and organisation-led development will be through our performance management, the philosophy of which is best articulated by Osborne Gaebler:

“What gets measured gets done

If you don't measure results, you can't tell success from failure

If you can't see success, you can't reward it

If you can't reward success, you are probably rewarding failure

If you can't see success, you can't learn from it

If you can't recognise failure, you can't correct it

If you can demonstrate results, you can win public support”

(Osborne L. Gaebler, 1992)

Systems and processes will be transformed within the short term and implemented in a manner that ensures optimal quality of work across directorates. Data-driven operations will ensure that proper research is undertaken and embedded within decision-making processes. Alignment of planning, decision-making and budgeting will be compelled, making these activities more targeted and strategic in relation to priorities. Operations will be held accountable for implementation through performance agreements and management.

The long-lamented challenge posed by directorates operating “in silos” will be relentlessly addressed throughout the short, medium and long term - all planning of operations will ensure that the appropriate team members from all directorates whose skills and time are invested in a particular project, collaborate within a co-ordinated project structure. Such will require that planning and project management play a central role in the entire project process from research until final implementation and close-out. It is envisaged that planning, budgeting and operations will, in this way, align more closely than has been the practice.

Project management systems effectively administered, well as peer-to-peer accountability, and joint problem solving, will prevent project stagnation or unnecessary lulls. Ongoing monitoring and evaluation will ensure that responses to potential risks and critical challenges are effectively mitigated against in project tasks. Processes will be structured in a manner that ensures that no phase of project implementation is delayed due to a bottleneck in another.

Communication systems will be streamlined to ensure simple and effective engagement between the municipality and its customers. Such will be reinforced through robust coordination and systems for information monitoring, dissemination, use and reconciliation. Rebranding of the municipality will accompany the institution throughout its transformation into a centre of excellence in order to reposition it in line with its advancing strategic agenda.

The rebranding will profile both our municipality’s past progress and what lies ahead for Nelson Mandela Bay – *One City, One Future*. As the new branding is unveiled, we commit to the recognition that a brand is a promise, and that for us, that promise is service delivery to all. Thus, the perceived quality of service from the perspective of our customers is crucial and will be critical to retaining their trust and confidence.

The institutional transformation steadily achieved will ensure optimal performance and do justice to the responsibilities entrusted to us by the Constitution and our people, as the deliverer of basic services and enabler of economic growth.

8.1.2 Ensuring a motivated, committed and capable workforce

The Municipality is committed to ensuring that it is staffed throughout with a motivated, committed and capable workforce – and one that is united behind shared and clear aspirations for improved service delivery and development goals.

The City's leadership and its officials are our human capital. As with all capital and assets, all of those who commit their energy, talent and commitment to public service need to be valued as such. The Municipality thus seeks to ensure that staff are inspired to achieve the goals set and to operate competently within their roles, including through training and improved operational systems - all of which will monitor our progress against best-practice benchmarks, and effectively highlight impediments to delivery or compliance.

Investment in our human capital will enable for critical vacancies to be filled with competent staff. Training and skills development will ensure that all staff are equipped with the requisite skills to perform their duties. Effective management will deliver an organisational structure that is fit for purpose and responsive to operational and delivery needs and contextual challenges. A project management approach to our work and our thinking will be forged through targeted training interventions and systems requirements.

All of our Human Resource and performance management systems will be based on sound best practice, Management of performance will be integrated into operational processes, rather than limited to an isolated process that occurs quarterly.

Effective labour relations will be geared towards relationship building in a professional, shared growth and learning approach. Interactions will often be robust, by their nature, but not combative, not risk averse, with forward thinking and proactive interactions.

The municipality will strive to be an employer of choice by stimulating a challenging operational environment, which celebrates and rewards innovation, ingenuity, solutions driven performance, evidence-based decisions making and a developmental mindset. Employee wellness and well-being are acknowledged as critical to ensuring a committed and motivated workforce. An energised atmosphere is envisaged as a permanent condition of our future, within an institutional culture that fosters excellence. We will strive to see joint ownership and steady attainment of our goals boost morale. All members of our workforce will be

acknowledged, encouraged and supported, particularly in delivery environments wherein there is in the interim, inadequate capacity and resource provision.

Professionalism and creativity will emerge as the hallmarks of our operations, and a culture of reflection and learning will encourage employees to be less risk averse and more enthusiastic about problem solving and recognising and removing barriers to service delivery.

An attitude towards partnership for growth will be fostered to allow the institution to create meaningful synergy and sharing of innovative ideas that will benefit all.

Appropriate leadership and commitment will be deployed to awaken, co-ordinate and direct our human, technological and infrastructural resources towards those core aspects of governing and operating, that will enable us to realise our development goals and service obligations throughout Nelson Mandela Bay's communities of Port Elizabeth, Uitenhage and Despatch. This which will ensure socio-economic progress and resilience in changing and challenging delivery environments.

Opportunities for improved and consistent service delivery and development will not be stifled because of current shortcomings in the capacity and capability of the organisation. The organisation will be bolstered into operating in a manner that is customer and implementation focused.

The general malaise, ineffective implementation syndrome, red tape, rigidity of processes, lack of ingenuity and problem solving, which are hallmarks of large bureaucracies, will no longer pervade in this municipality or dominate our organisational culture. Instead we will be characterised as a municipality in which business can be conducted with ease by and between our residents, businesses and other stakeholders.

8.1.3 Financial prudence, transparent governance and eradication of corruption

Fundamental to the successful delivery of the NMBM's long term vision, are sound leadership and stewardship. Part of the ideology of governance and organisation-led development is that dependable transparency creates a local and governance culture that makes it easy to do the right thing – to make even the most difficult decisions and needs-competing choices in a manner that aspires to reap "better life for all" rewards.

In delivering governance and organisation-led development, it is envisaged that government will strive to achieve a Nelson Mandela Bay in which leadership and stewardship are not confined to elected officials, but include everyone, from the volunteer in the grassroots community organisation to the directors of our largest corporations.

Within our municipality, employees will be competently managed and acutely aware of their roles, their goals and their obligations to each other and this city. Our institution will be reputed as professional, capable, capacitated, competent, ethical and accountable in all aspects of their job.

Swift and committed, progressive disciplinary procedures, which will not preclude criminal prosecution. This commitment, together with robust systems with early warning mechanisms, will reduce ill-discipline and non-performance and eradicate corruption within the organisation.

All professionals, in applicable areas of specialised work, will be required to be registered with the applicable professional bodies.

All systems and processes will be structured in a manner that is impervious to corruption and that ensures accountability. Nevertheless, where corruption occurs, swift intervention can be expected, not precluding submission for criminal prosecution.

Sound supply chain management - an essential cog in the machinery of all projects – will ensure that best practice is demonstrated in the pace of procurement for all projects, that due process is followed for compliance and transparency, that goods and services procured are correct for purpose.

Contract management oversight will be improved to ensure that all contracts contribute to achieving developmental progress in Nelson Mandela Bay, and that the terms thereof include measureable project milestones aligned to the performance targets and objectives of the Municipality.

8.2 Infrastructure-led Development

“The quality of infrastructure systems—including transportation, utilities, and telecommunications—is the most important factor influencing real estate investment and development decisions in cities around the world, according to a survey of public sector and private sector leaders conducted by the Urban Land Institute and EY. The findings are included in the Infrastructure 2014: Shaping the Competitive City report, released this week at ULI’s 2014 Spring Meeting in Vancouver, British Columbia.

Eighty-eight percent of respondents rated infrastructure quality as the top factor influencing real estate investment and development. Strong telecommunications systems (including high-speed internet capability) led the list, along with good roads and bridges and reliable and affordable energy. Demographic forces, including consumer demand and workforce skills, were other top considerations determining real estate investment locations.

The survey findings highlight the critical role that infrastructure plays in guiding real estate activity and economic development, and reinforces the need for close coordination between land use planning and infrastructure planning, says ULI Chief Executive Officer Patrick L. Phillips. “This survey indicates a growing awareness among the public and private sectors of the importance of investments in a variety of transportation systems, including ‘active’ transportation that offers an alternative to constant car use,” he says. “We have entered a new era that requires new approaches to funding and building infrastructure to support the creation of communities that are healthier, more livable, economically prosperous, and environmentally sustainable.”

Public transit led the list of infrastructure investment priorities. Seventy-eight percent of survey respondents said public transit systems, including bus and rail, should receive top priority for infrastructure improvements, followed by roads and bridges (71 percent) and pedestrian facilities (63 percent).”¹

We need to be prepared to meet the needs and expectations of our citizens and industry. For Nelson Mandela Bay to deliver to expectation as a Well-Run, Opportunity, Caring, Inclusive, Safe and Forward-Thinking City, the Metro requires a robust, growth-supportive infrastructure system.

¹<https://urbanland.uli.org/industry-sectors/infrastructure-transit/quality-infrastructure-key-real-estate-development-decisions/>

Over the next fifteen years, the improvement of Nelson Mandela Bay's infrastructure – through the building of new infrastructure or the upgrade of existing or decayed infrastructure and committed, steady clearing of the infrastructure backlog – will attract investment and create jobs.

The current situation is less than ideal: Nelson Mandela Bay has a twenty-plus-year infrastructure backlog. The pace of urbanization in the city – which will only intensify as we gradually achieve the growth targeted for our economy – is progressively increasing the demand for building, development and strategic management of a robust urban infrastructure network. Such demand will in turn exacerbate the need to further facilitate industrial and service sector growth to fund it. If the challenge is met strategically, the rewards for our city will be exponential.

While our economy and customer base – residents and business alike - are the life blood of the city, our infrastructure network serves as its vascular system. Development cannot sustain without it.

Apart from being essential to the quality of life of our residents and the accessibility and spatial connectivity of the city, the standard of our infrastructure plays a major role in safety. Construction of cycle paths, pedestrian bridges and taxi embayments, eradication of illegal connections, prevention of cable theft and well-managed water treatment works are all crucial to safe-guarding the well-being of our residents and visitors.

The critical challenge to be relentlessly addressed in order to achieve growth-supportive infrastructure led development is a severe lack of budget. Not only are grant-funded capital and operational budgets insufficient to overcome the infrastructure backlog, but revenue generated through rates and tariffs is also inadequate.

Further challenges requiring address are the misalignment of priorities between national, provincial and local government, compounded by weak inter-governmental relations; a lack of central planning and innovation capacity at municipal level between the functions of Spatial Planning, Human Settlements, Electricity and Energy, Roads, Transport and Stormwater, and Water and Sanitation.

Entrenched disparities in economic activity throughout the Eastern Cape and the Metro that have encouraged internal migration from rural to urban areas continue to constitute an ongoing challenge to Nelson Mandela Bay's burgeoning infrastructure backlog. The consequent

increase in the urban population proportion and geographic expansion of the city have put its services and facilities under substantial pressure. Restoring local balance of proportional development throughout the Eastern Cape, is thus, one of the major challenges to sustainable development for the Metro. This needs to be responded to through infrastructure-led stimulation of economic activity in less developed areas, with due consideration to their particular characteristics and comparative advantages.

Careful and well-forecasted planning will be exercised in ensuring provision of infrastructure and public services to all corners of Nelson Mandela Bay, to achieve a competitively high coverage rate and in order to attract and support development throughout the Metro.

Human resource capacity will receive committed improvement over the next five years in order to invest in technical engineering, innovation and project management capability to be able to translate infrastructure investment plans into technical infrastructure requirements. Targeted establishment of public private partnerships will see such improvement undertaken in conjunction with industry sectors requiring specialised harbour and green energy infrastructure to support industry. Of further immediate priority is the upgrade of systems planned infrastructure and asset maintenance and for fault reporting and monitoring capacity for improved infrastructure maintenance and water treatment works.

While roads and transport in respect of planning is addressed in the *Development through Lifestyle Offering* component of this plan, a critical challenge faced in respect of road maintenance and repair, is the lack of weighbridge capacity in the Metro. A large proportion of roads infrastructure degradation in Nelson Mandela Bay is the direct result of truck overloading which causes potholes, more especially in warmer seasons.

Water scarcity and growing pressure to advance capacity to deliver clean energy in the face of climate change require further large-scale investment.

Water and wastewater services are important foundations for growth in the Metro, as well as for maintaining the quality of life in areas that will not see much growth. While this may mean bigger pipes and treatment plants in some areas, it also requires more sustainable water use in homes and businesses and infrastructure to absorb rainwater where it falls, as well as use of our natural water courses, stormwater ponds and wetlands to more effectively control flooding.

The global transition to clean energy, if enthusiastically embraced, represents an opportunity to grow our competitiveness not only in harnessing potential revenue generation, but also for investment in innovation and green industry job creation.

The task ahead begins with funding – and no shortage of ingenuity, resourcefulness, innovation and vision is required.

Actions for delivery in Phase 1 will include the following:

8.2.1 Budgeting and Financing

- Accelerated eradication of the infrastructure backlog through:
 - Feasibility modeling of the costs vs benefits for multiple scenarios of backlog address so that well-informed decisions may be made on phase-based maintenance prioritization.
 - Finalisation of a costed, prioritised strategy, and raising of loan, bond or alternative funding through identification and pursuing of all possible sources of funding (including international).
 - Immediate interim increase in the repairs and maintenance budget to ensure that prioritised repairs are conducted quickly enough to ensure funds raised are most economically managed.
 - Long term financial planning and forecasting to address the budget shortfall and to increase the infrastructure maintenance budget by a targeted percentage per year over 15 years.
- Establishment of a funded planned maintenance programme, together with investigation and costing of an infrastructure replacement programme.
- Improvement of water metering accuracy.
- Improvement of revenue collection and development of a revenue enhancement strategy.

8.2.2 Human Resources and Skills Capacity

- Improvement of infrastructure management capacity and filling of all critical vacancies.
- Committed and ongoing investment in achieving and maintaining ownership of the long-term vision by all members of the NMBM team.
- Targeted address of the “silo mentality” among leadership and management.

- Partnership with industry experts for specialised skills transfer, knowledge sharing, programmes of mutual interest and more inspired solutions and innovative leadership.
- Improvement of internal human resource capacity through skills development for technical skills and project management capacity and targeted bursary programmes for scarce skills qualifications.
- Improvement of capacity for monitoring and evaluation.
- Headhunt of IT specialists for advanced technology development as a matter of urgency and improvement of the use of relevant data for decision-making.
- Launch of an innovation incentive scheme to motivate and reward officials for innovative solutions contributions to advancements in service delivery.
- Establishment of a register of Nelson Mandela Bay plumbers and institution of an internal trade school for plumbers.

8.2.3 Address Criminal Damage to Infrastructure

- Establishment of a reward system for the reporting of illegal connections, replacement of all illegal connections and public education on illegal connections.
- Improvement of Metro policing and establishment of a copper theft unit.
- Funding and establishment of a municipal court to prosecute offenders for electricity and copper theft.
- Reduction of non-technical losses of electricity through innovation in infrastructure security improvement.
- Reduction of road damage through construction of weighbridges and fining of overloaded trucks.

8.2.4 Planning and Maintenance

- Improvement of intergovernmental relations for better coordination of infrastructure maintenance and development.
- Review of the Water and Sanitation Masterplan to ensure that it serves as a framework for managing growth which:
 - Makes better use of existing urban infrastructure and services.
 - Results in better water quality through water conservation and wastewater and stormwater management.
- Reduction of non-revenue water through implementation of the NMBM Non-Revenue Water Strategy.

- Continual benchmarking of local and international innovations and best practice – as well as maximisation on twinning agreements for knowledge exchange via ICT.
- Data collection to inform repairs and maintenance.
- Increased introduction of energy efficient bulbs logged through a maintenance schedule based on installation dates.
- Development of a register of lighting needs for every zoning category of the Metro, specifying requirements for the appropriate level of lighting from service provider(s) (rather than specific types of lighting).
- Use of smart city technology to identify low lux levels, so that: immediate action requests can be generated; and service delivery can be put out to tender based on lux per area as the tender specification.
- Development and implementation of a practicable asset management system and strict enforcement of maintenance plans and asset management – including to ensure regulation of audits on lighting throughout the Metro.
- Development of the Mayoral Dashboard to manage oversight and coordination of project based and transversal planning.
- Development of an app / addition of a function an existing app, to report non-functional street lights and to trace repair progress.

8.2.5 Capital Investment in Infrastructure

- Reduction of water pressure in order to reduce incidences of pipe bursts – through the use of restrictors and other mechanisms.
- Construction of two strategically located weighbridges to address truck overloading and road damage and to generate fines revenue to fund repairs.
- Lobby, through IGR, the Department of Water Affairs for raising of dam levels and for new dams in the catchment areas.
- Finalisation of the Nooitgedacht scheme (2019).
- Upgrade of the NMBM's wastewater treatment works.
- Innovate and plan for additional water catchment and storage facilities.

8.2.6 Water and Energy Supply

- Exploration of alternative water supplies – such as groundwater and desalination.
- Identification and sustainable use of every possible water source - including borehole water, artesian water, sea water, recycled effluent, according to a 15-year costed strategy.

- Improved surface and groundwater quality and restoration of the hydrological function and habit of streams, rivers and wetlands.
- Continual water conservation and protection of water quality:
 - recognising the value and limits of water resources.
 - recognising the cost of providing water.
 - acknowledging the consumptive and non-consumptive values.
 - balancing education, market forces and regulatory systems.
 - evaluating potential solutions, in terms of technical feasibility, cost effectiveness, probable effects.
- Increase in the proportion where appropriate and feasible, of housing delivery build specifications for top and roof structures that include water catchment and storage measures and solar panels.
- Ensure every effort is made towards effective cooperation between Nelson Mandela Bay Municipality, Sarah Baartman District Municipality, CoGTA, the Department of Water Affairs, water boards, catchment management agencies, civil society and the private sector – towards circumventing the challenges associated with water scarcity and to facilitate sharing of knowledge, lessons and technological innovations.
- Applying appropriate technologies that are cognisant of climate change and the need to enhance financial sustainability and increased employment.

Actions for delivery in Phase 2 will include the following:

- Planning for the Metro's water, wastewater and stormwater management infrastructure to ensure that it is maintained and developed to support city development objectives by:
 - Providing adequate facilities to support new development and maintaining the infrastructure in a state of good repair.
 - Supporting, encouraging and implementing measures and activities which reduce water consumption, wastewater and stormwater flows and improve water quality, in accordance with best management practices and the NMBM Water and Sanitation Masterplan.
 - Acquiring land or easements, where appropriate and where funds allow to implement other stormwater management improvements.
- Improved use of technology for more cost effective and efficient collections and metering of water and electricity.
- Commencement of installation of wireless street light connections.
- Commencement of the construction of new infrastructure for water catchment and storage.

- Accelerated eradication of the infrastructure backlog, including through the exploration of ways through which to fund further infrastructure development through improved value added use thereof.

Actions for delivery in Phase 3 will include the following:

- Accelerated eradication of the infrastructure backlog.
- Raise dam levels / increase capacity of existing dams.
- Complete the building of new infrastructure for water catchment and storage.
- Expansion and advancement upon the progress achieved during phases 1 and 2.

8.3 Opportunity-led Development

The Metro over the next three five-year IDP periods will focus on the unlocking of opportunity, creating an enabling environment for industry and small businesses and clustered development. This will be supported by carefully targeted infrastructure development. Through continuous engagement with organised business and research and academic institutions, the Metro will deliver on well-informed planning to support symbiotic, empowering, well-networked cluster development in key sectors identified.

Of key priority is the promotion of growth-supportive relations and key partnerships between the public and private sector, in order to bridge the divides and misalignments that currently impede development. These efforts will be buttressed by well-targeted research and innovation in partnership with institutions of higher learning and organized business and a relentless drive for talent retention and attraction of skilled professionals to the city. These “triple helix” partnerships will also strive for the cross-pollination of skills, strengths and ideas – and to disseminate and incorporate learning from benchmarked best practice into municipal strategies to establish a viable system of institutional learning.

The barriers of resource scarcity, an unstable national economy and the prohibitive costs of access to opportunity will require nimble strategic focus that is responsive to change and opportunistic in the face of change and market volatility.

Diversification of the economy will seek to see development of a more risk resilient and economically inclusive economy - while prioritization of sustainable development and resource management will reduce susceptibility to what has become a highly variable climate. In seeking to balance the priorities of “people, planet and profit” this can be achieved. High

priority will be given to organizational learning and creativity in response to the challenges of nature and to developments in the regional and global economy.

One of the biggest determinants of our success will be the ability of the municipality to leverage public and private partnerships – through effective collaboration between the public and private sectors, gains from efficiencies in service delivery initiatives can be attained.

Actions for delivery in Phase 1 will include the following:

- Establish a Trade and Investment Promotion arm to NMBM.
- Develop a Trade and Investment Promotion Strategy to promote the Ports of Ngqura and Port Elizabeth and provide auxiliary services marketing NMB as the gateway to opportunity and establish a team for its implementation.
- Develop and implement the Economic Growth and Development Strategy.
- Establish a local Ease of Doing Business Team that measures red tape reduction and oversees the audit of every policy, by-law and processing system for possible unnecessary bureaucracy.
- Deliver targeted, scalable industry supportive and sustainable infrastructure and prioritise budget allocation for catalytic infrastructure projects contained in the BEPP.
- Support the re-classification of the Coega IDZ into an SEZ and plan for revitalisation of Industrial Parks in NMB (eg. Markman etc).
- In areas designated for industrial development, ensure that the needs of business take priority in city-building decisions – in order to provide a climate of stability and certainty for investors.
- Strengthen partnerships with all major economic contributors (adopt a cluster approach as is to be articulated through the Economic Growth and Development Strategy) and engage the Business Forum to create a platform to create more jobs and seed entrepreneurship.
- Nurture key clusters of producers, suppliers, customers and services that benefit from these strategic locations and ensure supply of accessible locations for firms that are part of province/country/region wide clusters – and offer suitable locations for a variety of employment uses, including those that require separation and/or buffering.
- Broaden the scope for communities to reduce the cost of access to opportunity through targeting of specific expense barriers (transport and mobility; utilities; ICT access).
- Continuously engage institutions of higher learning to accelerate skills development in service of the maritime and renewable energy fields.
- Establish partnerships to deliver trans-skilling to address job losses in identified sectors and to address pervasive structural unemployment.

- Develop a skills database for the City and a dynamic regional skills needs list - tourism, ocean economy; automotive industry; waste to energy and renewable energy; water management, etc.
- Interact with schools and all training institutions to ensure that we train for OUR future, producing the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve our city's problems, meet the challenges of development and attain competitiveness at local, regional and global level.
- Establish and deliver on initiatives to attract young highly skilled individuals to NMB.
- Create streamlined accessibility to Municipal Bursaries and source budget to employ graduates within the municipality on 24-month programme to fill critical vacancies.
- Liaise with Airports Company South Africa to: lengthen the existing runway; rename the Port Elizabeth Airport; integrate planning between ACSA and NMBM (Human Settlements); establish an airport upgrade planning forum between NMBM and ACSA (international airport with a Cargo and passenger terminal).
- Accelerate development of the Blue/ Maritime Economy through:
 - Contribution of input into the Marine Spatial Planning Bill.
 - Improved competitiveness of Harbour Tax in NMB.
 - Collaboration with SOEs and the private sector towards establishment of a Rail Service between the airport and harbour and between Motherwell and the Nelson Mandela University.
 - Develop an Ocean Economy Plan in collaboration with Nelson Mandela University, which will include planning for institution of a “Blue Bond” for sustainable blue economy development and development of SMMEs in the maritime field.
 - Undertake integrated planning with Transnet through establishment of a Waterfront Special Purpose Vehicle (SPV) and for relocation of the petroleum tanks.
 - Implementation of the Problem Buildings By-law in order to improve the aesthetics of the inner city-Baakens-PE Harbour environment and capacitation of the Metro Police and surveillance infrastructure for 24-hour patrol and live CCTV monitoring of the Baakens - inner city area.
 - Development of a plan, identification of a site and secure of donor funding for the Mandela Statue.
 - Complete the SRAC artists’ database and the Arts, Culture and Creative Industries Policy, with a strong emphasis on supporting and leveraging the cultural and creative economy.
 - Introduce sporting programmes that will promote NMBM as a “Mecca” of sport.

Actions for delivery in Phase 2 will include the following:

- Reclassification of Coega as a SEZ.
- Expansion of NMB Trade and Investment programmes for export development.
- Further upgrade infrastructure of Industrial Parks aligned to plans in place.
- Raising of funding through the “Blue Bond” instituted in Phase 1.
- Host a global ‘Blue Economy’ conference in NMBM in 2023.
- Removal of the Manganese Ore as per commitment from Transnet and implementation of NMBM Infrastructure projects aligned to the Waterfront development.
- Rectification of problem buildings identified on Transnet-owned land.
- Completion of the Mandela Statue project.
- Coordination for commencement of the airport upgrade as per ACSA’s plans.
- Collaboration with SOEs and the private sector towards establishment of a Rail Service between the airport and harbour and between Motherwell and Nelson Mandela University.
- Broaden the Municipal Bursaries bursaries programme in respect of addressing structural unemployment ie the skills gap.
- Further develop, refurbish and maintain sporting infrastructure and facilities.

Actions for delivery in Phase 3 will include the following:

- Opening of a new Cruise Terminal in the PE Harbour.
- Collaboration with ACSA for completion of Airport Upgrade.
- Collaboration with SOEs and the private sector towards completion of the Rail Service between the airport and harbour and between Motherwell and Nelson Mandela University.
- Expansion of NMB Trade and Investment programmes for export development.
- Advance provisions in respect of the transit-to-opportunity agenda.
- Planning and implementation for expansion and diversification founded on the successes achieved in Phases 2 and 3.

8.3.1 Township Economy Development

Recognising the unique characteristics of traditional South African urban futures, wherein informality remains a permanent and significant feature, both the formal and informal activities

of local residents are regarded and understood as interconnected and will be harnessed (and supported) by Human Settlements responses.

Strategically planned development of Nelson Mandela Bay's township economy will leverage and mobilize domestic natural, human and financial resources to generate wealth and to raise the standards of living of the people. By targeting the development of townships as micro-economies, production and sale of goods and services within townships - traditionally purchased in bulk from large chain stores - will see money that traditionally flows from townships outward to big business (which in turn invests it outside Nelson Mandela Bay) - spent and recirculated within townships.

Investment will be made in townships, with delivery of "enabling infrastructure" and business support to nurture a wealth-generating culture of self-reliance. Through such initiatives, delivery will target productive urban agricultural activities which are effectively integrated and buttressed by supportive industrial and service activities in rural and urban areas. Transforming townships into suburbs will bring opportunities closer to communities and improve the quality of life for residents.

"Township renewal in a wider sense could and should be interpreted as the design and creation of human settlements and the provision of livelihood opportunities to make townships a place where people can and are attracted to live, play, work and invest.... The neighbourhood is the stage for individual encounter, communication, sharing of experiences, creation of mutual visions and to start off joint actions for better livelihoods." - Anke Küsel

Of critical importance is the improvement of intra-area mobility and integration of townships into the city and enhanced autonomy of nodal areas (townships) by improving intra-area access to services, infrastructure and information.

Actions for delivery in Phase 1 will include the following:

- Through the planned review of the Metro's Spatial Development Framework, plan for: the improved connectivity of poor connections between township neighbourhoods and surrounding neighbourhoods; and an improved mix of housing options.
- Finalisation of the Informal Trading Policy review.
- Development of a Township Economy Revitalisation Strategy for the township economy (identifying key nodes) in order for:

- township renewal support to become mainstreamed as a government function and for NMBM policies and programmes to reflect more effective support for townships development;
 - positioning of townships in on-going and future policy debate and management and agenda- setting platforms and processes;
 - targeted address of the low education and skills levels of resident populations;
 - design of programmes geared for the mobilisation of resources and actors beyond the municipality;
 - ensuring better monitoring and evaluation so that learning and achievements can be better recognised and strategically guided to initiate a more self-sustained and less public sector-driven approach;
 - set up, operation and integration of channels and methods for accessing and providing resources to township nodes from the municipality;
 - greater connectivity – including enhanced intra-area circulation of purchasing power, increased generation and capture of savings.
- Initiate a programme for the Municipality to procure a targeted percentage proportion of goods and services from businesses located in townships as part of the broader Township Economy Revitalisation Strategy and measure this through IDP KPIs².
 - Increase provision of street lights and pedestrian pavements in townships in order to provide a more business-conducive environment.
 - Elevate Integrated Development Plans (IDPs) to influence resource allocation across all directorates and to allow for tangible results and visual spatial impact.
 - Enhance use of the Neighbourhood Development Partnership Grant (NDPG) for the rehabilitation and upgrade of decayed infrastructure, which was designed to support infrastructure development projects in townships.
 - Review of by-laws that are restrictive to development of the township and informal economy.
 - Completion of the Njoli Square and Road Upgrade.
 - Targeted infrastructure upgrades in key economic hubs across the City.
 - Establishment of solar-panel sheltered outdoor markets - near taxi ranks and equipped with free Wi-Fi to ensure a consistent customer base - equipped with single check-out card facilities and cold storage.
 - Establishment of partnerships with the private and education sectors to assist urban agriculture development and provide SMME support.

² The Gauteng Provincial Government in conjunction with its municipalities initiated a programme through their Township Economy Revitalisation Strategy to procure up to 30% of its goods and services from businesses based in townships.

- Provision of ample technical and social infrastructure and transport in an environmentally friendly and thus sustainable way, which may account for predictable household structures and stimulate private investment and political engagements for both inhabitants and newcomers (migrants).
- Strategically support for the informal economy in areas wherein vendor presence will increase safety and pedestrian activity.
- Improve safety in townships through ongoing improvement of partnership between SAPS and the Metro Police, including in respect of education to address xenophobia.

Actions for delivery in Phase 2 will include the following:

- Targeted infrastructure upgrades in key economic hubs in townships, informal trading areas and outdoor trade areas across the City.
- Expansion of the outdoor markets programme.
- Further increase provision of street lights and pedestrian pavements in townships in order to provide a more business-conducive environment.
- Further increase the proportion of goods and services procured by the Municipality from businesses located in townships.

Actions for delivery in Phase 3 will include the following:

- Expanded diversification of the informal sector and of advancement of the informal into formal trader pipeline.
- Continued advancement in spatial planning to integrate the activities of the informal economy with beachfront activity, including through infrastructure provision for kiosks.

8.4 Development for Resilience

Building a successful Nelson Mandela Bay means that we have to make sustainable choices about how we develop. Nelson Mandela Bay *will* grow. Our choice is thus not *whether* we grow, but how *well* we grow. Making Nelson Mandela Bay better should always come before making it bigger, but we will get bigger. This plan sets its sights on building consensus around change by painting a picture of the city's future.

In order to ensure balanced prioritisation of “people, planet and profit”, the costs and benefits of every development undertaking need to be carefully assessed to ensure that for every decision the implications are well understood and planned for.

The concepts of resilience and sustainability from a planning perspective enable us to broaden our vision in consideration of economic, environmental and social implications together, rather than using a single perspective. It encourages decision making that is long-range, democratic, participatory and respectful of all stakeholders and aspects of what a sustainable future Metro should embody. Such a focus aligns with the Metro pillar of a *Forward Thinking Metro* - which requires that planning be geared to meet the needs of today without compromising the ability of future generations to meet their needs.

8.4.1 Sustainability of Natural Resources

Critical to the Metro’s sustainability is decreasing its dependence on non-renewable energy and existing water sources that are likely to be depleted in the long run.

While a substantial proportion of the municipality’s revenue stream is generated through its supply of electricity from non-renewable energy sources, from a sustainable development and resilience perspective, such revenue is best invested in renewable assets that will in the long term contribute to diversifying the city’s economic base and achieving sustainable development. It is, therefore, essential for renewable public revenues to be enhanced, so that utilities revenues may be gradually transformed into productive assets and effective human capital.

Sustainability of water resources is a vital issue. The largest share of water used for agricultural, municipal and industrial purposes comes from non-renewable underground sources. Regardless of whether the volume of water remaining in these sources improves, the requirements of sustainable development call for full reliance on conventional and non-conventional renewable water sources, while also maintaining a strategic stock of non-renewable water.

Conservation and prevention of further deterioration of agricultural land and urbanisation are key challenges to sustainable development, as are conservation and development of biodiversity and conservation of a clean environment.

One of the biggest shortfalls in the management of the Metro's resources thus far has unfortunately resulted in unsustainable use of water to an excess degree. This has to change. "Greening" of municipal owned and operated buildings is thus a critical priority.

8.4.2 Integration of green and built environment

We as Nelson Mandela Bay have to integrate environmental, social and economic perspectives in our decision making – in order to meet the needs of today without compromising the ability of future generations to meet their needs.

There is no such thing as a purely isolated or purely local decision. We have to see connections and understand the consequences of our choices.

Each of us make choices every day about where to live, work play, shop and how to travel. They seem like small choices, but together and over time the consequences of these choices can affect everyone's quality of life. That's why planning matters.

Innovations in products and processes that use less energy or develop different kinds of energy will be especially sought after in coming decades. The world economy is moving away from carbon-based fuels and towards new sources of energy, driven in part by national and international goals and agreements. Narrow discussions of the impacts of cap-and-trade regimes or green jobs have obscured how profound a transition this will be. Shifting to new energy sources will affect the source of our energy, the cars we drive, the products we buy, the kinds of homes we live in, the shape and location of our communities, and the way we get from one place to another. This shift will also drive job creation, as the nation will need scientists to invent, entrepreneurs to take to market, and workers to build solar panels, wind turbines, biomass plants, advanced fuel cells, and other energy-efficient products. The city is well-positioned to position itself at the centre of the country's green economy.

The importance of undertaking reviews and reforms of existing laws and structures of various institutions in order to ensure that they meet the requirements of implementing the objectives of this Vision – cannot be underestimated.

Incentives also need to be designed to encourage the private sector to incorporate environmentally sustainable building design and construction practices that:

- Reduce stormwater flows.
- Reduce the use of water – especially groundwater.
- Reduce waste and promote recycling.
- Use renewable energy systems and energy efficient technologies.
- Create innovative green spaces such as green roofs and designs that reduce the urban heat island effect.

The endeavour for resilience and sustainability is not without obstacles, which require address in order for goals to be achieved:

- Prohibitive National legislation that inhibits local government advancement in respect of the climate change agenda.
- Independent Power Producer procurement obstacles.
- Potential lost revenue that results from off-grid electricity supply.
- Lack of technology and other measures to secure solar panels against theft.
- Lack of investment in the renewable energy, recycling and waste beneficiation value chain.
- Large number of vested interests by a number of stakeholder which constrain momentum for advancing on the changes that are necessary to address climate change.
- Our current thinking is not innovative enough, which becomes even more challenging in the internal municipal context in which coordinated action is required by multiple directorates. This is coupled with a lack of institutional knowledge.
- Lack of water supply and the other impacts of climate change.
- Affordability of the technology necessary to combat climate change.
- Waste management facilities are inadequate for recycling.
- Lack of incentive policies for going green (both for households and industry).

Actions for delivery in Phase 1 include:

- Development of an overarching integrated climate change strategy comprised of:
 - a green energy strategy supported by an internal municipal policy for greening of municipal owned buildings.

- a strategy to “green” municipal owned building in respect of energy and water use and recycling.
- a strategy for single stream recycling in the long term as well as for more labour intensive schemes to both minimize waste and provide as many jobs directly as is feasible in the short term.
- plans for installation of waste sorting facilities at waste transfer stations.
- a phased based long term strategy for achieving a 100% fossil-fuel-free municipal vehicle fleet.
- a strategy for public provision of vehicle charging points for electric vehicles.
- a plan to create a conducive environment for sustainable/green industry and investors with consideration for in the long term establishing a green bond.
- Addition of incentives for green development in the Municipal Incentives Policy.
- mechanisms to be a *player* in the renewables game to ensure that the municipality retains its income from its wires network, as we move away from traditional sources of energy (*This might have to include investment in batteries to store energy*) – and partner with university and colleges to ensure skills flow in this field.
- mechanisms and incentives to increase recycling by private households.
- Installation through procurement of recycle bins and servicing thereof at all beaches and public recreation sites.
- Immediately halt purchase of fleet that is incompatible for future bio-fuel use as far as possible.
- Conduct an audit to assess compatibility of fleet for biofuel use and engage possible service providers.
- Installation of infrastructure throughout the Metro to accommodate the inevitable need for charging points for privately owned electric vehicles.
- Connect with market leaders in the solar energy field to establish partnerships.
- Leverage wheeling opportunities for energy and facilitate the role of electricity wheeling contracts by private companies immediately.
- Establish public private partnerships and support the Coega Development Corporation through incentives in respect of green industry cluster support.
- Leverage technology to lead innovation and achieve globally competitive innovation.
- Address legislative constraints: Lobby to change national legislation where such inhibits resilient, green development – and take the lead in lobbying for truly enabling legislation and policy.
- Identify and model opportunities – including through the undertaking of feasibility studies - for solar, wind and wave energy production and use (*Note that the municipality will not necessarily produce, but will certainly use such energy*).
- Reduce the provision of black bags to households where feasible.

Actions for delivery in Phase 2 include:

- Purchase of new electrified municipal fleet where possible and revise the institutional organogram to accommodate the needs associated with electric fleet management.
- Eliminate the use of black bags.
- Revision and continued implementation of the Climate Change Strategy developed in Phase 1.

Actions for delivery in Phase 3 include:

- Achieve fossil-fuel free status by 2032 of all municipal assets and operations.
- 100% recycling of all recyclable waste / zero recyclable waste to landfill.
- Revision and continued implementation of the Climate Change Strategy

8.5 Development through Lifestyle Offering

One of the biggest competitive advantages Nelson Mandela Bay will work to strengthen over the next fifteen years is its “livability”.

As growing numbers of South Africans opt for more urban lifestyles, they are often met with city centres that don't welcome them in return. While our city and its competitors strive to be more “visited”, Nelson Mandela Bay is increasingly delivering a quality of life that makes people want to *stay*. Through lifestyle-oriented development, our city will deliver a quality of life that will attract and retain residents who have capital, skills, knowledge, ingenuity and creativity. Nelson Mandela Bay in 2032 will: have an enviable quality of life that is diverse, equitable and inclusive; thrive on inter-connectivity; and inspire balanced and healthy lifestyles. Nelson Mandela Bay to some extent has these attributes now – and over the next fifteen years will consolidate, intensify and build on these strengths as we grow. Apart from that a high proportion of our City's residents and visitors do not own or drive cars, land-intensive community development that promotes car use is increasingly perceived as incompatible with creating vibrant neighbourhoods. Many of our dense urban areas simply lack the necessary land space to support the required infrastructure, such as multi-laned roads and extensive parking facilities. These challenges are not unusual – which is why they have given rise to a return to pre-car planning principles in many cities and towns throughout the world, in favour of a more mobility and accessibility focus; in which communities surround a core that contains higher density mixed-use development with shops, schools, parks, office

buildings, public services and a variety of affordable housing options all within convenient walking or cycling distance.

Increased mobility and accessibility networks with various modes of transport for a competitive lifestyle offering isn't merely a solution to addressing urban sprawl and apartheid spatial planning, traffic congestion, climate change and inaccessibility of goods and services - Whether our customers directly realise it or not, there is a near universal truth behind why walkability and development that emphasizes mobility and access to goods and services at a local level, result in healthy, vibrant, livable communities – Jane Jacobs articulates it well: “Lowly, unpurposeful and random as they may appear, sidewalk contacts are the small change from which a city's wealth of public life may grow.”

People connect best with each other, the *local* economy and nature on foot. Walkability is good for social cohesion. It's good for healthy lifestyles. And it's good for the local economy.

The starting point from which Nelson Mandela Bay will achieve and maintain accessibility and individual mobility focused, walkable development is through the cultivation of an inviting and safe street life. Infrastructure investments (both built and green) made in this regard should be those most likely to catalyse private sector investment. The most walkable streets are usually visually attractive, inhabited by storefront or street vendor commerce that's enjoyable to browse, and enriched with a diversity of activities and people to watch.

At the very least, walkable streets, require the existence of sidewalks. But more than that, they require these to be spaces where our residents and visitors feel comfortable spending time – this means thinking about our pavements as an interactive gathering spots, as opposed to mere thoroughfares. Streetscape improvements are a vital component: pleasant, well-lit and appropriately shaded streets with ample sidewalk space go a long way towards encouraging people to get out of their cars and walk or use a bicycle instead.

Through responsive, access and mobility-oriented development and spatial planning for a walkable city, Nelson Mandela Bay will not only become more highly esteemed as “livable” destination of choice, but also a more inter-connected and inviting city.

The considered and careful integration of transportation and land use planning, will play a critical role in achieving the overall aim of increasing accessibility throughout the city and transforming the spatial reality of the city. Increased mobility through ensuring access to various modes on motorized and non-motorized transport options is key to creating a more livable Nelson Mandela Bay. Amongst these options viable public transport is key and this requires focus on the following:

- Implementation of the IPTS.
- Ensuring the necessary transport linkages between activity nodes in the city to enhance accessibility of and between all parts of the city.
- Optimising the existing and planned passenger rail opportunities the city has to offer.
- Increased use of bus transport through broadening of the customer base and the quality and accessibility of the service, which includes consideration for route planning, frequency of service and the hours during which services are available.
- Consideration for that the customer base is best broadened through ensuring convenient service with limited stops carefully balanced with maximizing of ridership;
- Increased accessibility to goods and services through transport route planning.
- Increased use of bus transport for recreational purposes by residents.
- Provision for bus tourism.
- Possibilities for accessing subsidy funding from the Department of Education and tertiary education institutions for the safe transport of school learners and students.
- Use of bus network planning to increase housing density and drive job creation based on well-established international best practice.
- Intermodal transport connections with taxi bays, the train stations, airport (and harbour).

In conclusion, inner city streets, sidewalks and the connecting system of public spaces are not just links between activities but are also spaces to be enjoyed in their own right. The quality of the design, construction and maintenance of these parts of the public realm are vital to the image for the inner city and other nodes and creating an attractive precinct in which to walk and linger. The appeal of the inner city and nodal areas to pedestrians is an essential part of making the area more attractive and competitive. Prioritisation of lifestyle oriented development will see pavements and pocket parks manifest as accidental meeting grounds and where cafes meet the wide pavements that pass them with outdoor patios. It will see public green spaces safeguarded by the “eyes on the street” provided by street vendors and fully occupied overlooking buildings.

Overall, lifestyle-led development is envisaged to drive:

- Differentiation and promotion of Nelson Mandela Bay, “the lifestyle destination”.
- Development and maintenance of investment-conducive tourism infrastructure and service delivery.
- Planning that broadens access to sport and recreation facilities, and arts and culture as part of the every-day life of all residents.

- Public spaces and pedestrian paths that are lively, attractive and inviting – and which enhance safety and a bustling informal economy through the congregation and busyness they generate.
- Promotion of beautiful architecture and excellent urban design that astounds and inspires.
- A connected green space network that links our parks and open spaces – and a future in which nature is within easy reach throughout the city.
- Transformation of key nodes for an attractive, safe, comfortable pedestrian environment that encourages walking and strengthens local retailing.
- Ringfenced re-investment of income generated from to-be-identified targeted initiatives for reinvestment therein and expansion thereof.
- Quality of life improvement through the promotion of a more active lifestyle.
- Reduction in per capita motor vehicle use which improves air quality.
- Private sector interest and investment in civic and private spaces.

Actions for delivery in Phase 1 include:

- Roll-out of the IPTS.
- Broadening of the service offering from buses to other modes.
- Initiation of late night/24hr transport service starter routes.
- Tourism transport provision through the IPTS by 2021, including through provision for residents to access beaches, parks and other recreational facilities on the weekends.
- Incentive use to motivate IPTS as an alternative to personal car use in order to grow the IPTS revenue base.
- Benchmarking against other IPTSs to establish best practice.
- Targeted reduction in transport costs to increase access to opportunity by the marginalised.
- Establishment of beachfront kiosks for rental as coffee and takeaway shops.
- Installation of lockers for rental at all watersports hotspots.
- Installation of information boards at bus stops to inform of the nearest shopping areas, tourist offerings, clinics/hospitals etc.
- Designation of public outdoor areas and corners at which artists may install public or perform music on an ad hoc basis.
- Review of the Spatial Development Plans for the City with maximum emphasis on zoning for mixed use.
- Development of a Walkable City Strategy drafted in coordination with the Spatial Development plans to inform the “softer” development aspects of the City that would

be implemented by ETDA, SRAC the MBDA, Public Health and Human Settlements – such should target ongoing improvements in Nelson Mandela Bay’s “walkability”.

- Improved planning for cycle routes provision in the Metro.

Actions for delivery in Phase 2 include:

- Investment in E-mobility (motorized bicycles).
- Investment in improvement and diversification of the infrastructure offering in respect of provisions for the disabled, pedestrians, cyclists and street and pocket parks and outdoor gyms.
- Establish incentives for “outdoor businesses” that support advancement as walkable city.
- Increase rapid transport service offering of the IPTS to include a broader number of “every 15 minutes” buses along routes with high frequency high ridership use.

Actions for delivery in Phase 3 include:

- Completion of the Waterfront development.
- Advancement of provisions in respect of the transit-to-opportunity agenda.
- Planning and implementation for expansion and diversification founded on the successes achieved in Phases 2 and 3.

Throughout all three phases of delivery, ongoing assessment of the IPTS service provision, routes and fares will be undertaken in respect of:

- The number of trips to and between destinations towards ensuring balanced delivery between frequency of service and spatial reach of services – with such provision prioritising ridership levels on buses (for full buses), with route coverage to taxi stops where taxis are better positioned to achieve full ridership where buses cannot.
- Transport to shopping and market centres, hospitals, clinics, university and college campuses, schools, job centres, Department of Labour, Traffic Department, Home Affairs and other public services.
- Transport provision to recreational facilities including parks, beaches, museums, galleries, sports facilities.
- Accessibility to students, job seekers, minimum wage earners, pensioners, the disabled, weekend users.
- Impact on ensuring that transport provision not only services dense areas but also enables densification in areas where it is needed.

- Transport provision to and from the airport, harbour, metro rail and taxi stops.
- Provision for use by tourists.
- Provision for secure bicycle bays at bus stops.
- Provision for alternative use by those who have the option to use their own personal transport, so that the revenue base can be increased through improved ridership for reinvestment in a broadened service offering by the IPTS.
- Late night users – whether for work or entertainment.
- Continually improved use of public engagement coupled with accurate data collection and monitoring to inform service improvements.

8.6 Development through Conservation of Natural, Built and Cultural Assets

Nelson Mandela Bay, takes its name from the icon, Nelson Rolihlahla Mandela. It is in a pivotal geographic position, perched, as it is on the southeastern end of Africa on the Indian Ocean. We have beaches, rivers, natural watercourses, dams and lakes. We are custodians of the only proclaimed wilderness area in the Eastern Cape, along with beautiful vistas and mountains. We have enviable views and focal points, interesting architecture, monuments and rich history and culture.

We are imbued with an abundance of natural, built and cultural assets, many of which have not been conserved, preserved or valued. The city will drive a process of showcasing and leveraging these assets, a condition assessment and their potential for contributing to enhancing our urban life, as well as appeal to visitors to our city.

The power of our natural assets to contribute towards socio-economic development of the city is immense. However, the beaches and ocean are currently the only jewel in our crown of natural assets being consistently leveraged. Our rivers, valleys, dams, springs, wetlands and mountains, hold enormous potential for development, to enable them to occupy a positive space next to the beaches and ocean.

Our built assets, be they parks, swimming pools, sports facilities, museums, churches, monuments, forts and other heritage buildings or walkways, harbour and rail facilities, need also to be brought to the forefront of life in Nelson Mandela Bay. A co-ordinated and collaborative effort must go into bringing these assets onto the recreational and visitor agenda of the city. The rich sporting history of the city's famous sons and daughters needs to be collated. We will continue to plough all options for bringing national and international sporting events to our shores.

We are rich in multi-culturalism and diversity. It will be a priority to ensure that the complete history of this city and its peoples is properly acknowledged, given its rightful place and promoted in a way that it can be enjoyed by all that live in and visit Nelson Mandela Bay, thereby building on this asset and contributing to social cohesion.

Whilst we are famously known for our friendly citizens, our position on the ocean has enabled us to claim the title as “watersport capital of Africa”. We have capitalized on the ocean based activities but not the power of all of our water assets and built and cultural assets to contribute to our citizens’ enjoyment of life and to broaden our product offering as a tourist destination. The socio-economic benefits, of positively exploiting these water based assets, cannot be under-estimated.

Numerous water based activities and events take place here. Open water swimming, lifesaving, triathlons, yachting, sailing, surfing, windsurfing, kite surfing, canoeing, rubberduck racing, scuba diving, surf and deepsea fishing and spear fishing. This is all ocean-based watersport. But what of river based water sport activities?

Our waterways, lakes and dams, however, are polluted to a greater or lesser extent, by industrial or agricultural run-off, sewage spills because of old or overloaded infrastructure. Alien vegetation has throttled many green zones, open spaces and wetlands that have the potential for recreational use.

Poor administration and lower priority to issues of the environment has resulted in previously well-managed parks and recreational facilities, and green areas, degenerating to a point where they’ve become unsightly, overgrown and no go zones for the purpose of rest, relaxation and recreation. Our custodianship of flora and fauna and our green spaces need more focused attention.

We will immediately begin the process of assessing all of our “waterways”. For example, the Swartkops River and Estuary can become another jewel in the watersport and tourism crown. There will be budget prioritized for the cleaning and rehabilitation of the river from source to sea. The process of re-establishing the river as a clean green lung flowing through the city will be planned and implemented, in collaboration with local business, civic and other conservation organisations, government departments and academic institutions. Future spatial planning must take into account the fragility of the river system and ensure that urbanization does not negatively impact.

There have been many roleplayers, who have, played a stewardship function and tried to keep the river safe from pollution, alien vegetation, industrial pollution and sewage waste. We will acknowledge them and support their work to ensure the rivers in and around our Metro are restored, protected and conserved.

Over the years there have been numerous plans for the development and promotion of activities on and along the Swartkops River. We will resuscitate these plans, work with the people who compiled them, and look for the most appropriate solutions for saving and enhancing the river as an important income generator, tourist resource and place where our citizens can spend recreational time. We will activate our partnership the relevant government departments to form structures that have to power to implement the changes required.

Our relationships with local businesses will also be leveraged and supported as a strong base from which to engage in discussions on how better we can collectively deliver as custodians of the Swartkops river. There are many businesses situated at or close to the river, as it winds its way through the city, and these businesses will be the first approached to assist compliance and to assist with funding rehabilitation and protection.

The impact of illegal dumping and polluting will be managed with increased by-law enforcement. Where poor municipal sewage, stormwater and waste management infrastructure impacts negatively on rivers, beaches and other green lungs, solutions will be found and swiftly implemented to curb this. We will investigate the possibility of smart technology to assist with proactive waterway safety management. Illegal dumping will also be targeted through specific interventions, including the establishment of a task team who will be equipped with the appropriate vehicles and equipment.

Awareness programs will be run to inform our citizens of the impact and cost of anti-social behavior on our natural resources and built, as well as the by-laws and sanctions that can be expected. Similar programs can be run to encourage better reduction, recycling and reuse of waste. In order to assist the city with monitoring and maintaining our green natural, built and cultural assets, volunteer peace officers will be trained to combat and educate on illegal dumping, littering, vandalism and inappropriate use of these assets.

We will be ferocious in protecting our bay, beaches and natural assets. Beach rangers will assist Metro Police and SAPS to guard against overfishing, illegal fishing and pollution. We will be wary of businesses and government departments wanting to conduct any type of

prospecting in the Bay, or areas close to the bay. In short, any activity that will negatively impact on the beaches, sea and sealife, or the islands in the Bay, will be strongly opposed.

Nelson Mandela Bay is, and will continue to be a natural wildlife aquarium. We will ensure, at all costs, that funding and activities are prioritized to conserve this precious asset. This phenomenal natural resource must be properly showcased to increase tourism as well as to enhance our citizens' interest in using and protecting it.

Whale and dolphin watching tourism takes place in our bay and contributes to increased awareness of our mammalian sealife. We want to see our iconic penguins and dolphins survive and thrive in their natural habitat, and will be ardent supporters of researchers, organisations, activities and solutions that contribute to this. We are committed to restoring the Bay in order to see these animals' populations restored to that witnessed 50 years ago.

Retention, enhancement and stewardship of natural assets, and security in their utilization by the public and visitors, must involve local leadership and local government. Socio-economic benefit, or a stake in the proceeds from the assets, must be accorded to the communities bordering these assets, in order to secure their commitment to conserve and secure them. We will support and promote the development of skills, and tourism infrastructure and initiatives, and will work with developing tourism SMMEs or promote the development of SMMEs. Walking, hiking, trail running, mountain biking, river kayaking, long-distance swimming and many other activities are currently untapped opportunities as recreational and job creation propositions.

We will be involved in the restoration, rehabilitation, and extension of assets that currently exist, and remain unexploited as recreational and tourist sites. We will add these to established and new routes and new products on the recreational and tourist agenda, and repackaged existing products.

We have some of the best swimming pools and sport facilities in the province. The city has produced many sporting heroes over the decades. We will find ways to celebrate and promote those sportsmen and women and include them as assets in the city. We will ensure that our facilities again take centre stage as places to keep our citizens, and especially the youth, active and engaged. These are the spaces from where our future sports heroes will emerge.

We understand our obligation as a “host city”. We will continue to find better ways to ensure the safety of users of our facilities and visitors to the city. We will ensure that our Metro Police deepen their working relationship with the SAPS in order to find better and more proactive solutions to unsafe practices and crime.

We will access research, best practice benchmarks and engage experts on tourism trends and future scenarios to make sure that we are positioned to benefit from these. We will build a strong and durable brand for the city. We will vigorously promote and market Nelson Mandela Bay as one of the tourism hotspots of the world. We will create the enabling environment to guarantee that we match this label, including allocating an appropriate budget for this. Working together with the provincial and national government the municipality will ensure that specifically designated environmentally protected areas are protected from destructive commercial and recreational pursuits.

Our future is one where our citizens know and take pride in all of our assets, be they natural or built, where our citizens are natural tourism ambassadors by being justly proud of the city and where tourists can spend time and be enthralled and amazed.

Development through conservation of our natural, built and cultural assets is envisaged to drive:

- Proactive leveraging of Nelson Mandela Bay’s pivotal geographic position and proximal location (for example as an entry/exit point to the Garden Route and game farm areas).
- Celebration and development of Nelson Mandela Bay as an arts, culture and heritage legacy destination – inclusive of a vibrant public art agenda; cultural facilities that celebrate the best of Metro-living; and conservation of heritage buildings and their features.
- Differentiation and promotion of Nelson Mandela Bay, “the destination”.
- Sport, Recreation, Arts and Culture led tourism and active promotion thereof.
- Beaches and resorts led tourism – and a spectacular waterfront that develops as a vital, healthy, diverse, public and beautiful asset.
- Eco-tourism and adventure tourism through promotion of hiking and cycling trails, boat charter activities, avi-tourism etc.
- Protection, enhancement and restoration of the city’s natural features, public views and focal points.

- Protection of heritage assets and commemoration of lost/unacknowledged heritage and oral history.

Actions for delivery in Phase 1 include:

- Undertake planning towards the launch of a “green bond” for Nelson Mandela Bay in order to fund sustainable development initiatives and invest in the green future of Nelson Mandela Bay.
- Budget prioritisation for the preservation, upgrade and leveraging of our natural, built and cultural assets.
- Develop new tourism routes connecting and promoting current offerings and expand the Metro’s tourism product offering.
- Development of a tourism map that can be published and distributed, as well as a live version for the municipal website which allows for current day linking to locations of and information on sports, cultural and arts events.
- Improve the efficiency of the use of the budget allocation to tourism marketing in order to leverage partnerships for attendance at national and international marketing events and for advertisement publications.
- Improve coordination with the Sarah Baartman District Municipality on tourism product packaging, route marketing and festival hosting.
- Appointment of more rangers for the safeguarding of our natural assets – beaches, parks, the Swartkops River and reserves.
- Design and implement awareness programmes for conservation of natural assets and wildlife, including to address pollution of water bodies.
- Promote tourist use of the river Partnership with Zwartkops Conservancy to fund rangers etc (with funding from local companies).
- Resuscitate numerous plans for the development and promotion of trails and other attractions along the banks of the Swartkops.
- Activate the catchment management forum, in partnership with Department of Water and Sanitation.
- Draft of a strategy to detect sewage flows into stormwater canals.
- Implement monthly *Clean our City* blitzes through partnership with the volunteer sector.
- In order to address illegal dumping:
 - Establish the illegal dumping task team and capacitate them with offload vehicles.
 - Train and appoint volunteer peace officers to combat illegal dumping.
 - Appoint Town Rangers.

- Delivery of targeted investment in development support for tourism SMMEs.
- Planning and implementation of the Paint the City Campaign.
- Design and implementation of a programme to leverage our local oral history and culture as tourism assets.
- Design and implementation of a programme to encourage or incentivise local residents to visit local tourism attractions – in order to grow a cultural of “local ambassadorship”.

Actions for delivery in Phase 2 include:

- Implementation of the Green Bond plan finalised in Phase 1.
- Ongoing expansion of initiatives undertaken in Phase 1.
- Ongoing development of the Waterfront development.

Actions for delivery in Phase 3:

- Completion of the Waterfront Development.
- Ongoing expansion of initiatives undertaken in Phases 1 and 2.

8.7 Safety-Enabled Development

Safety encompasses more than simply the absence of crime. It means that our citizens feel safe in their homes, communities, schools, places of work, on the roads and at recreational facilities and destinations, in short, in all aspects of their daily activities.

In a truly safe Nelson Mandela Bay, residents and visitors will not only be safe but *feel* safe – unless our communities feel safe, they will be places in which fear is a daily part of life. A truly free Nelson Mandela Bay is not one in which communities live in fear. We thus strive for a peaceful, stable and unified city. This encapsulates ideas of actualised and perceived safety. In order for this to be achieved, beyond obvious policing and crime reducing activities and regulation enforcement - shared responsibility to achieve “fearless” neighbourhoods is necessary. Community values of civility and active citizenship, need to be promoted and valued.

Nelson Mandela Bay can then become known as the friendly, clean and safe city where lawfulness, choice, fearlessness, freedom, observation, mutual regard, civil protection, community protection, safety and order exist. Anti-social behavior and gangsterism will have no place in this city. Improved partnerships with SAPS, the community policing forum and neighbourhood watches will steadily build trust and reduce incidents of vigilanteism.

The Metro will create an enabling environment by committing to optimal service delivery by the Metro Police, Fire and Emergency Services, Public Health, SRAC (through partnerships to deliver lifeguarding at our beaches, pools, sporting facilities and events) and through the provision by Water and Sanitation of safe drinking water and dignified sanitation. Illegal connections will be eradicated. Parks and recreation facilities will be safe. Waste management sites will be offering the safest possible work environment. Our citizens' safety will not be determined by their economic status and neighbourhood - equitable access to safety will be ensured.

All citizens will be made safer with infrastructure that ensures neighbourhoods are well lit and legally connected to electricity, transport infrastructure that allows all hours access to compliant and efficient mobility, communication connectivity, walking routes and roads that are well maintained, traffic that is effectively managed and public facilities that are properly structured and capacitated. By-laws will be policed. Priority will be given to initiatives that contribute to improving the safety of women, children and the most vulnerable.

In addition, the Safe Metro will continue to bolster Metro Police Service, Fire & Emergency and Beach Management Services with adequate staffing profiles, improved and new facilities, additional facilities and equipment. Smart technology will be employed to assist in reducing risks and improving response times and service delivery.

Metro and traffic police are expected to conduct their duties in a manner that is not only effective but also demonstrates Metro ambassadorship to complement the citizenship of our citizens. They will be properly trained, fit for service and comply with all legislation and policies that underpins their functions and actions.

The social scourges of poverty, drugs, alcohol abuse and gangsterism will be given particular attention. Research, real-time data and partnership building, benchmarking and best practice as well understanding successes locally or in other cities, will be key to targeting the best methods to employed to address these issues.

Jobs, support, skills programs, recreational facilities and safe public spaces will offer our youth hope and access to meaningful leisure activities, learning and the economy. Anti-gang units, that pull together policing resources and experts, will be a priority.

Actions for delivery in Phase 1 include:

- Delivery of improved visible policing.
- Collaboration with medium security prisons including towards investigating and establishing public works prisoner employment programmes.
- Invest in social programmes to target the causes of vulnerability of the youth to involvement in criminal activity.
- Increase the budget for expanded metro policing and emergency services and alignment of the Safety and Security micro-structure organogram with safety and security HR needs.
- Introduce incentivised training for security staff.
- Improve budget planning for staffing capacity in fire department in order to implement proper succession planning in the fire department, reduce the average workforce age from 46/47 years and increase general HR capacity.
- Increase the budget for repairs and maintenance of safety and security fleet, acquire better fire fighting equipment and replace ageing fleet on an ongoing basis.
- Ensure national and international fire department benchmarking for improved best practice.
- Consistent interactive cooperation between the Metro Police, the SAPS and the NPA to improve coordination and mutual support.
- Identification of hot-spots and arrangement of joint sting operations between SAPS & Metro Police.
- Create partnerships with SAPS, neighbourhood watch programmes and school governing and parenting bodies to promote safe schools, including through supervised “walk to school” programmes and reporting of overloaded scholar transport.
- Lobby for the building of additional SAPS police stations in vulnerable areas.
- Introduction of shot-spotter and escalation of gang identification operations, including rollout of the OCC project to target gangs.
- Implementation of the E Natis blocks to address outstanding warrants for arrest and enhanced use of the Ghost Squad.
- Improvement of CCTV monitoring and increased provision for live CCTV monitoring in crime-vulnerable and tourist hotspots – and introduce crime pattern analysis initiatives to maximise on the use thereof.

- Involve ward committees around the issue of alcohol misuse and illegal liquor outlets through improved regulation of the operating hours of liquor outlets and conducting of joint operations between SAPS, Metro Police and the Liquor Board.
- Improve access to transport through improved office hours especially early morning and late at night and expand the public transport service offering to ensure safer night time commuting and enhanced IGR to deliver on rail services that complement the IPTS.
- Collaborate through IGR for improved capacity for social services, including for sporting programmes for vulnerable youth.
- IGR informed and enhanced planning and budgeting for linkages between national, provincial and municipal roads.
- Upgrade all gravel roads in the Metro with proper lighting and introduce a lighting inspection unit supported by budgeted improvement for repairs and maintenance.
- Increase EPWP work opportunities to clean the city (safety through urban cleansing) and to clear overgrowth of bushes.
- Improve safety at communal toilet blocks.
- Improve the competence, capacity and efficiency of the traffic department.
- Eradicate the road infrastructure maintenance backlog through budget prioritization.
- Accelerate delivery for ensuring that effective municipal courts are in place, with effectually enforced prosecution for law infringements.
- Planning for delivery of communal grazing land for cattle.
- Address the poor performance of the Dog/Animal Control units of the municipality.

Actions for delivery in Phase 2 include:

- Improve access through further extended office hours in a broader number of service points than in Phase 1 for early morning and late at night public transport service offering, and ensure delivery of 24-hour public transport through IPTS and public private partnerships in identified areas.
- Further improve the budget for repairs and maintenance in Safety and Security and Roads and Transport and eradicate the road infrastructure maintenance backlog.
- Acquire upgraded equipment for the fire department to improve off-road firefighting capacity.
- Build two more fire stations.
- Continue to improve succession planning in all Safety and Security directorates, but especially in Fire and Emergency Services.

- Collaborate through IGR for further improvements in local and provincial government capacity for social services.
- Incentivise for a broader scope workforce training and job placement.
- Strive for the eradication of gang activity throughout the Metro.
- Delivery for provision of communal grazing land for cattle.

Actions for delivery in Phase 3 include:

- Expand on and advance the delivery achievements of Phases 2 and 3 to ensure the level of service provision necessary in Phase 3.

8.8 People-Oriented Development

Nelson Mandela Bay municipality and its leadership are committed to doing all that is within our power to ensure that the city belongs to all who live in it and that we are united in our diversity. This is the basis of the current and future planned implementation of participatory budgeting, which seeks to ensure that all communities receive provision matched to their needs the furthest extent possible.

As a people oriented municipality we are unashamedly pro-poor and committed to helping our citizens achieve their basic human rights as well as affirming our national democratic values of human dignity, equality and freedom. Dignified housing is the foundation to achieving this, as well as bringing our residents closer to accessing their socio-economic rights.

The most glaring lack of basic rights in this city remains amongst those citizens who live in informal housing, with undignified sanitation arrangements, or in stressed areas. The need for proper, formal housing and services is urgent and the pace of delivery to address these backlogs must be accelerated.

Our future will be one where our citizens are living in good quality houses that provide dignity, privacy and security, with consistent basic services, in communities that are crime-free, peaceful, walkable, greened, clean, accessible, connected and where socio-economic activities can occur. They must provide a context where women and children's rights are respected and protected, and where their participation in life and the economy has no restrictions.

We are cognisant of the lifelong aspirations of our citizens to have homes to call their own, and need to be appropriate in our approach. Future delivery of formal housing must ensure that beneficiaries' rights are fully acknowledged through the timely allocation of title deeds. Housing delivery and infrastructure development has not always been in an aligned manner, leading to formal housing developed before bulk infrastructure. This undermines the idea that housing comes with the fulfilment of basic rights.

Sustainable development will take place in a participative manner that takes into account the need for wealth creation, poverty alleviation and equity. Equity extends to the management of scarce, or at risk resources, like land and the environment. This requires decisions about best land use and least environmental impact. Participation will be based on credible information and shared decision-making in the process of what communities see as their priorities.

Community leadership or community members involved in planning exercises or projects will be provided with knowledge and skills that will enable project ownership and successful delivery. Strong relationships with our communities will provide insight into the unique character of each community as well as their work, social, religious, educational, economic, health and transport needs and aspirations. Community consultation and stakeholder engagement processes provide platforms for citizens to contribute to the creation of their own neighbourhoods. Community participation is key to a development focussed planning and delivery process.

The development of human settlements will be driven by credible data and information that gives guidance to decisions around type of dwelling and type of funding mechanism. We will research best practice and appropriate housing solutions, as well as lobby for more effective policies and responses to our human settlement need. The Metro sees itself as the entity that creates an enabling environment for this to take place.

We will seek out and work with service providers and partners who understand the challenges, and are prepared to provide services and partnerships that assist us to deliver on our mandate. We understand that we share responsibility for effecting positive social change; supporting and marshalling volunteer sector; and a private sector that directs its resources (CSI funding) to assist in implementing public objectives.

In order to develop sustainable human settlements, the municipality is committed to building strong working relationships with provincial and national government partners for improved delivery of health care, social development support and education. We would like to see these partnerships help us address obstacles to socio-economic development, not limited to but including HIV/Aids, tuberculosis, drug use, crime and gangsterism. At a local level we will strengthen our relationships and partner with other organs of state that provide vital services like SAPS, as well as NGOs and other relevant private organisations.

Interactions and integration with all of our stakeholders in housing delivery, including the beneficiaries, will be informed by values of openness, transparency, service, efficiency and appropriateness. Human settlements must be created in ways that give substance to the concept, and through a functionally aligned and timeously financed delivery mechanism. Directorates responsible will be required to take decisions, and plan and implement in an informed, co-ordinated and inclusive manner in order to ensure integration across functions and aligned delivery of services.

In order to provide accelerated housing delivery, the city will look at ways to move beyond the current model of providing housing to its citizens. The current model of uniform houses is not sustainable. Land and funding is not an infinite resource, and therefore where and how citizens are housed, and how that is financed, needs to be reconsidered.

This provides exciting opportunities for improving social cohesion and integration in our city, which has been fragmented by apartheid era spatial planning as well as the current practice of developing housing on the periphery of the city. Higher density housing, repurposing of vacant buildings, purpose built housing like homes for the aged, inner city living are all possibilities.

Social cohesion and integration gives every citizen the opportunity for personal development and to build the idea of citizenship and being an integral part of a community. We will always look for opportunities for creative solutions and integrated development. An example of this type of development is building retirement housing close to child-care centres, where older citizens can be involved in active citizenry while serving an important function in the community. Other examples are community food gardens in public open spaces that hold weekly markets.

Currently, there are of our citizens living in areas where aging and failing infrastructure, non-delivery of infrastructure, bad spatial arrangements and geographic location impedes the delivery of services. This has also made these areas more susceptible social-ills like crime and gangsterism. These areas will not be left behind in the development of sustainable human settlements across the city.

We are constrained in our endeavours, by the reality that not every citizen in need of a formal house, in a sustainable and integrated human settlement, will receive one in the short or even medium term. To mitigate this, informal settlement upgrades, de-densification and in situ development will be a priority in the short term. Intense communication will continue, with communities living in informal settlements, in order to keep information flowing in clear and unambiguous manner, regarding these plans.

Beneficiaries will be matched with the best funding models (or housing instruments) for their income levels. Not every citizen is in need of a subsidised house, but can benefit from other national housing or private initiatives like social housing and the Finance Linked Individual Subsidy Program. Public-private partnerships and sustainable funding models will be sought.

We will continue to improve the access to and quality of service we offer. We will support and encourage businesses involved in affordable housing, in order to support their activities in development and upgrading of buildings for accommodation and housing. We will also research the possibility of incentives for inner city upgrading projects by the private sector.

We will encourage EMEs and SMMEs to, not just be service providers to Metro in delivery of human settlements, but to look for opportunities where they can be developers themselves. This will provide increased housing opportunities for those who can afford to rent or buy their own home.

Our vision is to create a city of sustainable human settlement nodes based on equity – equitable access to basic services and social support, to education, to health, to the economy, to recreational, cultural and sports facilities, to green spaces, to clean environments and pollution free air, to safety, to nutrition, to mobility, to connection, to information, to libraries and to choice.

While people-oriented development must prioritise address of the burning issues of housing, bucket toilet eradication, food insecurity, and the scourge of HIV/AIDS and its resulting impacts; social support is required to address challenges to the broader social fabric of the community context.

The municipality continues to suffer from cases of human rights violations – incidents of racism, xenophobia, the killing of women and children, rape, domestic violence, unsafe initiation practices, ukuthwala, alleged witchcraft killings, and false prophets and pastors who delude congregants into engaging in strange, unusual or harmful practices.

Detriment is further caused to communities during service delivery protests, especially where it results in the burning of schools, libraries and public facilities.

All of these issues must be addressed holistically.

Actions for delivery in Phase 1 include:

- Address the unemployment challenges that specifically inhibit access to employment for youth, woman and the disabled.
- Targeted establishment of public / private / NGO partnerships to coordinate better social services provision; for example through cooperation on provision for old age homes and early childhood development centres through which the elderly can assist in provision of child care (such partnerships are proven in other cities to give a sense of purpose to neglected elders and a loving environment to young children needing loving care).
- Investment provision of support to ex-convicts released from prisons to enable them to productively rejoin our communities and reduce their risk of needing to become repeat offenders in order to survive.
- Investigate through benchmarking, how other municipalities have funded and undertaken social development within their municipal structures.
- Improve standards at Metro old aged homes and ensure that service providers are experienced and caring.
- Promote awareness and support around drug use and complete the development of a strategy to address substance abuse and homelessness among the youth in the Metro.
- Targeted alignment of the skills and jobs mismatch through the implementation of Adult Basic Education and Training.

- Continue momentum achieved through the re-establishment of the Metro AIDS Council for address of the HIV/AIDS infection rate.
- Launch of the HIV/AIDS STI peer education programme.
- Plan properly for increased urbanisation through long-term spatial development prioritization.
- Improve planning in general for better rollout of Human Settlements for improved and accelerated delivery.
- Continue eradication of the title deed backlog.
- Innovate and employ best practice in all human settlement project activities.
- Planning for long-term sanitation solutions through revision of the master plan for NMBM to deliver dignified, alternative dual system toilet systems.
- Ensure proper consultation and engagement with shack dwellers in order to discourage the development of new informal settlements.
- Establishment of spekboom nurseries to grow spekboom from slip cuttings to address neighbourhood greening, soil erosion, climate change and reduce instances of sand-blocked stormwater drains resulting from soil erosion.
- Delivery of a strategy to address the sustainability of the municipality's burial ground provision and public consultation towards a more diversified service offering in respect of such (this should include cemetery tourism infrastructure to improve cemeteries and visited places that honour our ancestors).
- Promote various sporting events throughout the year.

Actions for delivery in Phase 2 include:

- Ongoing proper planning for increased urbanisation through long-term spatial development prioritisation for holistic human settlements development.
- Continued address of the housing delivery backlog.
- Continued lobbying of provincial and national government for improved and coordinated address of public health care and social development agendas.
- Intensified service delivery in respect of the early childhood development agenda.
- Expansion of the HIV/AIDS and STI peer education programme.
- Eradication of food insecurity in the Metro.
- Ongoing implementation of initiatives to support homeless youth and those impacted by substance abuse.
- Expansion on the delivery achieved in Phase 1.

Actions for delivery in Phase 3 include:

- Expanded progress in building and advancing on the initiatives delivered upon in phases 1 and 2.

8.9 Technology Led Development

Agendas for consistent pursuit through engagement with the private and academic sectors are currently being developed to address development of the scientific, technological and knowledge technological base, as well as human resources. This process requires the identification of long-term and transitional objectives, as well as the required material, institutional and organisational inputs, and development of implementation policies, programs, and success measures.

The role of the Metro continues to be that of providing basic services, infrastructure and sustainability of life for its citizens. Technological advances promise to improve the environments in which people live and the services that cities and governments offer.

Aging infrastructure, in the face of increasing urbanization, more formal housing, the need to attract more businesses and investment, results in increased demand on those same resources. Additionally, cost constraints and the need to be more sustainable and environmentally friendly, provides challenges as well as opportunities. The need for improved urban resilience in the face of climate change and other natural and man-made catastrophes and the threat of food insecurity, adds to the challenges.

The future compels us to make the best land use decisions, to create suburbs of human settlement that are more convenient, accessible, connected, safe, energy efficient and resilient. Important needs include more effective use of limited space, greater walkability, and ways to support residents across the income spectrum. In addition, integrating new physical and digital technologies to create innovative solutions will offer the best opportunities to address these challenges.

We will continue to provide reliable services and infrastructure, but will have to find more efficient ways of doing this. This will necessitate, not just improving our IT systems, but positioning ourselves to apply technologically revolutionary solutions. The technological revolution and the internet of things, has led cities across the world to position themselves as

smart cities. The future of Nelson Mandela Bay will be planned on smart city concepts in order to make it locally and internationally competitive and resilient.

Smart cities are making use of technological ingenuity and preparing themselves for future innovation in order to improve their citizens lives and meeting the requirements for this (water, energy, transport, shelter and habitat, sanitation, waste management), by modernizing infrastructure, as well as utilizing information technology to deliver service in more efficient and effective ways.

One of the immediate priorities is to become data driven. This will entail finding ways to collect information, collate and store information and make this information available in ways that it can be used for making the best decisions. Data and analytics technology will allow insight that will impact on our physical management and the socioeconomic development of this city. The immediate integration of this type of technology into the municipality is imperative.

Mapping technology, which already includes many layers of data to solve questions and challenges in areas such as safety, housing, transportation, health and sanitation, waste, environmental protection and natural resource management, infrastructure and asset management, economic development, urban agriculture and access to nutrition etc. will play a more central role in how decisions are made and how we plan. Geo-information systems technology is already being applied in the municipality.

One of the immediate priorities is to stabilize water supply and storage. Our aged and poorly maintained water delivery mechanisms, and insufficient storage infrastructure, provides the perfect opportunity to investigate smart city options around water. The traditional ways of operating are no longer applicable. The Metro will investigate better ways of harvesting water, recycling and re-using water, groundwater management and other modern solutions like desalination and smart concepts that are even yet to be devised. The city will strive towards finding solutions that enable us to guarantee water supply for twenty years.

City services like lighting, safety and security, traffic management, waste management, planning spatial development, planning for and implementation of projects, interacting and communicating with citizens, ways of doing business our citizens, businesses and future investors, is all poised to change.

Smart technology like CCTV infrastructure, lighting solutions, registration plate recognition software and “clever” technology, parking solutions, mobility solutions and other newer technology, is insufficient unless it creates business intelligence that can be utilized for advancement. The impact has to be a measurable change in infrastructure, ways of doing business, behavioural patterns or development. Therefore, it is not about technology for technology’s sake, but technology that provides data that can be used to bring change and development.

Sets of data and data-driven solutions will make us far more responsive and relevant in responding to the needs of our citizens, businesses and investors. Budgeting and planning will be more closely related to actual needs. Solutions will be more accurate and measurable in impact. Investment opportunities and interventions that have not been considered sometimes arise after analyzing data.

Data that is not properly structured will remain unused or underused. We will find solutions to the challenge of how we collect and store data and how we make sense of it through aggregating, analyzing and visualizing it. Our IT systems will provide access to data through user-friendly interfaces that allow query, reporting and dashboard type access.

The idea is that a user-friendly interface that offers our directorate leadership and managers useful data at their fingertips. That data will then become the basic building blocks to inform solutions to problems with infrastructure, public transportation, traffic, and how to use non-renewable energy sources more efficiently. Integrating information across Directorates, through our data management solutions, will allow new and interesting analysis, and can highlight different types of new opportunities and solutions.

Our citizens will witness the impact of improved and technology based solutions. Currently, the most obvious technology is communication technology, through the mobile networks. The city is committed to seeing broadband rollout and access that allows all of our citizens to take part in the mobile technology revolution and the advantages that offers. In the future, receiving information from the municipality, monitoring utilities use and accounts, confirming one’s inclusion in lists for service delivery such as housing, paying for services, purchasing tickets for transport, accessing information on cultural and sports events, communicating with the municipality, and applying for jobs at the municipality will be through mobile technology.

Our role as a city involves the research of and integration of many technologies, connecting stakeholders and service providers, co-ordinating across Directorates and levels of government, creating public-private-academic platforms, research and development investment; setting new standards; and developing and preparing our employees for data driven deployment. This will commit us to measurement of delivery. We will be led by the maxim of “what can be counted can be measured”. Measuring the quality, timing, effectiveness and impact of where resources are committed will contribute to accountability and performance improvement.

This will force the municipality at operations level, to shake off the silo mentality that exists. Directorates will be expected to share information and data, prevent costly duplication, share information and insights, plan and then implement in a co-ordinated manner. Disconnected, un-coordinated service delivery will not be tolerated.

This municipality is determined that it will not be able to choose and implement smart city technology alone. It is committed to better partnerships, and formalizing of the triple helix, in order to ensure we are equipped with the most reliable and recent information, in order to make choices that strengthen this city. Forging and maintaining relationships with the private and academic sectors will be key to finding and utilizing the best technology to operate, perform and position ourselves for the future.

The city will be open to individuals and organisations, who have smart solutions to the challenges we face. We will challenge our academic institutions and places of learning to take on city challenges that require smart solutions, as well as support students that will be the future technology experts in the Metro, providing insight as well as building businesses.

Nelson Mandela Bay Metro will take decisions that put this city on a smart city trajectory. It will create, or change, policy that creates readiness for future technologies, and it will lobby for policy amendments where national policy is a hindrance to this. It will also seek out investment and create mechanisms or progressive business models that will enable the development of infrastructure that will be required.

Positioning the city for current smart technology and future technology, technology that is yet to be designed and distributed, but which will make the lives of our citizens easier, simpler, less costly as well as which is beneficial to the environment, will take bold and brave leadership and decision-making. Skills and capacity within the municipality will be created in order to do

this. Decisions will have to be taken now, in preparation for decades ahead. The future of this city relies on placing us on the international map as a future, resilient, relevant, developing and smart city.

Actions for delivery in Phase 1 include:

- Integration of data collection projects and systems to more efficient data collection.
- Reduce dependence on developers and on contracts that require ongoing tech support at high expense.
- Develop effective E-recruitment application (Web-based and Mobile).
- Roll out E-recruitment kiosks at customer care centres.
- Establish massive broadband roll-out throughout the Metro.
- Draft Wi-Fi and broadband strategic policy and implement.
- Investigate and benchmark against other metros on Wi-Fi delivery.
- Explore viable public-private partnerships opportunities to reduce cost of delivering free Wi-Fi and Wi-Fi as a fifth utility.
- Develop costed strategy for identified hot-spots - public open spaces, IPTS buses, libraries etc.
- Focus on extensive coverage of under-privileged areas, affordable data costs and generous free allocations to developing areas.
- Identify a champion for the project and build a strong team around this individual.
- Encourage and develop strong partnerships for broadband growth and broadband/Wi-Fi infrastructure development - Integrated approach between public and private sector.
- Establish investment incentives to attract technology start-ups.
- Establish and capacitate technology incubators.
- Benchmark against similar programmes (electronically read electricity and water meters) already implemented in similar mid-sized cities.
- Invest in appropriate skills development and infrastructure improvement programmes.
- Although the technology exists for electronically-read water and electricity meters, budget constraints inhibit access thereto.
- Adopt best-practice in respect of crime reduction strategies making use of technology to combat crime (shot-spotter, CCTV networks, facial recognition software capability, number plate recognition for vehicles, FLEUR/infra-red technology for night-time applications).
- Well trained and equipped ground capability in respect of Metro Police in order to maximise on smart safety technology.

- Establish units with specialised capability to deal with priority crimes through crime pattern analysis using smart technology.
- Identify host infrastructure (our wires/fibres and poles) for smart crime technology.
- Investigate and develop partnerships with the private sector, including for cross-pollination of skills with private security companies.

Actions for delivery in Phase 2 include:

- Employ drone technology and necessary human resources.
- Revise all smart and technology solutions in the NMBM for validity to ever-changing circumstances and technological advancements.

Actions for delivery in Phase 3 include:

- Revise all smart and technology solutions in the NMBM for validity to ever-changing circumstances and technological advancements.

9. LONG-TERM FINANCIAL PLAN

9.1. Sourcing funding for the Institution

Sourcing “additional” and “reliable” funding for the institution is something that must be high in the agenda of the institution. As we understand the success in achieving additional and reliable funding sources will result to the institution being able to deliver services and all other spinoffs.

When considering sourcing additional funding for the institution the following can be used as guiding points: -

- Improving the Collection rate must be everybody’s business (Messages that are issued in this regard must be communicated properly and be consistent). Those who can pay for services must be encouraged to pay continuously.
- Reduction of high losses in Water and Electricity (The workable strategies of these two matters will result to improved revenue base for the NMBM. Those strategies must be reliable and must not be temporary solutions).
- Value for Money Audit more especially on tenders that are issued within the institution (Are the prices fair and just or are we continuously taken for a ride?);
- Disposal of certain Assets (land / buildings) of the NMBM that may not be necessary for the operations of a municipality (e.g. Do we need an Easi-Gas Building / Power Station for NMBM? – These properties can be disposed of for the sake of beefing up the Capital Replacement Reserve (CRR) and invest in some key critical infrastructure projects or attend to backlogs).
- Re-assess if there are no services that can better be rendered using a Public Private Partnerships (PPP) approach or any partnership arrangement that may be beneficial to the NMBM (e.g. Fresh Produce Market is following this process, and there may be more of these services within the municipal space).
- Encouraging investment opportunities into the NMBM area, maybe by also giving “sweeteners” for investors in terms of Tax Breaks (e.g. Rates rebates similar to what occurred to Bay West Mall, etc.) and such must be within the Policies / By-Laws of the NMBM.
- Encourage partnership with other bigger sister municipalities when it comes to “certain transversal tenders” as the negotiation bargaining tool will be greater than going “solo”.
- Implementation of Cost Containment Measures / Operational Efficiency Work Plan consistently.

- Assessment of allowances that are paid to municipal employees (Are they not exorbitant? Are they not above the market?, etc.).
- Continue to assess whether there are any new conditional grants that are offered by other Government institutions so that we can “tap” into those Grants (the services of a fundraiser for the NMBM may be required due to capacity constraints within which the institution operates).
- Analysis of By-Laws / Policies of the NMBM in order to determine if they encourage investors to invest in our area.
- Develop approaches on how to raise revenue for the NMBM (What could be other Revenue Raising Strategies out there?).
- Conduct a comparative study amongst all Metropolitan Municipalities on the tariffs structure for various services (Are we really expensive as a City? Are there are tariffs that we are not charging? etc.).
- Raising of loans targeting the Income Generating Infrastructural assets or cost reduction mechanisms (These loans must be capable of repaying themselves).
- Dealing with under-funded and or unfunded mandates. This topical point has been consistently raised previously and an example thereto is the costs we incur to operate Libraries, which are a provincial competence not municipal. There have been decisions taken in other structures of Council and those decisions would require to be put in action.
- Serviced land for developing up-market houses / accommodation (not only RDP houses) in order to grow the Rates Base must be easily accessible / available.

9.2. Other factors concerning the Financial Plan

Implementation of the Long-term Growth and Development Plan commences from a position of financial weakness. This should not and does not deter us from seeking to achieve ambitious goals, but it does require that financial recovery is prioritised.

Intergovernmental grants (Conditional Grants) are intended to be used primarily to finance capital projects and services for those who cannot afford to pay for services or reside in previously disadvantaged areas. The conditional grants are availed to the institution in terms of the Division of Revenue Act (DORA), and as such they come with strict conditions thereto.

This is fundamentally important and the Nelson Mandela Bay Metropolitan Municipality will ensure that such services are delivered as never before, and conditional grants are spent / incurred in compliance with DORA and are fully spent within the financial year they relate to. The added advantage ensuring that conditional grants are incurred in full is the fact that VAT on Government Grants incurred is claimable from SARS and can be added to the Capital Replacement Reserve (CRR) in order to beef up the reserve for the purpose of investing in more required / urgent infrastructure.

But it is nevertheless true that very little transformation can be achieved while the metro is still so over-dependent on inter-governmental grants to finance its capital programme, because the grants are simply insufficient to meet the challenges facing the city. Furthermore, intergovernmental grants are no longer rising, and are likely to be significantly constrained in future.

The Nelson Mandela Bay Metropolitan Municipality therefore needs to rapidly achieve the position where it regularly, and as a matter of course, generates significant operating and cash surpluses.

This will be achieved through a number of measures, including:

- Prioritising projects to reduce water distribution losses.
- Reviewing billing and collection procedures and operations to ensure that all possible revenues are in fact accurately billed; and that high collection rates are achieved.
- Re-assessment of long-term service contracts to ensure that value for money is being achieved.
- Improving financial management, procurement and contract management to ensure that quality products are purchased and service contracts are properly managed.
- Implement Cost Containment Measures wherever possible (e.g. assessing allowances payable to municipal employees / reduce spending on items such as Overtime / Travelling etc.).
- Develop / Review and Implement Policies of Council in a consistent manner (where Policies were not available such Policies must be developed and implemented, as without Policies one cannot manage in a municipal environment).

Steps are already being taken to implement these various measures.

Financial recovery is of course closely associated with administrative recovery. Municipal Institutional Development and Transformation speaks to the need to create a high-performance culture within an optimal organisation structure, processes, systems and resources. Specific steps to be taken to achieve this include:

- Thinking differently, creatively and more progressively about the way that work is done and services are delivered.
- Reviewing the city organisational structure to ensure that it is fit for purpose.
- Extending performance management and accountability for work done throughout the organisation.
- Reviewing the capacity of personnel to ensure that the right people are in the right jobs.
- Introducing systematic planning, careful project prioritisation, and competent project management.

Again, steps are already being taken to implement these various measures.

Once significant operating and cash surpluses are regularly achieved, the metro will be in a strong position to embark on a debt-raising programme, confident that the debt is being priced at the best possible interest rate.

Debt will be raised, in the first instance, to finance capital projects that will reduce costs and increase revenues. Thereafter debt-financing will be used judiciously, in combination with other capital resources, to finance game-changing and catalytic projects. The raising of debt is regulated in terms of Chapter 6 of the Municipal Finance Management Act (56 of 2003) and as such whatever decisions and processes that are to be followed / taken in this regard must be led by the legal framework.

Even strong metro financial performance will not be sufficient, however. The metro recognises that it cannot and should not seek to do everything itself, and that, on the contrary, success will require drawing upon the capacities of multiple partners.

Game-changing and catalytic projects will need to be financed by a combination of at least the following categories of financial resources:

- Metro own revenue sources, either directly or to finance prudent borrowing.
- Metro assets, such as land.
- Disposal of certain assets of the institution to beef up CRR.
- Intergovernmental grants.
- The investments and assets of State Owned Enterprises such as Portnet, Transnet, ACSA, and others.
- Private investment and private assets.

Deploying these different resources into game-changing and catalytic projects will require the Nelson Mandela Bay Metropolitan Municipality to develop the capacity to negotiate and agree with multiple role players on the conceptualisation, structure, financing and project management of such projects.

The achievement of this city strategy will need to engage the financial and administrative capacities of the whole city, not just the Nelson Mandela Bay Metropolitan Municipality.

9.3. Long Term Tariffs (Revenue) and Expenditure Projections

9.3.1. Revenue Projections

In order for the institution to be able to finance its operations and or projects for future development the reality is that tariffs will have to continue being assessed resulting to increases, as the costs on the other side are also increasing. The reality of the situation is that as we prepare our financial plans and strategies for the future years, the economy of the country is not performing well, as the country has been downgraded to a “junk status”. We are now confronted with steep increases in terms of fuel (petrol and diesel) and such increases impact negatively to the Operating Budget of the institution.

The tariffs projections of the municipality have a combination of external and internal factors, so in that sense it will never be always possible to conclude on same without getting a direction from other stakeholders. Examples can be made with NERSA (for Electricity Tariffs), DWA (Water), etc.

National Treasury also issues Circulars guiding municipalities on preparing budgets for the future year/s and such Circulars are usually issued in around December of each year. Following the Budget Circular/s the Minister of Finance tables a Budget Speech around end February of each year and the speech is followed by the Division of Revenue Bill which enlists Conditional / Unconditional Grants that will be availed to municipalities for the forthcoming financial year and the indicative figures for the two outer-years. It is only after these processes can one be in a position to assess the status of whether the budget is funded, in a surplus or deficit and other budgetary issues.

Budget and Treasury has already tabled proposed tariffs increases in terms of the Multi Year Budget Strategy to the Budget and Treasury Committee, Mayoral Committee and Council. The proposed tariffs are looking at a period of five financial years 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23. The tariffs proposals are quite indicative in nature and are to be reviewed as and when the budget process of each financial year is undertaken.

The following are the guiding tariffs increases for the next five financial years, which will be used for guiding the budget process:

PROJECTED TARIFFS INCREASES - REVENUE					
Income Category	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Fines, Penalties and Forfeits	20	10.0	9.0	9	9
Interest, Dividend and Rent on Land	8.95	7.95	7.25	7	7
Licences or Permits	6	6	6.5	6.5	7
Operational Revenue	8.5	9	9	9.5	9.5
Property Rates	7	7	7	7	7
Rental from Fixed Assets	8.95	9	9	9	9
Sales of Goods and Rendering of Services	12.25	10.5	10.5	10	10
Electricity	8.3	8.6	9	9.5	10
Waste Management	9.5	9.5	9	9	9
Waste Water Management	9.5	9.5	9.5	8	8
Water	9.5	9.5	9.5	8	8
Transfers and Subsidies (OPERATIONAL)	9	7	7	7	7

9.3.2. Expenditure Projections

In the same manner as the revenue projections the expenditure increases must be maintained within acceptable increases. The expenditure projections are also impacted by external factors, which are same as revenue categories. The salary increases for municipal employees are discussed and agreed upon externally, in the form of SALGA salary negotiations / settlement.

Budget and Treasury has already tabled proposed expenditure category increases in terms of the Multi Year Budget Strategy to the Budget and Treasury Committee, Mayoral Committee and Council. The proposed expenditure limits are looking at a period of five financial years 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23. The tariffs proposals are quite indicative in nature and are to be reviewed as and when the budget process of each financial year is undertaken.

What is important to note is that the new requirements of implementing the Municipal Standard Chart of Accounts (mSCOA) requires that prior budgeting for any project / expenditure the funding source of funding same be known or confirmed upfront and the system be geared in that manner. This then means that the days of just increasing the expenditure with a “*thumb-sucked percentage*” are gone but the preparation of a budget is now on a “*zero-based approach*”.

The following are the guiding expenditure increases for the next five financial years, which will be used for guiding the budget process: -

PROJECTED EXPENDITURE INCREASES					
Expenditure Category	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Bulk Purchases – Electricity	7.3	7.6	8.0	8.5	9
Bulk Purchases - Water	9.0	9.0	9.0	7.5	7.5
Contracted Services	7.0	7.0	7.0	7.5	7.5
Employee Related Cost (Subject to Three Year Agreement re Salary Negotiation currently in progress)	8.3	8.5	8.9	9.1	9.1

PROJECTED EXPENDITURE INCREASES					
Expenditure Category	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Inventory Consumed (Maintenance Materials)	22	11.5	11.5	12.5	13.5
Operating Leases	7	7	7	7	7
Operational Cost	5.0	5.5	6.0	6.5	6.5
Remuneration of Councillors	6	6	6.5	6.5	6.5
Transfers and Subsidies	6.6	7.0	7.0	7.3	7.3
Depreciation and Amortisation	7.5	7.5	8	8	8

9.3.3 Importance of managing payment of creditors for services rendered

One of many methods of improving integrity between the municipality and the business sector is to ensure that creditor's accounts are settled within the due date/s. By so doing the municipality will also be encouraging further growth in investment opportunities in the Metro as that stabilises the business operations. Section 65(2)(e) of the Municipal Finance Management Act (Act 56 of 2003) requires that invoices received from creditors be settled within thirty (30) days of being received. All Directorates must be measured by their Standing Committees (Portfolio Committees), in Budget Monitoring Sub Committee on how they perform in settling arrear invoices. It must be clear that settling of an invoice originates from a User Department whose responsibility is, amongst others, to confirm that services / goods were rendered / received and sign-off the necessary documentation to this effect, prior submitting same to Budget and Treasury for processing.

9.3.4 Measuring and monitoring of financial performance

Financial Performance of the municipality is something that cannot be measured only at the end of the financial year, instead it must be measured continuously and any risk factors being identified must be reported / escalated to other structures of Council. One of the financial methods used to measure financial performance are various financial ratios. Financial ratios require to be monitored and be properly explained so that any risks identified can be addressed by various roleplayers.

National Treasury Circular 71 guides the municipalities of the key financial ratios that must be utilised to assess the financial wealth or financial performance of the institution. The table below gives the summary of ratios with recommended norms as per National Treasury Circular and the targeted norms as per the Nelson Mandela Bay Municipality: -

RATIO CATEGORY	RATIO	NATIONAL TREASURY NORM	NMBM TARGET
Financial Position	1. Capital Expenditure to Total Expenditure (Capital + Operating)	Between 10 to 20%	Not less than 10% per month and not less than 25% per Quarter.
	2. Repairs and Maintenance as a % of PPE + Investment Property	8%	From 7% to 10% (Also important to link R&M to specific assets.
Debtor's Management	1. Collection Rate	95%	From 96 to 100% (Over reasonable time)
	2. Bad Debts Written off as a % of the Bad Debts provision	100%	Not greater than 100% of the Budget
	3. Net Debtor's Days	30 Days	Not greater than 45 Days
Liquidity Management	1. Cash or Cost Coverage Ratio	1 month to 3 months	Not less than 2 months
	2. Current Ratio	1.5 to 2:1	Not less than 1.8 to 2 at financial year-end
Liability Management	1. Capital costs as a % of Total Operating Expenditure	6% to 8%	Not greater than 9% at any given time
	2. Debt / Total Operating Revenue	45%	Not greater than 40% at any given time
Sustainability	1. Level of Cash Backed Reserves	100%	Not less than 100%
Distribution Losses	1. Electricity Distribution Losses (%)	Between 7 to 10%	Not more than 10% in any financial year

RATIO CATEGORY	RATIO	NATIONAL TREASURY NORM	NMBM TARGET
	2. Water Distribution Losses (%)	Between 15 to 30%	Not more than 30% in any financial year
Expenditure Management	1. Creditors Payment Period	30 Days	30 Days
	2. UIF + W / TOTAL OPERATING EXPENDITURE	0%	Not more than 5% of the total Operating Expenditure
	3. Remuneration as % of Total Operating Expenditure	Between 25 to 40%	Not more than 30%
	4. Contracted Services as a % of Total Operating Expenditure	Between 2 to 5%	Not more than 8% at any given time
Grant Dependency	1. Own Funded Capital Expenditure / Total Capital Expenditure	No recommended norm	Funding mix must be reasonable and consider if the NMBM will be able to repay the loans / external debt
	2. Own source Revenue to Total Operating Revenue (Incl. Agency Fees)	No recommended norm	The institution can make its recommendations
Budget Implementation	1. Capital Budget Implementation Indicator	95 to 100%	Not less than 98% at end of any financial year
	2. Operating Budget Implementation Indicator	95 to 100%	Not less than 98% at end of any financial year
	3. Operating Revenue Budget Implementation Indicator	95 to 100%	Not less than 98% at end of any financial year
	4. Service Charges and Property Rates Revenue Budget Implementation Indicator	95 to 100%	Not less than 98% at end of any financial year

The above recommended ratios must be used to measure the performance of the institution in various levels. Questions should be raised when for instance Employee Related Costs are allowed to grow to above 30% mark as this is evidenced by the financial results for the 2016/17 financial year. Continuous performance in terms of the Collection Rate to be greater than 95% will also assist in improving performance relating to other financial ratios.

10. CONCLUSION

Starting from a position in which the Metropolitan Municipality is financially and administratively weak, and characterised by excluding and inward-looking behaviours, this Long-term City Plan sets out a high-level path to an inclusive, productive and sustainable future for Nelson Mandela Bay.

In the short term the metro will build its financial strength and administrative capacity, improve essential service delivery, and engage thoroughly with multiple stakeholders to plan game-changing and catalytic projects.

In the medium-term, the metro will, with its partners and stakeholders, be in a position to launch a programme of such catalytic projects. The metro will continue to improve its organisational effectiveness and service delivery along with its financial capacity.

In due course the transformation of the metro and the city will become visible for all to see. We will have a Well-Run City; an Opportunity City; a Safe City; an Inclusive City; a Caring City; and a Forward-Thinking City.