

CHAPTER

5

5. IMPLEMENTATION FRAMEWORK

5.1. Approach and Focus

The investment framework for this SDF is made up of two parts. The first is an outline and proposed foundation for a “Capital Investment Framework” for Eden District. The second section comprises of an implementation action matrix that sets out the priority actions needed to bring the SDF proposals into reality. This action agenda is organised in relation to the main SDF strategies and includes three main categories of action, namely:

- Policy Actions
- Institutional Actions
- Project Actions

The implementation matrix provides a description of the action, indicates the agency responsible for the action, an estimated time-frame and (where this information is available) provides a high level indication of the budget required to implement the action. In cases where the implementing agent may be different to the responsible agency, this has also been highlighted.

5.2. Capital Investment Framework

5.2.1. Legislative Requirements

The Spatial Planning and Land Use Management Act 16 of 2013 requires that municipal spatial development frameworks determine a capital expenditure framework (CEF) for the municipality’s development programmes, depicted spatially. SPLUMA does not elaborate on the content or purpose of a capital expenditure framework or distinguish between the focus of such a CEF in district versus local municipal SDFs.

In line with current thinking within National Treasury, specifically the work of the City Support Programme (CSP) on the metro Built Environment Performance Plans (BEPPs) this SDF contains a “Capital Investment Framework” (CIF), which is the foundation for more effective integration of the municipality’s spatial

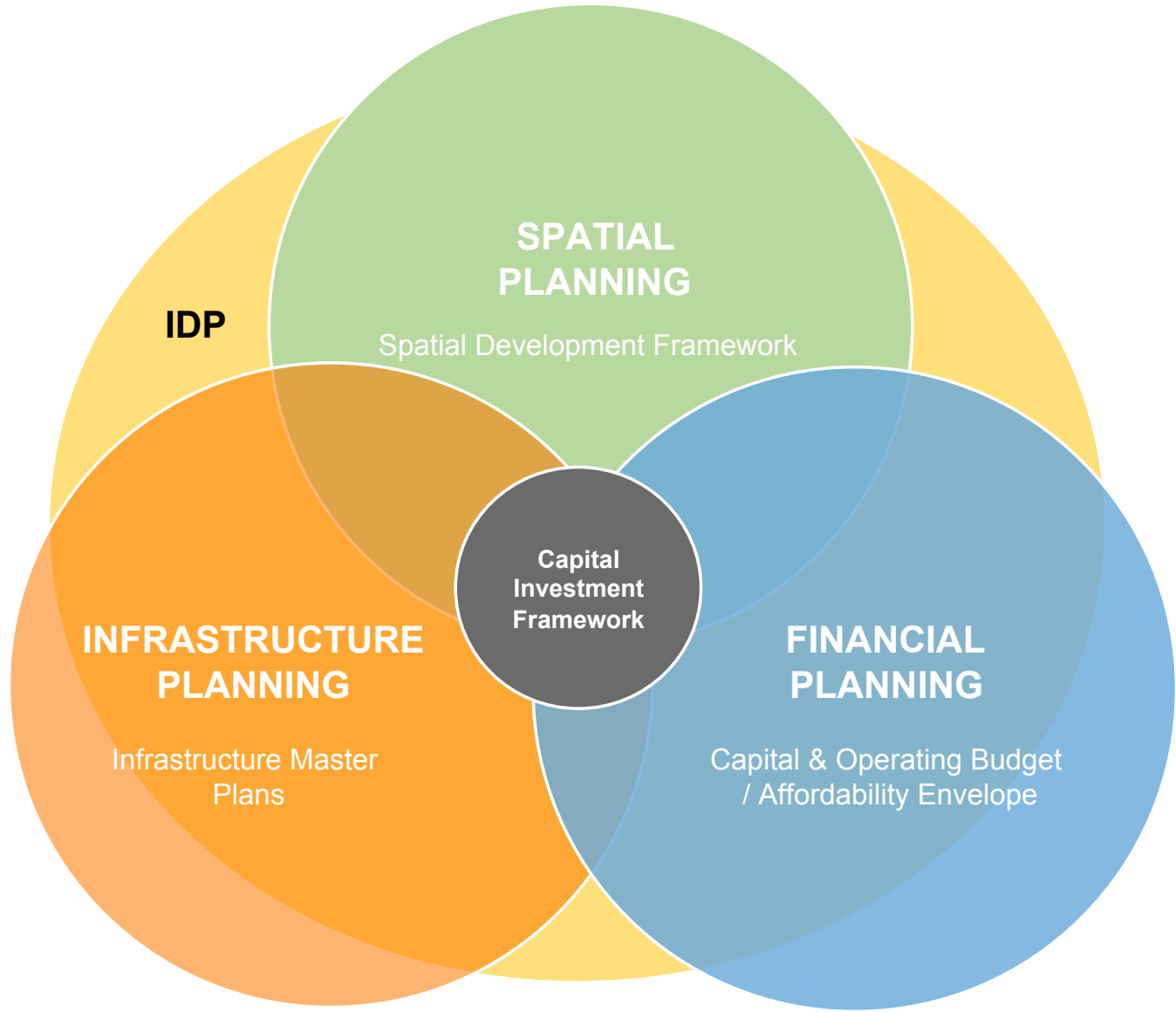


Figure 87. Capital Investment Framework

development strategies with the IDP and budget. These instruments are central to implementation and unless the implementation framework of an SDF connects explicitly with these, there is little chance of the proposals being realised. By providing more specific guidance on what investments should be made where and in what order of priority, will ensure alignment between the municipality's strategies, plans and policies. In addition, the risk that budget allocations undermine or contradict the SDF are mitigated.

The Eden District Municipality SDF's key spatial strategies are central to financial sustainability and should inform the District's approach to its Capital Expenditure Framework. Among these strategies, regional accessibility is key to inclusive and equitable growth and co-ordinated growth management is of particular importance.

The District's Capital Expenditure Framework is also an essential tool for realising the SDF's fourth, foundation strategy - the need to plan, budget and manage as one government. Developing the CEF into an effective tool for co-ordinated development on the basis of a shared set of development strategies and speaks directly to the District's mandate to co-ordinate infrastructure planning.

5.2.2. Mandate and Focus

Taking account of the District mandates, a CEF for a district should focus more on co-ordination and intergovernmental co-ordination than capital implementation.

In terms of the Municipal Structures Act, the District must perform the following functions relevant to capital expenditure:

1. Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality;
2. Potable water supply systems;
3. Bulk supply of electricity;

4. Transmission, distribution and, where applicable, the generation of electricity;
5. Domestic waste-water and sewage disposal systems;
6. Solid waste disposal sites;
7. Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole;
8. Municipal airports serving the area of the district municipality as a whole;
9. Municipal health services;
10. Fire fighting services serving the area of the district municipality as a whole;

11. The establishment, conduct and control of fresh produce markets and abattoirs, serving the area of a major proportion of the municipalities in the district;
12. The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the District; and
13. Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.
14. The receipt, allocation and, if applicable, the distribution of grants made to the district municipality

Eden IDP 2017/18 – 2021/22

Table 13 (extracted from the District's Integrated Development Plan 2017/18 – 2021/22) confirms which

District Function	Yes	No
Integrated development planning for the District as a whole	X	
Bulk infrastructure planning	X	
Bulk supply of electricity		X
Domestic waste-water and sewage disposal systems		X
Provincial roads (agency basis)	X	
Portable water supply systems		X
Regulation of passenger transport services	X	
Municipal health service	X	
Fire fighting services in the District / Disaster Management	X	
Promotion of local tourism	X	
Municipal public works relating to any of the above public functions		X
The establishment, conduct and control of fresh produce, markets and abattoirs		X
The receipt, allocation and if applicable, the distribution of grants made to the District Municipality		X
Solid waste disposal	X	
The establishment, conduct and control of cemeteries and crematoria		X
The imposition and collection of taxes, levies and duties as related to the above functions		X

Table 13. Eden Roles and Responsibilities (Eden District IDP, 2017)

of these functions are currently performed by the Eden District Municipality, and would therefore be relevant to a Capital Expenditure Framework for the District.

The District's capital budget is very limited. Over the medium term, the capital budget ranges from R2 458500 in 2017/18 to R1 635 000 in 2021/22. This budget is primarily grant funded which will yield limited growth (3%). Budget allocations are typically in support of operational requirements.

Investments by other spheres of government are considerably more significant. However there is a trend of decline in these allocations to investments in the District, and the local municipalities within it (as shown in Diagram 16).

Over the medium term, total national and provincial allocation estimates per capita towards infrastructure and transfers to the District remains below R4 million. Of course allocations towards infrastructure expenditure in the local municipalities within Eden District are

significantly more and associated primarily with infrastructure installations supporting low income human settlement development and upgrading, as well as the investment into the public transport system in George.

It is also necessary to investigate the long-term capital and operating impacts of a range of local versus regional solutions in terms of infrastructure co-ordination and capacity. The following is recommended for Eden District Municipality:

- The District needs to take a strong leadership and capacity building role in verifying and segmenting the real housing backlogs in the municipality so that proper infrastructure, human settlement and social facility planning can take place;
- The District must build capacity to assist in land use decisions that impact on infrastructure co-ordination, environmental health and disaster management;
- The District needs to build capacity to assist and co-ordinate fiscal impact tools to evaluate the financial

capability and impacts of land use management decisions at the B Municipality level.

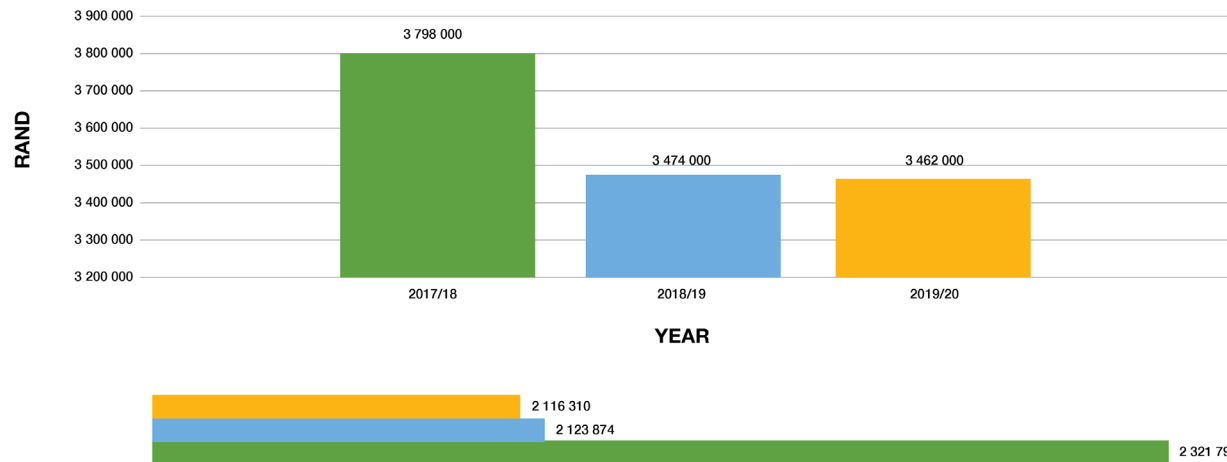
5.2.3. Preparing a Capital Expenditure Framework

This section refers to the preparation of a Capital Expenditure Framework supported by a Medium Term Integrated Infrastructure Investment Framework (MTIIF). A number of tools exist to project the capital investment needs in space, against which the available resources can be matched, sequenced and prioritised. This is informed by the leadership priorities of the respective councils.

5.2.3.1 Why Undertake Spatial Integrated Infrastructure Investment Planning?

- Resources are limited.
- Municipalities need to understand the drivers of growth and respond with infrastructure to support growth and development – no more, no less.
- Planning is fragmented and regional scale issues are missed in local scale planning.
- The most appropriate funding mechanisms need to be selected to match the source of the demand, i.e. balance grant funding, municipal own sources (including borrowing), development charges and Public-Private Partnerships (PPPs).
- Costs vary in space and spatial planning decisions may have long-term consequences.
- There is a need to balance investment in what you have (asset renewal) versus creating new infrastructure to address backlogs This can be described as catering for growth and the ability to operate and maintain infrastructure in the long-term.

PLANNED AND ESTIMATED PUBLIC EXPENDITURE



Note: Community survey, 2016 population statistics on municipal level used for the entire MTEF period for the calculation of the per capita GDP

PER CAPITA INFRASTRUCTURE & TRANSFERS FOR EDEN DISTRICT

Diagram 16. Public Expenditure - Per Capita Infrastructure & Transfers (WCG, 2016)

5.2.3.2 What Should a Capital Expenditure Framework Look Like?

The underlying questions that the CEF needs to provide guidance on is:

- How much do we need to spend where and on what?
- Is the spatial growth trajectory affordable now and sustainable on an ongoing basis?
- How do we ensure that investment planning is supporting the local and district municipalities’ SDF Vision Directives? Does it enable the implementation of the SDF’s spatial proposals?

In order to answer these questions, the ideal function of a Medium Term Integrated Infrastructure Investment Framework (MTIIF) is to:

- Project the impact that the anticipated population and future economic growth and service delivery targets (to address backlogs), is likely to have on the demand for infrastructure services, and identify where this demand will occur in space;
- Estimate the cost of the infrastructure required to service this demand, given its location;
- Project the timing of investment required to “unlock” developable land;
- Account for the capital that is required to renew existing assets;
- Identify the most appropriate funding mechanisms for the overall capital investment requirements, as well as any potential funding gaps; and
- Identify the trade-offs that need to be made in the event that there is a funding shortfall. This may include: adjusting growth forecasts; revising the levels of service or technical solution to the service demand; adjusting the location of development; or increasing the available funding to match the

investment need (e.g. increased borrowing or increased rates and tariffs).

The above scope has clear overlaps with engineering master planning and the capital budgeting processes. Rather than seeing this as an over-ambitious task, the idea is that these three planning processes (spatial, technical and financial) should be undertaken simultaneously and iteratively. A MTIIF, as described above, can only be done if some level of engineering master planning has been undertaken. Likewise, a capital budget can only be concluded once the competing needs have been addressed in a balanced and fair manner. Importantly, the Capital Expenditure Framework, on the basis of the findings of the MTIIF, should recommend investment priorities within the context of the Council’s leadership’s priorities within a longer term view than the capital budget and should consider the investment pipeline related to the phasing of growth and development.

5.2.3.3 How Would One do This?

The conceptual methodology that has been used to undertake this type of long-term infrastructure investment planning is as follows:

- Have a common set of growth assumptions. These may need to be varied or adjusted over time, which implies a flexible model that can vary assumptions and produce future implications. Growth assumptions should have a solid evidence base;
- Project forward over a sufficient time frame to allow for proper infrastructure planning and for life-cycle costing of decisions. Between 20-30 years is an appropriate time frame;
- Use the growth projections, backlogs, levels of service, and evidence-based unit demands to project the service demands in a spatially disaggregated way as possible. Differentiate users with distinct consumption patterns, or with clear revenue or funding characteristics;

- Once the future service demands are understood, these can be costed by either identifying projects to address the demands (where master planning has been undertaken), or by applying high level unit costs to the future demands. Unit costs should be spatially differentiated if possible. A project-level assessment allows for more spatial differentiation of the costs;
- Use technical asset registers to calculate the cost of asset renewal based on prevailing costs and asset condition;

Output Description	Benefits
1. Consolidated and spatially disaggregated population and economic growth projections	Can be used as a consistent basis for all municipal planning, including SDFs, IDPs and engineering master plans
2. Spatially disaggregated service demand projections	Can inform infrastructure planning
3. High level infrastructure costing	Can inform capital budgeting given the infrastructure “triggers” of the location of demand
4. Calculation of potential required: • Development charges • Grant funding • Municipal own revenue (including borrowing)	Basis for DC Policy Grant motivations Informs long term financial planning
5. Matching of projects to overall infrastructure investment to identify planning shortfalls / surpluses	DC Policy Infrastructure planning
6. Operating account implications of the capital investment strategy (excluding transport)	Revision to growth plan Basis for rates and tariff adjustments
7. Assessment of borrowing capacity	Long-term financial planning
8. Transport operating cost implications and allocation of these costs	Integrated transport planning Grant motivations

Table 14. Potential Outputs of Long Term Infrastructure Planning

- Match the funding stream to the type of infrastructure required, i.e. conditional grants should be allocated to their intended beneficiaries or service, and development charges should be allocated to non-indigent residential development and non-residential development based on the municipal development charges policy. The balance of the funding will need to come from municipal resources (reserves and borrowing); and
- Once a capital programme has been determined and aligned to spatial planning objectives, the operating account implications can be calculated to assess the on-going affordability of the growth plan. This will also inform assessments of borrowing capacity. In sophisticated analyses, these operating costs can be varied in space according to the authority providing the service and their underlying cost drivers.

5.2.3.4 What Would this Exercise Produce?

The potential outputs of a long-term infrastructure planning process are multiple and varied, and depend on the level of effort and funding that is allocated to the exercise. The following potential outputs, projected over a period of 20-30 years, are listed in order of level of effort, from lowest to highest, together with the benefits that such a consolidated set of planning instruments would produce.

5.2.3.5 Preparing a Pipeline of Projects

A Capital Expenditure Framework should endeavour to articulate a portfolio of investment priorities aligned to strategic development and spatial planning objectives in the municipalities' IDP and SDFs. The CEF should be informed by the above-mentioned MTIIF, and position these within a pipeline based on a robust project preparation methodology. This will allow for the progressive realisation of development projects and avoid wasteful expenditure based on poor project planning. In addition, this will empower the District to ensure that major investment projects are adequately prepared and prioritised in a manner that they do not compete with one another for the same investment resources,

and the most critical investment projects are prioritised based on an understanding of the District's long-term sustainability. This is critical in the context of substantial fiscal constraints.

There are three important questions to consider when presenting this pipeline:

- Are the proposed projects supporting or detracting from the IDP Priorities and SDF Strategies?
- Is there a line of sight from the District's holistic understanding of its growth projections (demand), backlogs (capital and operating), network functionality, affordability envelope and financial sustainability;
- Are the resources (people and funding) present and available to run the project through a rigorous project preparation?

A rigorous project preparation process is described in Diagram 17.

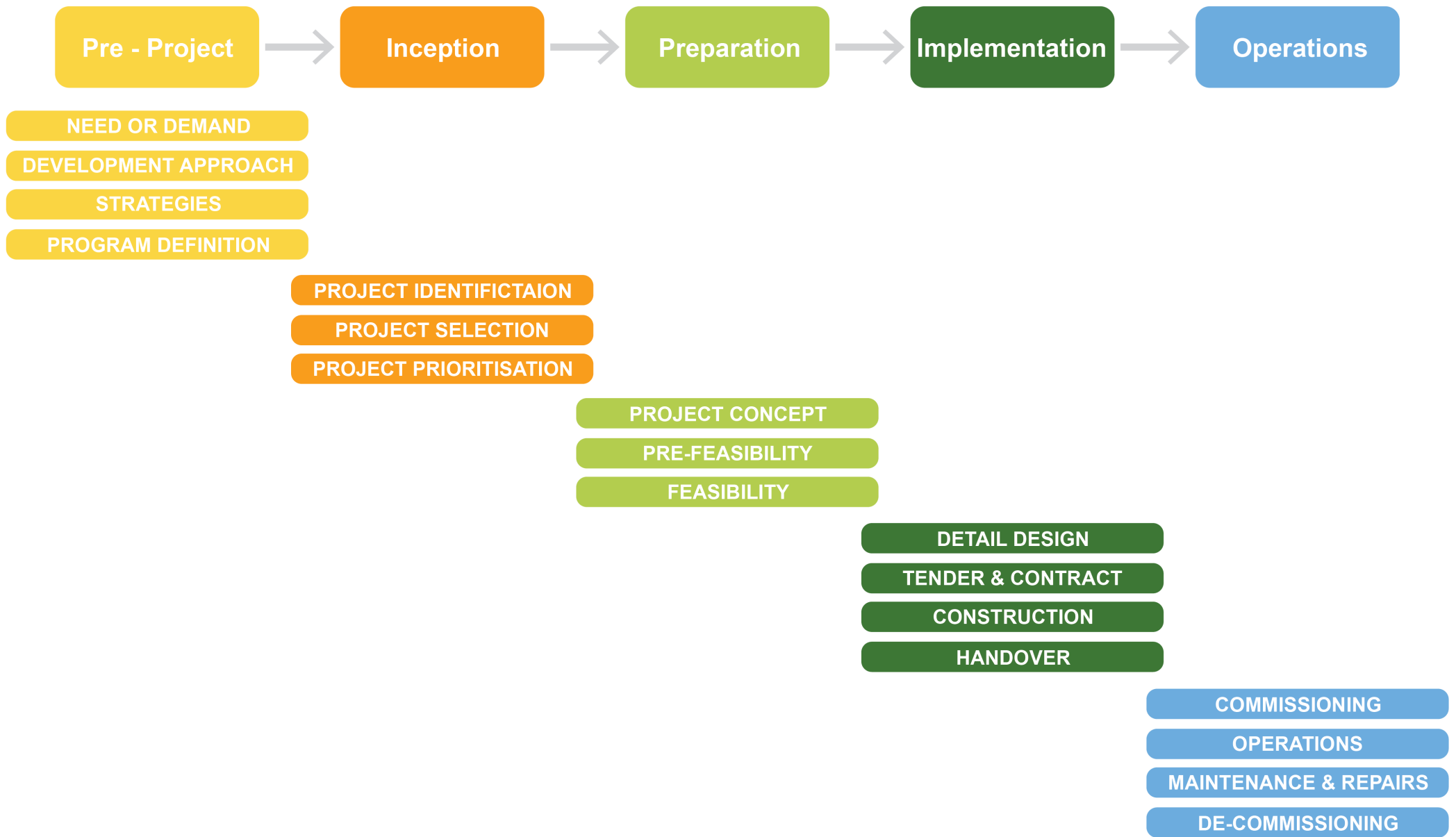


Diagram 17. Project Preparation Process

5.3. Implementation Action Table

5.3.1. Policy Actions: The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-1	Consolidate and align tourism agencies around a clear Eden Brand. Develop and implement a unified regional marketing and branding strategy that provides branding and marketing services for the Garden Route and Klein Karoo, which makes consideration for signage, way-finding, unified branding and brand management.	SCEP, Eden DM, WCG Economic Development & Tourism	1. Establish, manage and market the Garden Route and Klein Karoo as two unique sub-regions of Eden	<ul style="list-style-type: none"> The Eden brand has been developed, approved and adopted The establishment of a funded, consolidated tourism agency for Eden District 		SCEP Eden DM WCG EDT B Municipalities	1 year
E-2	Manage rural areas through appropriate application of SPCs. Protect and enhance the sense of place, character and scenic assets of the region by implementing multiple interrelated and layered strategies to achieve this such as clear design guidelines for new developments and innovative infrastructure within different contexts (resort, urban, lifestyle estates, subsidy housing).	Eden DM, DEA&DP, WCG DRDLR, WCH DoHS	1. Apply SPCs in order to contain development	<ul style="list-style-type: none"> SPCs have been approved and applied Rural Development is contained 			
E-3	Demarcate and ensure legislative protection of the regional biodiversity and cultural landscape network to inform planning within the B Municipalities. <ul style="list-style-type: none"> Appropriate listing and gazetting of Heritage and Cultural resources of Provincial and District significance Ground-truthing of regionally significant biodiversity corridors / coastal edges Develop guidelines for cultural landscape management specifically for managing regional route in a small town urban environment 	Eden DM,DEA&DP Heritage Western Cape, SANParks, WCG Cultural Affairs & Sports	<ol style="list-style-type: none"> Align with the National Biodiversity corridors, protected areas, ecological support areas, Provincially demarcated Cultural Landscapes, climate change and disaster risk areas Protect the cultural landscape as a key economic asset Secure national and regional biodiversity corridors 	<ul style="list-style-type: none"> Demarcation and gazetting of regional green network for Eden (biodiversity, cultural landscape, climate change and risk mitigation) Gazetting of cultural landscapes and heritage resources identified in the WC PSDF 2012 Incorporation of regional green network within B Municipality Plans 	R3 million	DEA&DP, CapeNature, SANParks	2 years

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-4	Develop an ecosystem service inventory to manage risks and designate core service zones to be protected (where rivers, wetlands are adjacent to infrastructure)	DEADP, Cape Nature, SANParks, Eden DM	1. Protect and conserve Eden's important terrestrial, aquatic and marine habitats.	<ul style="list-style-type: none"> An inventory of ecosystem service delivery has been established Demarcation and protection of core ecosystem service zones 			
E-5	Establish a DRDLR Agrihub In Oudtshoorn with connecting Farmer Production Support Units (FPSU) Integrate the proposed investment into Agri-hubs and rural support outlined in the Eden District Rural Development Plan	DEA&DP, Eden DM, WCG Economic Development & Tourism, DRDLR SCEP, WCG DAFF	<ol style="list-style-type: none"> Revive local agricultural economy Increase jobs in agriculture by developing local agri-processing facilities Identify and implement new agricultural products in response to climate change and fire risk Support an inclusive and accessible agricultural value chain 	<ul style="list-style-type: none"> Established agrihubs 		DRDLR Elsenburg DOA	
E-6	Provide guidelines for estuarine Management Plans. <ul style="list-style-type: none"> Delineate coastal sensitivities and integrate these into all applicable planning decisions within the coastal region. Ground-truth floodlines in the District and incorporate these into the local municipalities' SDFs. Establish and provide generous buffer zones for coastline and estuaries. 	Eden DM, Cape Nature, Eden Disaster Risk Management, DEA&DP	<ol style="list-style-type: none"> Protection of inherent scenic assets. Protect coastlines and estuaries. Biodiversity management. Mitigate river erosion, siltation and flooding disaster risk in relation to climate change. Support inclusive and equitable, managed public access to the coastline and estuaries. Ecological infrastructure should be protected along the coastline and estuaries 	<ul style="list-style-type: none"> Co-ordinated flood plain and stormwater management The development of an Estuarine Management Plan. There is minimal human intervention along coastlines. Sustainable and equitable coastal access for all users (not just recreational users) enabled. 			

Table 16. The Economy is the Environment: Policy Implementation Matrix (Continued)

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-7	<p>Provide transitional relocation areas for displaced community members from areas affected by natural disasters.</p> <p>Prioritise subsidy application for top structures for the most deserving beneficiaries from the affected informal settlements to rule out “queue jumping”.</p>	<p>Eden DM, WCG DTPW, WCG DoHS Bitou Municipality Knysna Municipality George Municipality</p>	<ol style="list-style-type: none"> 1. Rehabilitate community facilities and municipal services 2. Provide safe and secure shelter for displaced communities 	<ul style="list-style-type: none"> • The establishment of safe, transitional relocation areas 		Garden Route Rebuild	
E-9	<p>Provide guidelines for Air Quality Management and monitoring in Eden District.</p> <p>Commence an Eden Clean Fires campaign that involves an educational project on air quality awareness.</p>	<p>DEA&DP, Eden DM: Air Quality Control Air Quality officers of B-authorities to assist Air Quality Control with the development of their respective AQMPs</p>	<ol style="list-style-type: none"> 1. Ensure there is adequate monitoring of air quality in Eden District. 2. Uphold the high quality living environment of Eden District and maintain it as an attractive place to live and as tourist destination 	<ul style="list-style-type: none"> • Continuous sampling of air quality to aid with decision making-development related to the status of air of Eden District. 	R1 800 000	Johan Schoeman	2-5 years
E-10	<p>Implement measures to mitigate against future disasters:</p> <ul style="list-style-type: none"> • Manage alien vegetation to mitigate fire risks and impacts on disaster management. • The Eden District Municipality’s Disaster Risk Management Department must be given opportunity to provide input into development applications in interface areas where veldfire is a risk • Establish a fire management agency” 	<p>Eden DM: Disaster Risk Management, DEA&DP, Cape Nature, 7 B Local Municipalities</p>	<ol style="list-style-type: none"> 1. Protect CBAs, wildlife and Eden District’s from disaster risks 2. Mitigate fire risks and impacts on disaster management. 	<ul style="list-style-type: none"> • Protected natural environment assets • The establishment of an alien vegetation removal plan 			

Table 17. The Economy is the Environment: Policy Implementation Matrix (Continued)

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-11	<p>Implement Veldfire Management Zones:</p> <ul style="list-style-type: none"> Associated best practice notes should be produced and made available on fire wise planning and urban design Introduce an overlay zone into the Municipal Planning By-Laws in order to realise an Asset Protection Zone 	Eden DM: Disaster Risk Management, DEA&DP, Cape Nature, 7 B Local Municipalities WCG DoE	<ol style="list-style-type: none"> Protect CBAs, wildlife and Eden District's from disaster risks Mitigate fire risks and impacts on disaster management. 	<ul style="list-style-type: none"> The identification of Asset Protection / Veldfire Risk Management Zones in Local SDFs The establishment of best practice fire wise planning and urban design guidelines 			
E-12	Expand existing alien vegetation clearance programmes	Eden DM: Disaster Risk Management, DEA&DP, Cape Nature, 7 B Local Municipalities	<ol style="list-style-type: none"> Mitigate fire risk and impacts on disaster management Ensure a well functioning hydrological system Protect and reinstating biodiversity Expand upon the GRRP initiatives Job creation 	<ul style="list-style-type: none"> Reduction of areas infested by alien vegetation 			
E-13	Formally designate the regional open space network, aligning with the National Biodiversity corridors, protected areas, ecological support areas and Provincially demarcated Cultural Landscapes.	Eden DM Roads Services & Bulk Infrastructure WCG DTPW, DEA&DP, CapeNature, SANParks	<ol style="list-style-type: none"> Establish a coherent and appropriately protected regional biodiversity network 	<ul style="list-style-type: none"> An approved designation of the regional open space network that is aligned with the National Biodiversity corridors and relevant protected areas 			1 year

Table 18. The Economy is the Environment: Policy Implementation Matrix (Continued)

5.3.2. Policy Actions: Regional Accessibility

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
A-1	Identify and review the need, appropriate location and impacts of the N2 bypass.	WCG DTPW, DEA&DP, Eden DM	1. Determine the urgency and the potential affect of the N2 Bypass on the environment, the economy and accessibility				
A-2	Invest and prioritize transport infrastructure and services in Eden District. However, existing transport infrastructure assets in the region should be optimised.	Eden DM: Roads Services & Bulk Infrastructure WCG DTPW, DEA&DP	1. Support the identified role and hierarchy of towns within the regional space economy 2. Ensure there is an alignment of a coherent network and hierarchy of regional nodes and linkages	<ul style="list-style-type: none"> The establishment of a demand responsive, balanced and sustainable rural transport system 			
A-3	Upgrade the R62 to accommodate regional tour bus and freight traffic.	WCG DTPW, DEA&DP, Eden DM	1. Increase regional connections and accessibility throughout the District 2. To manage mobility tensions through land use planning and street design	<ul style="list-style-type: none"> The completion of an upgrade of the R62 Increased tourism and usage of the routes 			
A-4	Contain settlement footprints and enable land use mix through incentives and the implementation of overlay zones in town centres	Eden DM, DEA&DP, WCG DoHS	1. Support ITP proposals to achieve sustainable public transport through appropriate settlement form and densities 2. Promote walkability and cycling in towns				

Table 19. Regional Accessibility: Implementation Actions Matrix

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
A-5	Rationalise the access network in the District. Provide guidelines for the management of regional versus local road access.	WCG DTPW, DEA&DP, Eden DM, WCG Economic Development & Tourism SCEP	<ol style="list-style-type: none"> 1. Improve freight, tourism, waste management and emergency management transport services 2. Ensure the improvement of access between urban – rural communities and businesses they support. 3. Promote a balanced approach to mobility and access at the regional and local level 	<ul style="list-style-type: none"> • The establishment of guidelines for the management of regional versus local road access. 			
A-6	Prepare and verify an intergovernmental project pipeline for the prioritised and integrated planning, design, budgeting and implementation of regional facilities at the most accessible points in regional nodes. Higher order, more accessible centres along primary regional routes should be the priority locations for social facility investment.	WCG DTPW, WCG DoE, WCG DoH DEA&DP, Eden DM	<ol style="list-style-type: none"> 1. Support the sustainable provision of social services 2. Ensure regional facilities are located at most the most accessible points within the region to optimise access and operational efficiencies 	<ul style="list-style-type: none"> • The completion of an approved prioritized intergovernmental projects pipeline. 			
A-7	Prepare guidelines for managing regional routes in a small town urban environment in line with the concept of Complete Streets.	Eden DM, DEA&DP WCG DTPW,	<ol style="list-style-type: none"> 1. Ensure Complete Streets in locations where regional routes go through towns 	<ul style="list-style-type: none"> • The establishment of Complete Street guidelines for small towns 			

Table 20. Regional Accessibility: Implementation Actions Matrix (Continued)

5.3.3. Policy Actions: Sustainable Growth Management

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
GM-1	<p>Establish a consolidated and aligned strategic, long term, inter-governmental programme that can direct and encourage growth to match capacity, resources and opportunity in relation to the regional socio-economic hierarchy of cities and towns.</p> <p>Develop a spatial growth fiscal impact capacity tool for the District so that infrastructure and operational costs are better aligned.</p>	Eden DM, WCG	<ol style="list-style-type: none"> 1. Plan and invest in relation to the regional role and hierarchy of settlements. 2. Ensure that the alignment and viability criteria of spatial growth is consistent across all municipalities 	<ul style="list-style-type: none"> • Co-ordinated regional infrastructure implementation and maintenance • The establishment of a spatial growth fiscal impact capacity tool • A regional water masterplan should be developed to guide infrastructure investment 			1 year
GM-2	<p>Implement growth management strategies and create a defined municipal open space network. This can be achieved through a strong town approach - bottom-up action as opposed to top-down systems.</p> <p>Provide guidelines for growth management decision-making, specifically as it relates to disaster management, infrastructure co-ordination, public health and transport.</p>	Eden DM, DEA&DP WCG DoHS B Municipalities	<ol style="list-style-type: none"> 1. Ensure the development of strong resilient towns and places 2. Support and facilitate resilience, accountability and incremental investments. 	<ul style="list-style-type: none"> • Adoption of consistent growth management strategies and a clearly defined municipal open space network in the SDFs of all B Municipalities. • The establishment of guidelines for growth management to aid with decision-making 			
GM-3	<p>Prioritise and facilitate Transit Oriented Development (TOD) and Walkable Urban Developments within urban centres in Eden District.</p>	Eden DM, DEA&DP WCG DTPW WCG DoHS	<ol style="list-style-type: none"> 1. Encourage walkability and accessible urban environments 2. Ensure that urban centres are more compact and therefore more economically efficient 3. Enable towns in Eden District to become fiscally sustainable and pleasant places to live. 	<ul style="list-style-type: none"> • The creation of context dependent TOD guidelines for Eden District • The implementation of TOD design guidelines, such as traffic calming, landscaping, NMT routes and an increase in densification around transport nodes 			

Table 21. Growth Management: Implementation Actions Matrix

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
GM-4	Provide guidelines for densification and mixed use development to create complete settlements.	WCG DTPW, WCG DoHS, Eden DM	<ol style="list-style-type: none"> Promote densification and mixed use development to create complete settlements. Ensure that urban centres are more compact and therefore more economically efficient 	<ul style="list-style-type: none"> The establishment of guidelines for densification and mixed-use development 			
GM-5	B Municipalities need to develop or update their Densification Policies in line with the principles and strategies set out in the Eden SDF.	7 B Municipalities					
GM-5	Set out guidelines for urban edges. Urban edges should be determined within the context of the urban and rural environment where they are to be introduced.	Eden DM, DEA&DP 7 B Municipalities	<ol style="list-style-type: none"> Contain urban development Protect and conserve significant environmental and agricultural assets 	<ul style="list-style-type: none"> The creation of urban edge guidelines for rural and urban towns in Eden District 			
GM-6	Set up District level housing association for delivery of rental housing	WCG DoHS, Eden DM, 7 B Municipalities	<ol style="list-style-type: none"> Support and promote social rental housing 	<ul style="list-style-type: none"> Eden Social Housing Institution established 			ID within 6 months Operational within 18 -24 months
GM-7	<p>Provide guidelines for the provision and location of social facilities. Facilities should relate to the street hierarchy, access and landscape features.</p> <p>Provide alternative services and learning systems that are mobile and internet based in rural settlements that are too small to require additional facilities.</p>	WCG DTPW, WCG DoH WCG DoE	<ol style="list-style-type: none"> Increase equitable access to quality social facilities and services. Ensure that public amenities have an associated public space 	<ul style="list-style-type: none"> The establishment of guidelines for the provision and location of social facilities and services. 			

Table 22. Growth Management: Implementation Actions Matrix (Continued)

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
GM-8	<p>Provide guidelines for the rationalisation and clustering of facilities at a regional level to assist with more sustainable provision and operation.</p> <p>Develop multifunctional facilities: apply the principles of space utilisation efficiency, multi- functionality and clustering to all facility provision projects.</p> <p>Establish longstanding memorandums of agreements between the municipality and the WCED / DTPW to make the sharing of facilities operationally feasible and provide the necessary certainty that the municipality's facilities will be available to accommodate the school's life cycle and possible expansion.</p> <p>Regional Service Centres should be supplemented or upgraded to meet need where necessary.</p> <p>Situate public facilities so that they are spatially connected with other facilities and public transport within the area.</p>	<p>WCG DoH, WCG DoHS, WCG DoE Eden DM, 7 B Municipalities WCG DTPW</p>	<ol style="list-style-type: none"> Facilitate rationalisation of social facilities with an excess of underutilised land that is over and above the norms and standards size, should be reclaimed for housing use. Encourage integration, infill, densification and mixed-use development in well-located areas. Increase equitable access to public facilities 	<ul style="list-style-type: none"> The establishment of guidelines that aid with the rationalisation and clustering of facilities at a regional scale. The improvement of social facilities in regional service centres 		<p>DEA&DP</p> <p>WCED's Infrastructure Delivery Management</p> <p>School governing bodies</p>	
GM-9	<p>Identify and prioritise the role and investment focus of specialised coastal centres. These centres have a special function (often tourism related) and important roles in servicing the surrounding areas and rural settlements.</p>	<p>Eden DM, WCG Economic Development Partnership, SCEP WCG Economic Development & Tourism</p>	<ol style="list-style-type: none"> Achieve a balanced mix of uses, economic activities, socio-economic groups and services in specialized coastal centres 	<ul style="list-style-type: none"> The identification and approved hierarchy of the role of specialized coastal centres. 			

Table 23. Growth Management: Implementation Actions Matrix (Continued)

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
GM-10	Provide guidelines for development in rural settlements. Where possible new local economic drivers should be explored to sustain existing residents before fixed capital investment is prioritised here. Where no economic catalyst exists, improve access to centres where opportunity does exist.	Eden DM, WCG Economic Development Partnership, WCG DTPW, WCG DRDLR	2. Ensure equitable access to social facilities and economic opportunity	<ul style="list-style-type: none"> The establishment of guidelines for rural development The creation of improved access to service centres 			
GM-11	Cede surplus land to the authority responsible for housing delivery. Cost-efficient intergovernmental land acquisition / transfer between provincial government and the relevant municipalities should be considered.	Eden DM, WCG DoHS, DEA&DP WCG DTPW 7 B Municipalities	3. Reduce the rates burden on the DTPW and enable municipalities to plan and implement projects on these land parcels. 4. Increase significant savings in government spending.	<ul style="list-style-type: none"> The rationalization of land acquisition, security, maintenance and letting of public facilities 			
GM-12	Build capacity within the District to enable active participation in approval of all planning applications and co-ordination of placement of social facilities.						
GM-13	Urgently develop a District Fiscal Impact tool linking the Long term financial plans of the municipalities with the Eden District Infrastructure Masterplan.						
GM-14	Motivate for the implementation of a WCG DTPW pilot school within Eden District.	DTPW DoE B Municipalities			60 million		

Table 24. Growth Management :Implementation Actions Matrix (Continued)

5.4. Implementation Requirements

5.4.1. Proposed SDF Review Framework and Process

The purpose of a SDF is to provide a medium to long-term vision and a set of strategies to attain this vision. SPLUMA, 2013 requires that this is translated into an implementation framework that takes a five year view to inform the municipality's Integrated Development Plan and Budget. As development, whether it be the public sector or the private sector, takes multiple years to manifest, it is not appropriate that the SDF is substantially reviewed annually. The SDF must encourage consistency and predictability in planning decisions in order to achieve the desired outcomes.

Processes, including public participation processes, associated with the review of an SDF are prescribed by SPLUMA, 2013 and the Municipal Systems Act (and associated regulations), the provincial Land Use Planning Act and the Municipal Planning By-law and any associated policies or regulations. The Eden District SDF will be reviewed on the following basis:

- SPLUMA, 2013 does not provide for planning decisions to be taken by a Municipal Planning Tribunal that are not consistent with the municipal SDF – in this case both the District MSDF and a Local MSDF. The SDF must be reviewed.
- Municipalities should put in place clear guidelines defining the site specific circumstances under which a Municipal Planning Tribunal may depart in its decision from the SDF. This is best done at a local municipal level. However, the District must be provided with an opportunity to make input into such draft guidelines.

Timeframe	Nature of Review	Public Participation Process	Substance of the Review
Annual	Minor, if at all	IDP public participation process	<ul style="list-style-type: none"> • Corrections • Recording of site specific departures
5 Years	Limited review	As prescribed by the legislation and regulations, co-ordination with the IDP public participation process	<ul style="list-style-type: none"> • Alignment to new term of office IDP update based on trends or shifts in the socio-economic, biophysical or built environment based on a defined set of key variables that indicate the nature of such trends • Update based on amended master plans to inform future updates on master plans • Supplementation / update or adjustment to deal with changes in baseline information and legislation
10 Years	Full re-write	As prescribed by the legislation and regulations, co-ordinated with the IDP public participation process	

Table 25. Eden SDF Review Requirements

5.4.2. Sector Plan Alignment

The SDF is a long-term, transversal planning and co-ordination tool, as well as a spatial expression of the District's IDP. While the SDF is informed by Sector Plans, strategically and spatially, the Sector Plans should be led by the SDF. When the District Sector Plans are reviewed, the SDF must be a key consideration or framework for the review in order to ensure alignment and for the sector plans to realise their full potential as implementation tools of the SDF.

Table 26 summarises the District's sector plans, their status and implications of the SDF for these plans:

Sector Plan	Status	SDF Implications
Integrated Transport Plan (ITP)	2015	The SDF should be informed by the ITP and facilitate transport planning, spatial planning and land use management integration. The ITP must reflect on the SDF and demonstrate how the transport planning will contribute to the desired spatial outcomes.
Disaster Management Plan / Disaster Risk Assessment Update	2013 / 2014	Requires update / review. Key informant to the SDF.
Air Quality Management Plan	2013	An informant to the SDF.
Integrated Waste Management Plan	2014	An informant to the SDF.
Bulk Infrastructure Sanitation Master Plan	2012	A review should be framed within the proposal for a district medium term integrated infrastructure investment framework as proposed above and should seek to ensure that human settlement planning should be aligned to existing infrastructure capacities and a robust audit of "backlogs" should be undertaken to verify data and need prior to planning.
Regional Economic Development Strategy / Local Economic Development Strategy	2012	A review should be framed by the spatial context and strategies set out in the SDF where relevant. Economic potential in space should be optimised and co-ordinated with human settlement development planning.
Climate Change Adaption Plan	2014	An informant to the SDF. The SDF should implement climate change adaption measures in space in so far as this.
Integrated Environmental Policy (IEP) including:		An informant to the SDF. The SDF is also an implementation tool for these strategies through spatializing the strategic intent and establishing spatial policies aligned to the strategies. At the same time a review of these strategies should be informed by the balanced approach of the SDF.
Integrated Energy and Climate Change Strategy		
Integrated River and Estuarine System Strategy		
Integrated Coastal Zone Strategy		
Eden Coastal Management Plan / Programme	2012 under review	The Coastal Management Plan is an implementation tool for the SDF which elaborates on its policy objectives associated with optimising the coast as an asset, managing risks associated with climate change and ensuring equitable coastal access.
Eden District Municipality Wetland Strategy and Action Plan	Draft circulated for comment	The Wetland Strategy is both an informant to the SDF and an implementation tool for the SDF which elaborates on its policy objectives associated with optimising the wetlands as an asset and ecological service, managing risks associated with climate change and ensuring equitable access.
Eden District Rural Development Plan	2016 / 17	An informant to the SDF.

Table 26. Sector Plan Status and Implications

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