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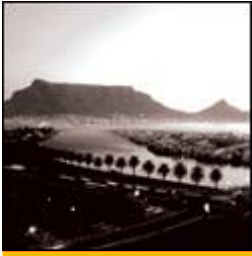
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# The City of Cape Town: Built Environment Performance Plan 2011/12 (Urban Settlements Development Grant)

**Presented by: Wayne Muller (Director: Housing Finance and Leases)**

**June 2011**



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## What will we address today?

1. Background to the City of Cape Town
2. Governance imperatives
3. Spatial context of Cape Town
4. Current bulk infrastructure status
5. Bulk infrastructure into the future
6. Urbanisation strategies
7. USDG - Integrated housing delivery – Way Forward
8. Urban Settlements Development Grant – Changing the face of the City
9. Key issues



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## Context of the City of Cape Town

- Population 3,7 million
- Cape Town has very high net in-migration resulting in pressure on services and infrastructure (approx 50 000 per annum)
- Spatial Development Framework – Council March 2011
- GDP - 74% (Regional GDP)
- GDP - 11% (national GDP)
- Number of households - 1,10 million
- Inadequately housed - 350 000 households
- Integrated Housing Waiting List
- Housing Backlog - 400 000 households (projected)
- Size of City – 2,454 square kilometers
- Number of Informal Settlements - 222
  - 900 000 people



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## The Context of the City of Cape Town

- Migration to Cape Town reflects broad spectrum of high to low income levels
- Primary industrial/business growth area – tourism and emerging informal market flowing from in-migration
- Infrastructure status
  - major maintenance challenges and
  - mass expansion of bulk infrastructure and transport required
  - Spent R19,2 billion over last 5 years.
- Financial status
  - Clean audit (7<sup>th</sup>);
  - Bond issue (R4,2 billion);
  - Healthy financial status;
  - Systems (IT)



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## Current Service Status – All areas

- 89,7% households receiving electricity (Eskom & City)
- 98,6% access to refuse removal
- 99,6% access to piped water
- 98,6% access to toilet facility



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# Governance

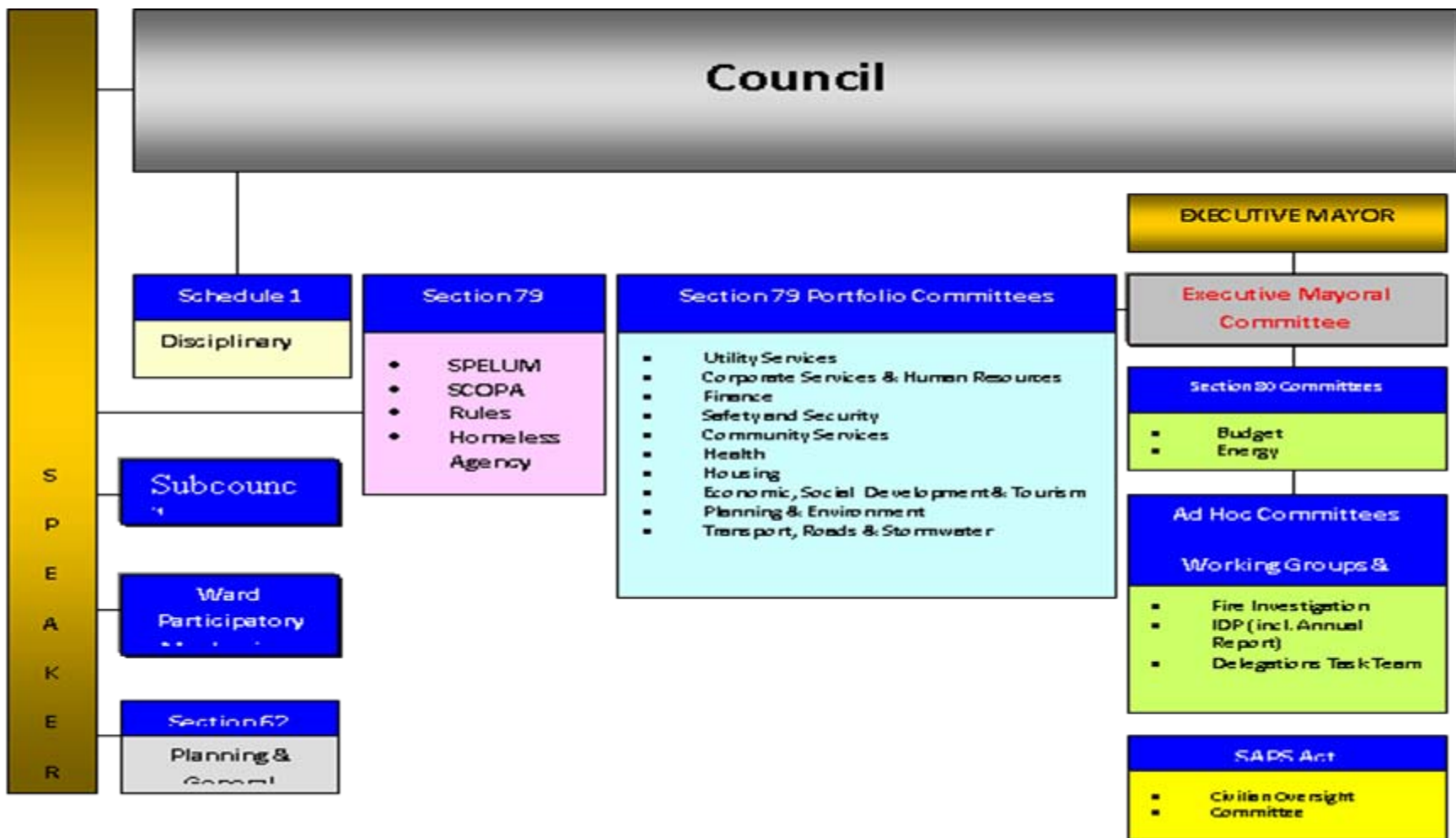


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# Governance Structure





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## Corporate Governance

- Risk Committee
- Audit Committee
- City SCOPA
- Supply Chain process(ISO accredited)
- Executive Management Team – Oversight teams established
- Housing Accreditation (Level 2) to ensure the linkage between USDG and HSDG
- USDG administration – Accounting systems realigned to cater for USDG
- 2011/12 to 2013/14 City budget restructured to reflect the USDG





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## **Growth Options:**

# **City Densities – Dictating Growth and Infrastructure**

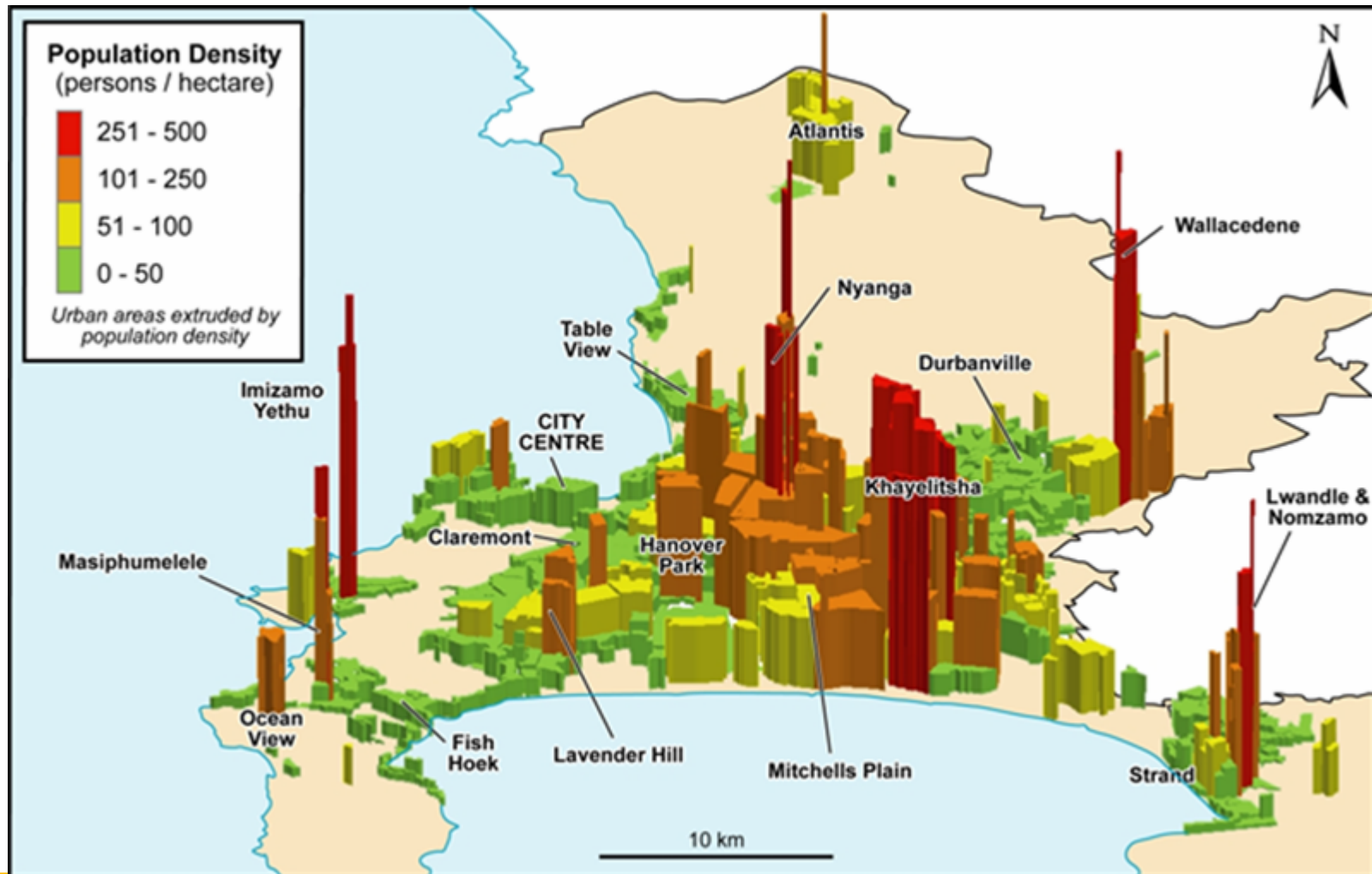


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## Current Spatial Layout - Population Density



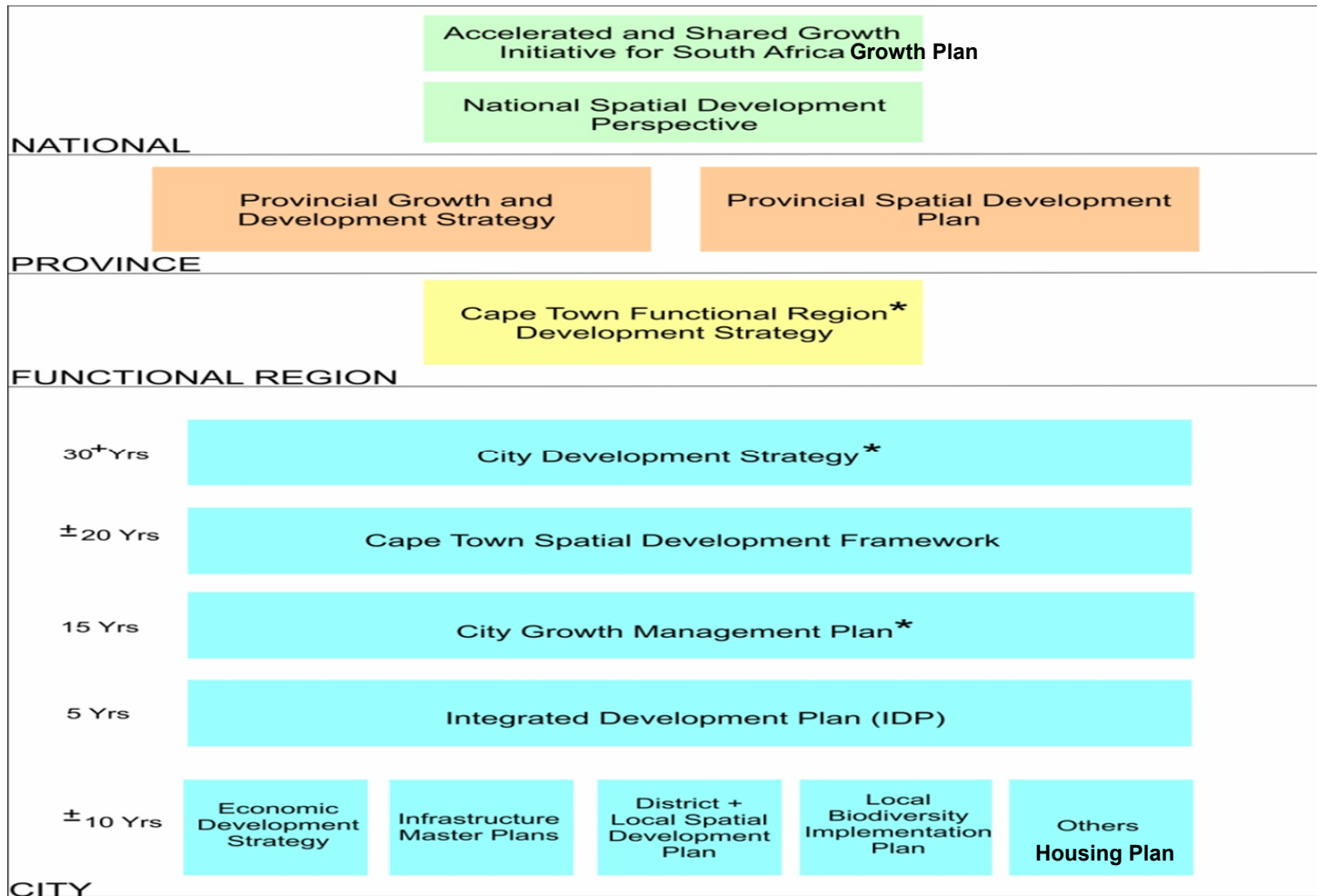


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# Policy Linkage to National / Province





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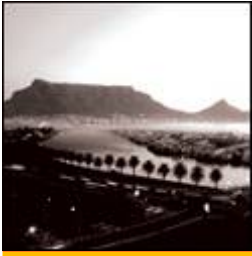
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# Spatial Development Goals and Principles

## Principles

Include:

- Redress spatial imbalances.
- Maximise access to the City's opportunities, resources and amenities.
- Encourage local, national and international connectivity
- Improve urban efficiency and align planned growth with infrastructure provision.
- Environmentally friendly
- Celebrate diversity (living environments, cultures and lifestyle)
- Promote cross-sectoral planning, budgeting and growth management approaches.



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## Developing a Growth Options Model

- Numerous options however all are limited due to geography
- City Planning Directorate engaged with all City Departments (incl Province) and Private Sector in developing a series of options.
- Options included:
  - West Coast
  - Fisantekraal
  - Hybrid
  - Green/Environmental version for hybrid

# SDF - Development Options



BASED ON THE  
ACCOMMODATION  
OF 250,000  
HOUSEHOLDS  
NORTH OF THE  
EXISTING BUILT  
CITY



DEVELOPMENT OPTION **A**  
[concept 1]



DEVELOPMENT OPTION **B**  
[concept 2]



DEVELOPMENT OPTION **C**  
[concept 1]



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# **Bulk Infrastructure and the Relationship with the Spatial Development Framework**

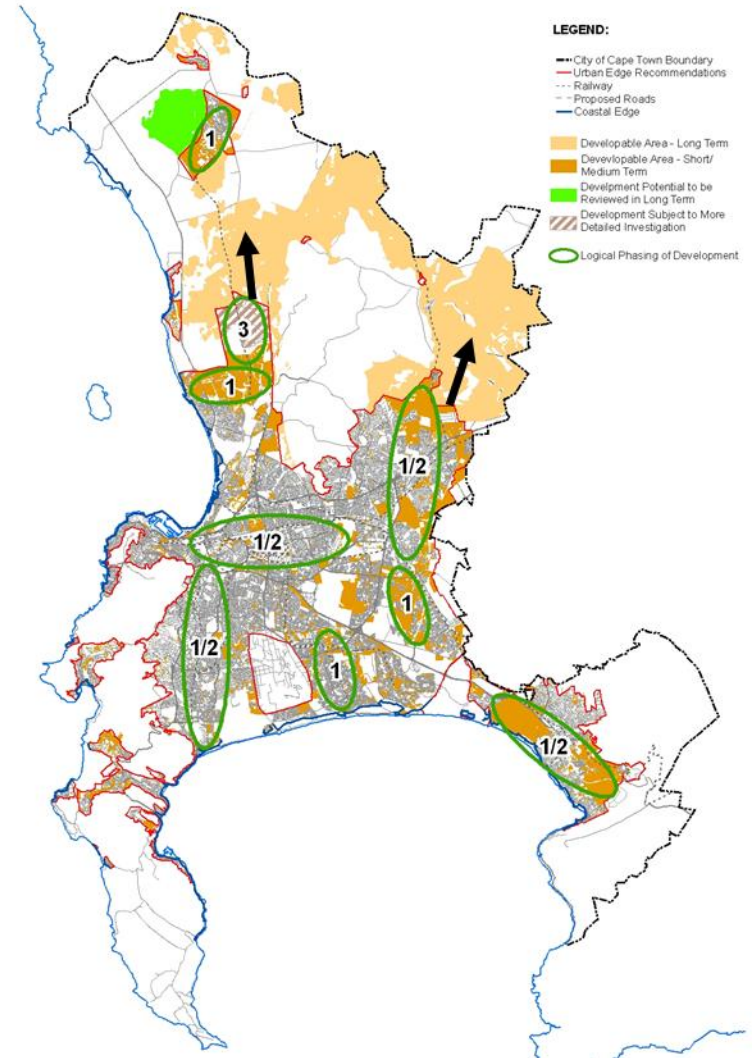


# SDF: Managed Growth

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<p>Phase 1:</p>	<ul style="list-style-type: none"> <li>• Infrastructure capacity already exists for all/ most services.</li> <li>• <b>Infrastructure urgently needs to be rehabilitated and/or upgraded</b></li> <li>• New capacity has to be created to address health and environmental risks</li> <li>• Capital investment is contractually committed and will be completed within a short period of time</li> </ul>
<p>Phase 2:</p>	<ul style="list-style-type: none"> <li>• Infrastructure capacity already exists for some services.</li> <li>• <b>Infrastructure urgently needs to be rehabilitated and/or upgraded</b></li> <li>• Capital investment is contractually committed but it will be some years before it is operational</li> </ul>
<p>Phase 3:</p>	<ul style="list-style-type: none"> <li>• New development areas that are a logical <b>expansion of the infrastructure network</b> and align with development trends and the City's spatial growth plans.</li> </ul>



**Challenges to deliver on Outcome 8**





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## District Plans x 8

# Overview of District Plans

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Table Bay (A)



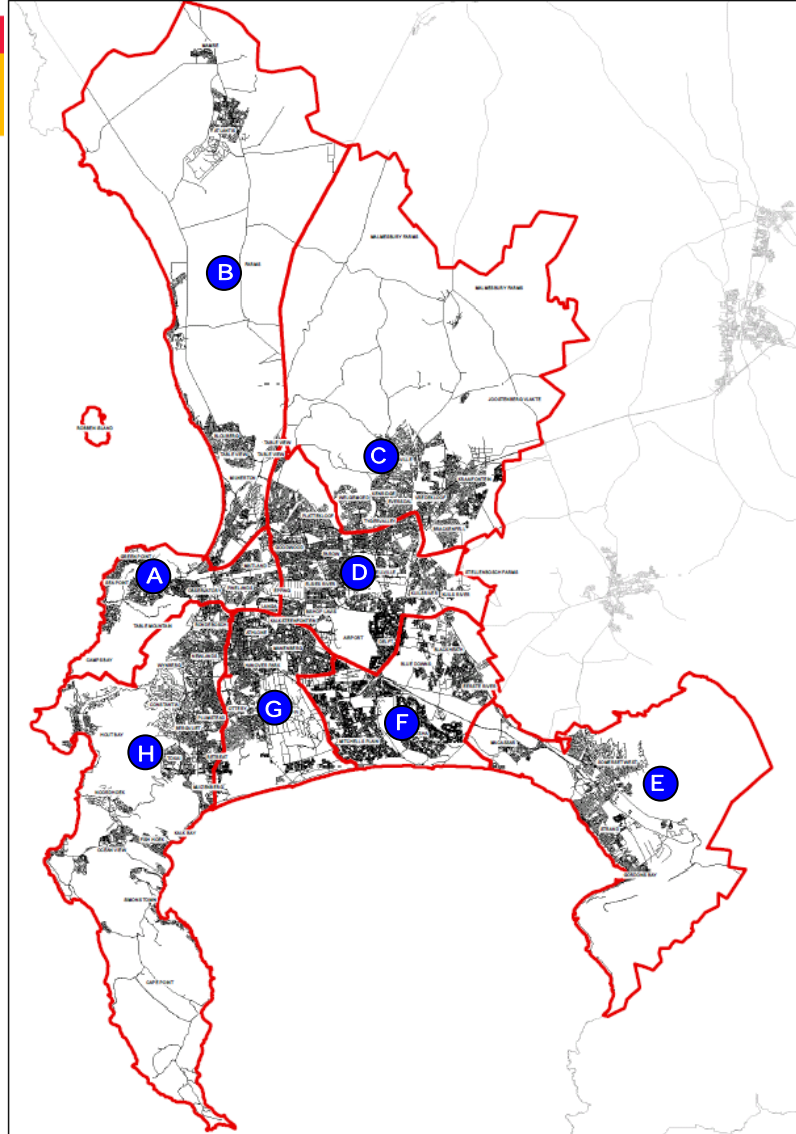
Blaauwberg (B)



Northern (C)



Tygerberg (D)



Helderberg (E)



Khayelitsha Mitchells Plain (F)



Cape Flats (G)



Southern (H)



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# Bulk Infrastructure



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## Electricity – Risk Areas



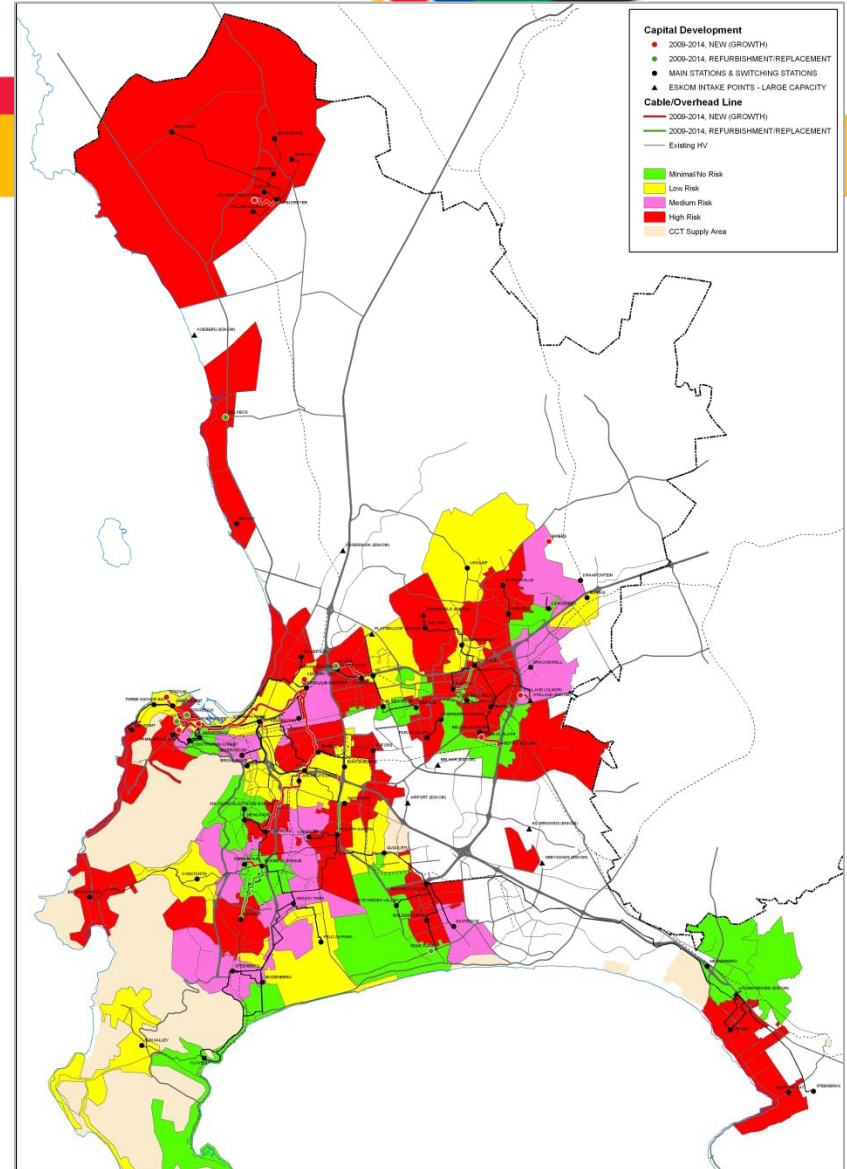
Risk classification based on  
main substation load

High > 100%

Medium 90% - 100%

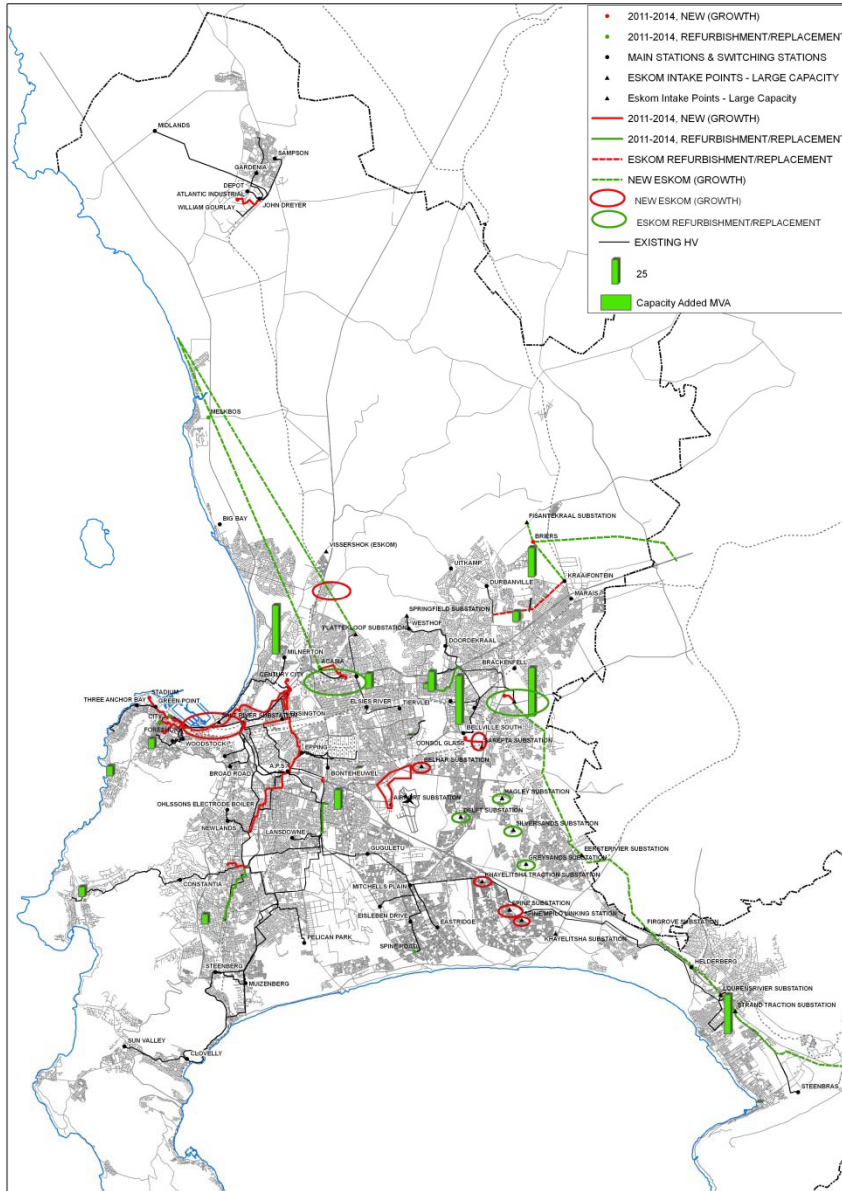
Low 70% – 90%

Minimal < 70%

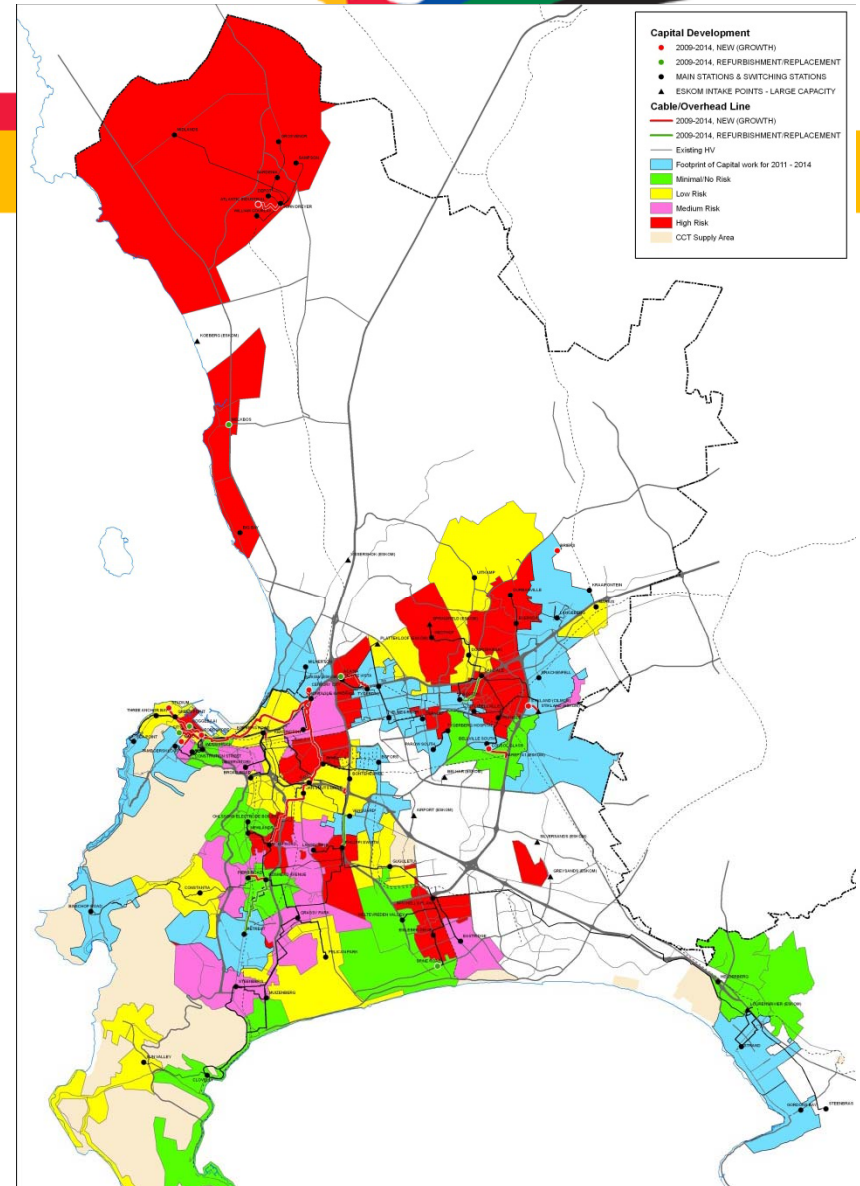


Existing electricity risk areas

# Electricity – Investment & Impact



Electricity investment



Electricity risk areas after investment

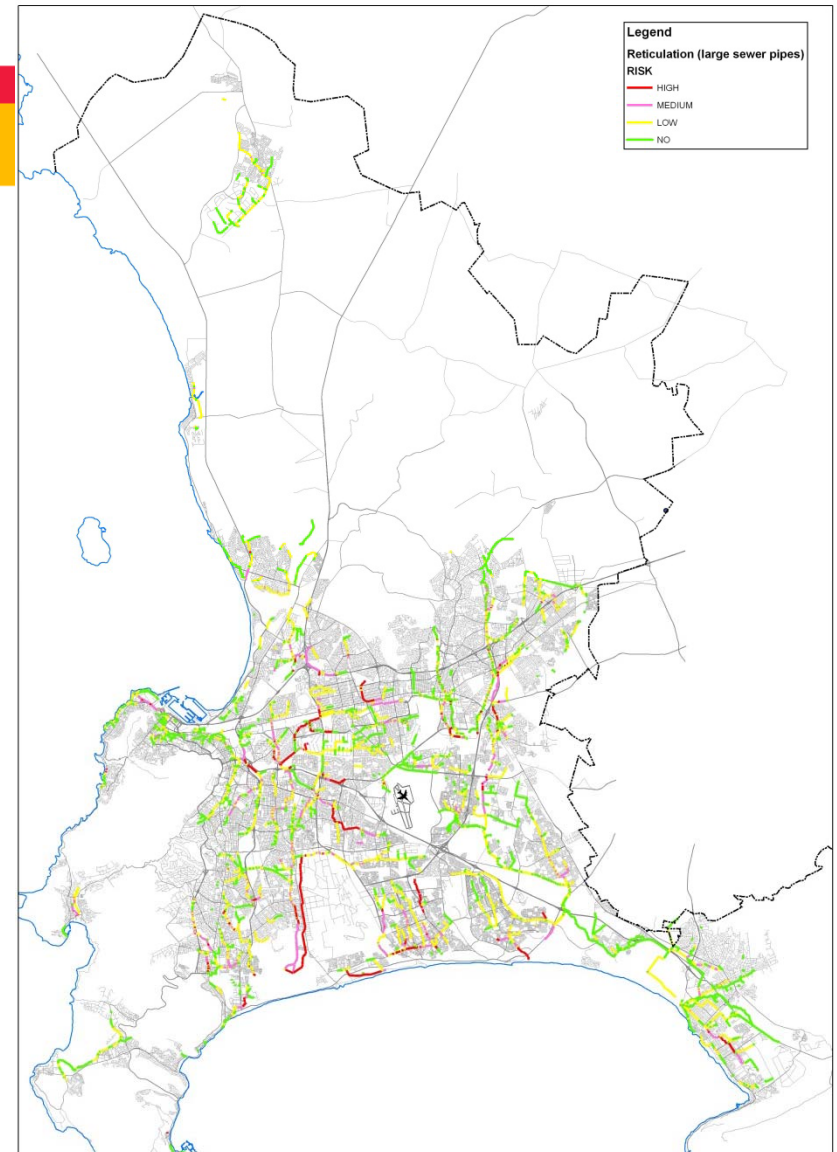


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## Waste Water – Risk Areas

Risk classification based on sewer pipes > 300 mm under present sewer flow conditions

High	No spare capacity
Medium	0-30% spare capacity
Low	30 – 60% spare capacity
Minimal	> 60%



Existing waste water reticulation risks



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## Waste Water Treatment

### High: No spare capacity

Borcherd's Quarry

Bellville

Kraaifontein

Zandvliet

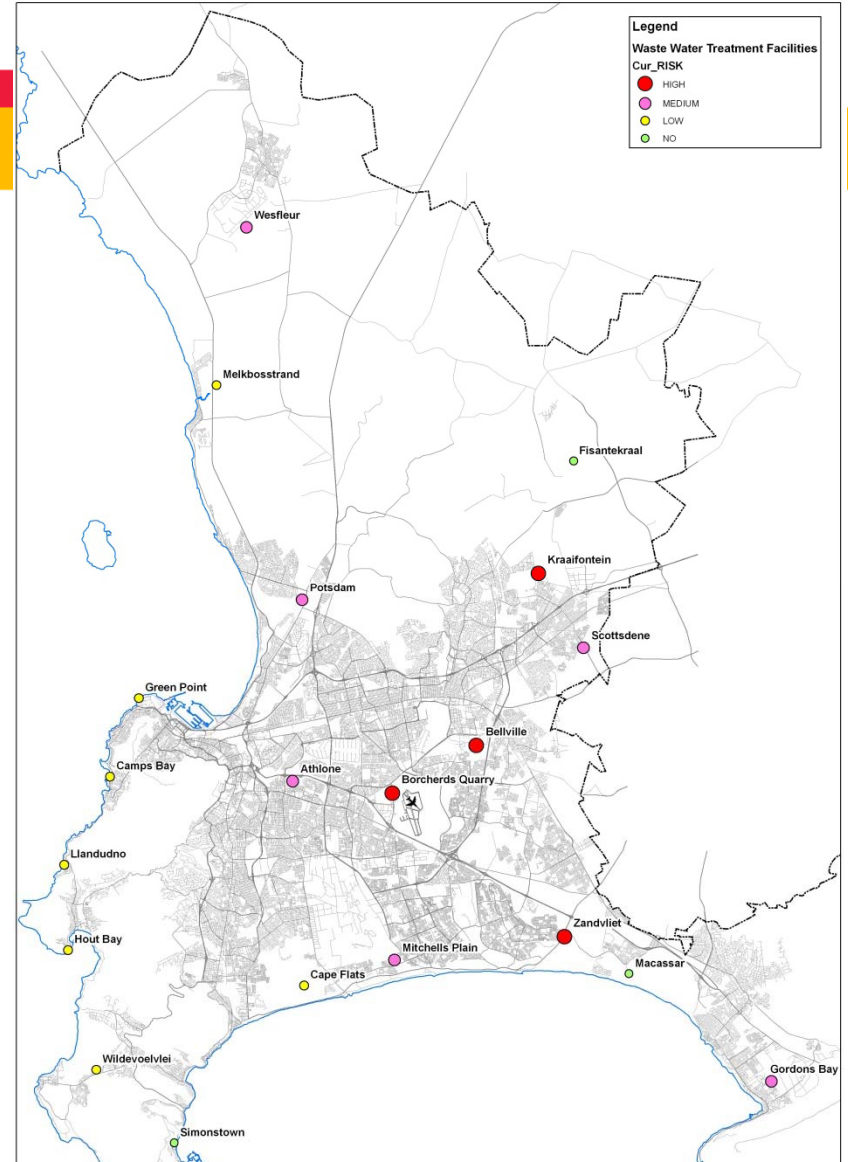
### Medium: 0- 30 % spare capacity

Gordon's Bay

Mitchell's Plain

Athlone

Potsdam



Existing waste water treatment works risks



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# Water Services

## Investment

**High: No spare capacity**

- ✓ Borchard's quarry
- ✓ Bellville
- ✓ Zandvliet
- ✓ Kraaifontein

**Medium: 0- 30 % spare capacity**

- Gordon's Bay
- ✓ Mitchell's Plain
- ✓ Athlone
- ✓ Potsdam

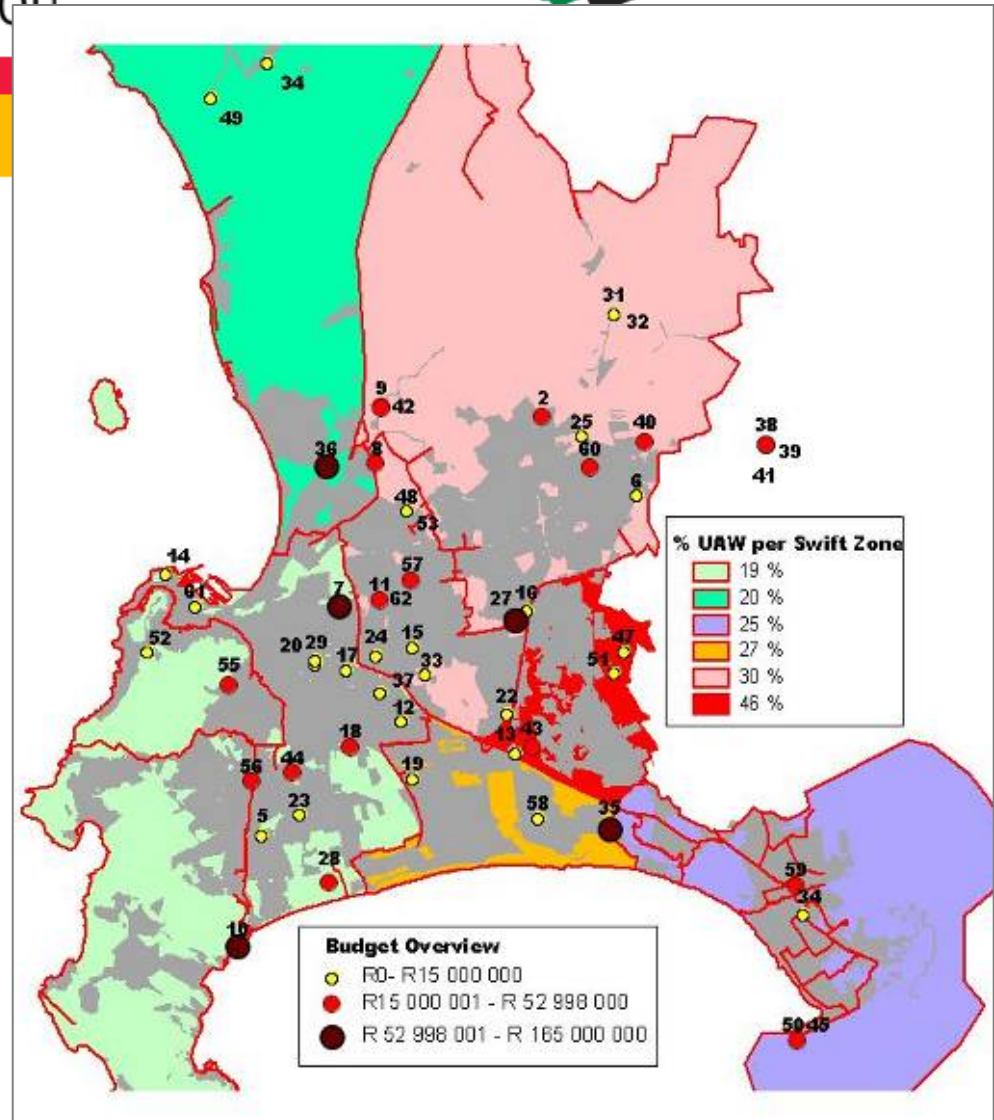
**Low: 30% – 60% capacity**

- ✓ Cape Flats

**No: > 60% capacity/ new**

- ✓ Fisantekraal

X



Investment Water Services Department – all types





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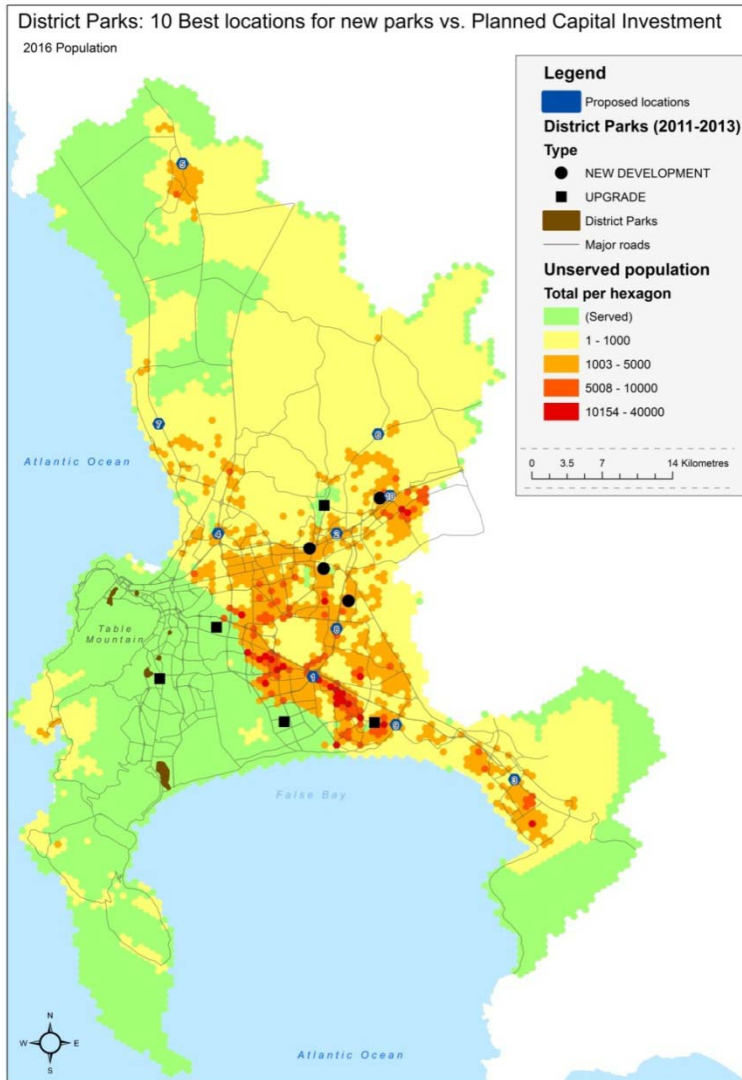


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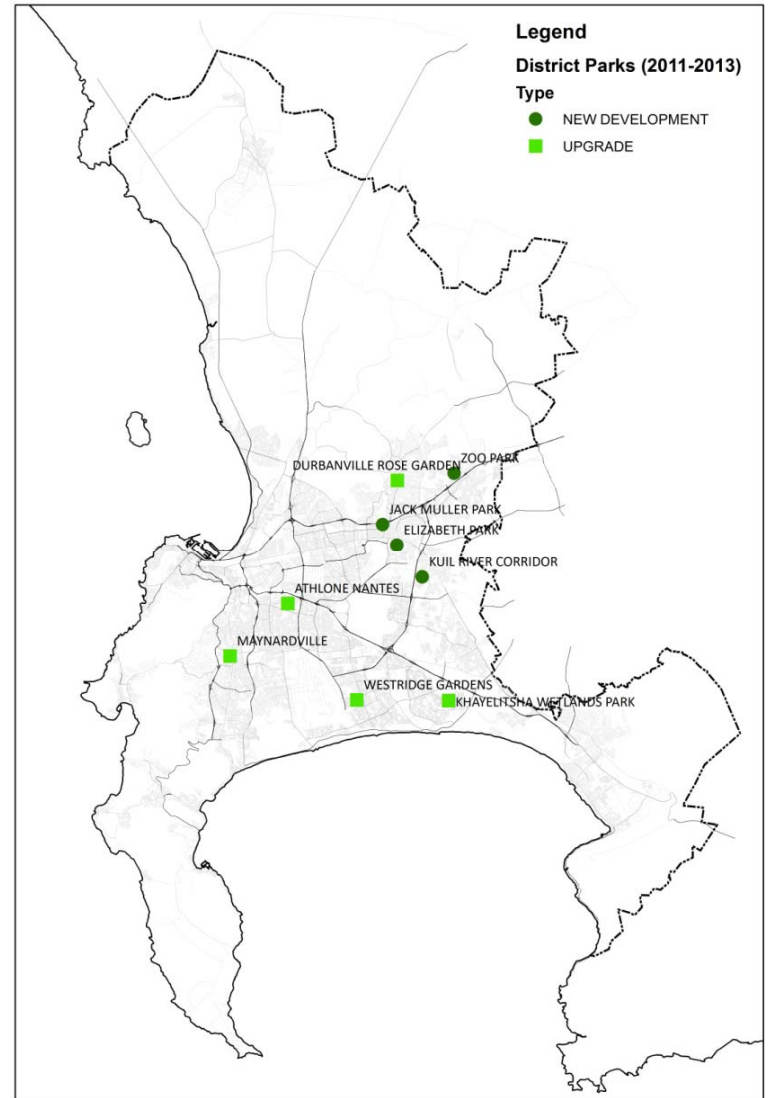
# Long Term Integrated Transport Network



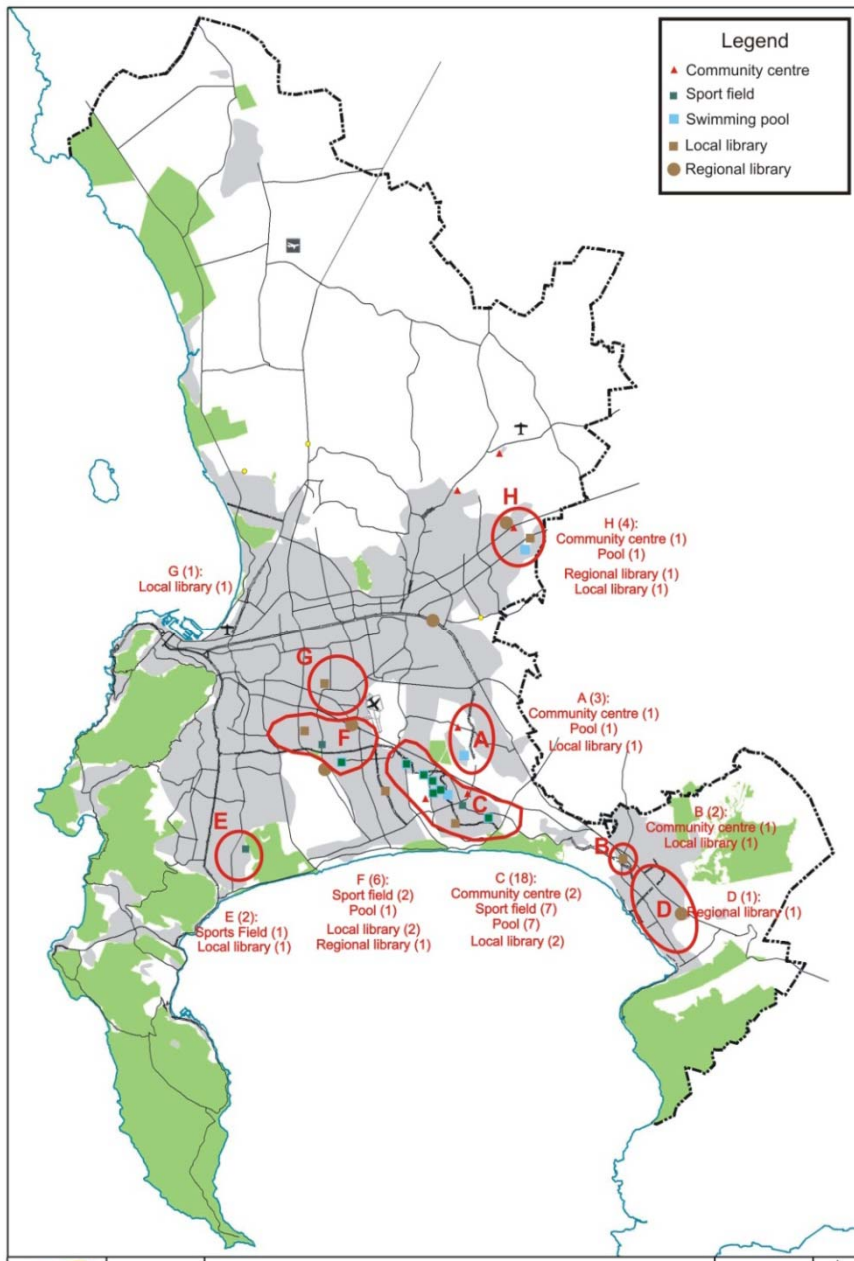
# Community Services – Under served areas & investment



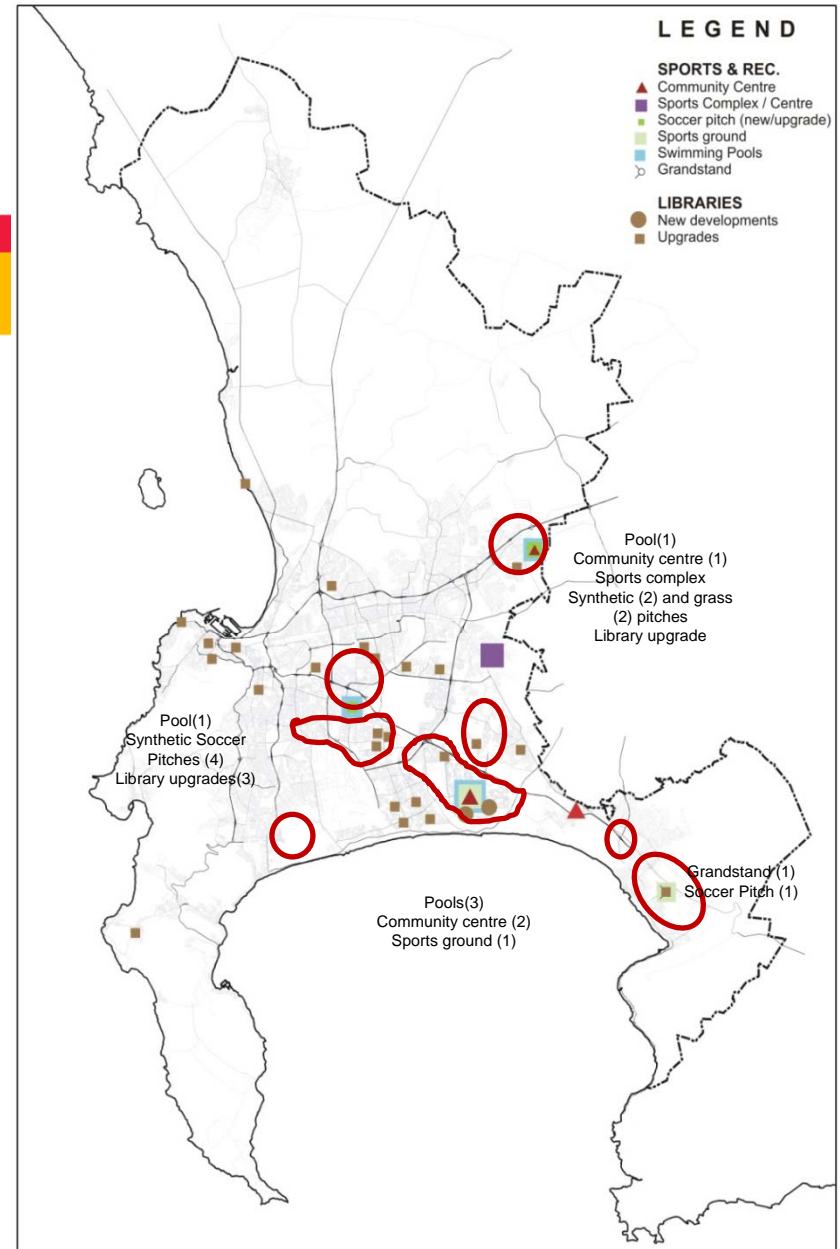
Under served areas – District Parks



Investment – District Parks



**Priority locations for addressing shortfalls - Sports & Recreation**



**Investment locations – Sports & Recreation**



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# **Moving Ahead with Integrated and Sustainable Housing (Outcome 8) and all Related Facilities**



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## What is needed?

### Summary:

- Land (well located)
- Enhance densities (Financial and Fiscal Commission Report/SA Cities Network)
- Community Facilities
- Governance
- Private sector involvement
- Cross sectoral commitment (Education; Community Safety)
- Work opportunities (EPWP)
- Infrastructure (bulks; transport)
- Financially viable growth model (Rates generation in support of growth)
- Matching of all financial resources (City + USDG + HSDG + etc)



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## What is available to City?

### BEFORE USDG

Description	Amount 2011/12
Old MIG	R461,5m
Old Housing (HSDG)	R904,8m
TOTAL	R1 366,3m

### AFTER USDG

Description	Amount 2011/12
USDG	R824,0m
Housing (HSDG)	R471,7m
TOTAL	R1 295,7m

Note: Excludes HSDG retained by PGWC for N2G/PHP etc.



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# Land for Delivery



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## What is efficient land use: Guiding principles

Guiding acquisition and development options:

- The City of Cape Town has a strategy of **land banking** (ref SDF/IDP).

Why?

- Minimising cost of acquisition
- Minimising cost to community/business
- Reducing travel distance/time to work opportunities
- Environmental impacts
- Inefficient land utilisation is costly to the City, community and private sector





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## Land : Challenges – Cape Town

- Geographic realities – land shortage hence land banking
- Average price – R1m/hectare unserviced land
- City has a history of utilising own funds for housing land acquisition – USDG offers the opportunity to enhance the City land strategy via the additional funding stream.
- Access centrally located land : Increase, where appropriate, housing densities to maximise the use of land and infrastructure
- *Key:* Expand on the role of the HDA (esp State Land) its land delivery to the City – well located land
- *Key:* Now that we have the land programmes it is essential to unlock the land via infrastructure investment and a planned development pipeline (USDG funding for land and pre-planning)



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## Land Acquisition past 3 years

FISANTEKRAAL: JOOSTENBERGVLAKTE: FARM PA 724/15	R	1 536 587.80	2008/09/29
WITSAND: ATLANTIS: PORTION OF FARM CA 1065/6	R	1 688 774.00	2008/09/29
KALKFONTEIN: KUILS RIVER: CA 522/2	R	2 014 235.00	2008/09/29
KUILS RIVER: CA 520/5 and /6 and /7	R	1 824 170.33	2008/09/29
HELDERBERG: STRAND: ERF 34412/34413	R	32 376 479.80	2008/09/29
JOOSTENBERGVLAKTE: PORTION of FARM PA725/0	R	18 775 047.40	2008/10/16
JOOSTENBERGVLAKTE: PORTION of FARM PA725/1	R	103 283 398.53	2009/01/16
WELTEVREDEN VALLEY: ERF 3108 & 3109	R	803 000.00	2008/12/15
KUILS RIVER: remainder of PORTION 4 OF CA 520	R	652 750.00	2009/03/02
HOUT BAY: ERF 8474 and Erf 8176	R	8 548 020.00	2009/03/02
ATLANTIS: BRAKKEFONTEIN: CA 32-4 and CA 32-5	R	21 744 216.00	2009/05/21
ATLANTIS: PORTION 5 OF FARM WOLWERIVIER CA 101	R	63 749 602.00	2010/03/26

**Land parcels supports Infill, Linking of areas and Longer term provision and secure delivery on Outcome 8**

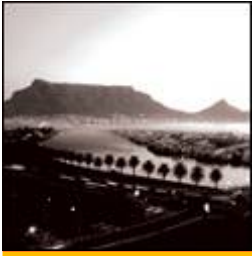


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# Integrated Housing Delivery



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# Location of Informal Settlements (Impact on Planning)

## Moving from Eradication to Improvement

**Key: Bringing informal  
settlements into the mainstream  
of the City.**



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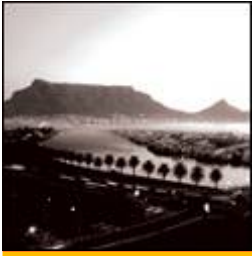


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## Urbanisation: Key Issues

Poverty and urbanisation are the two key challenges facing Cape Town as manifested in the growth of informality (informal settlements and yard shacks), homelessness, squalor, communicable diseases and crime.

**The City is serious in facing Urbanisation and through this BEPP/USDG initiative also further addressing Outcome 8**



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## Urbanisation: Key Outcomes

- % Poverty reduction by 2015, 2020 and 2030;
- % Slums reduction by 2015, 2020 and 2030;
- % Improved access to basic services in informal settlements (water, sanitation);
- % Reduction in the number of informal settlements without social and economic amenities;
- Improve service standard and capacity to backyards;
- Resources allocated and budget prioritised according to poor areas and people's needs to achieve a people centred service delivery
- Land is identified and secured to decant communities from informal settlements
- The City has a plan to pre-empt, plan and manage urbanisation to create opportunities for economic growth, job creation and poverty and slums reduction.



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## Informal Settlement

### Key Delivery Issues

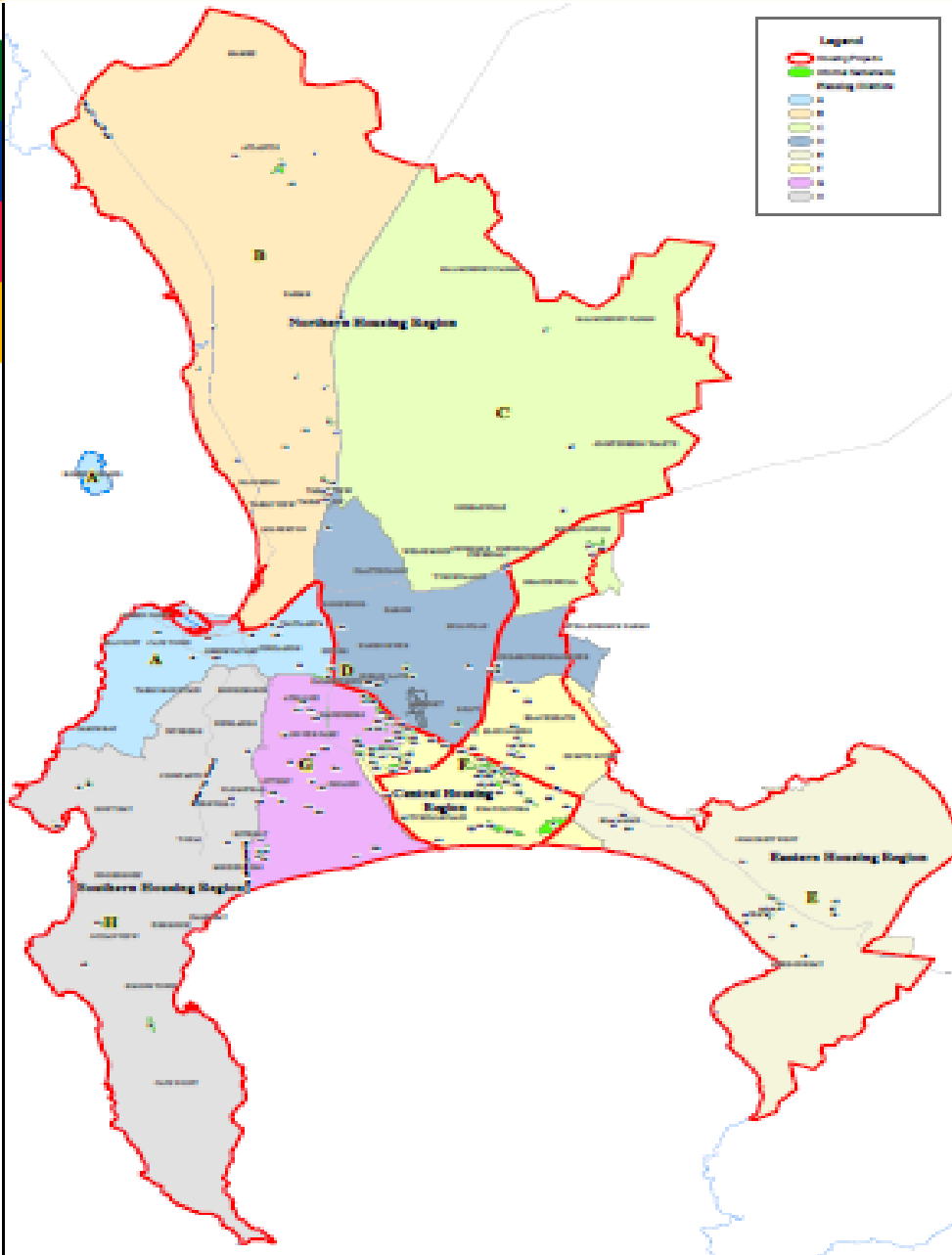
- De-densify (Land)
- Provide basic services
- Security of tenure
- Incremental upgrading
- Comprehensive planning (planning pipelines)
- Upgrade existing settlements
- Provision of community facilities

### Approach

- Partnerships (City, NGO, Community)
- Local offices – comm needs
- Pilot projects (VPUU)
- 11 Projects (partnership approach)

### Management Centralised

- Winter Plan – risk management



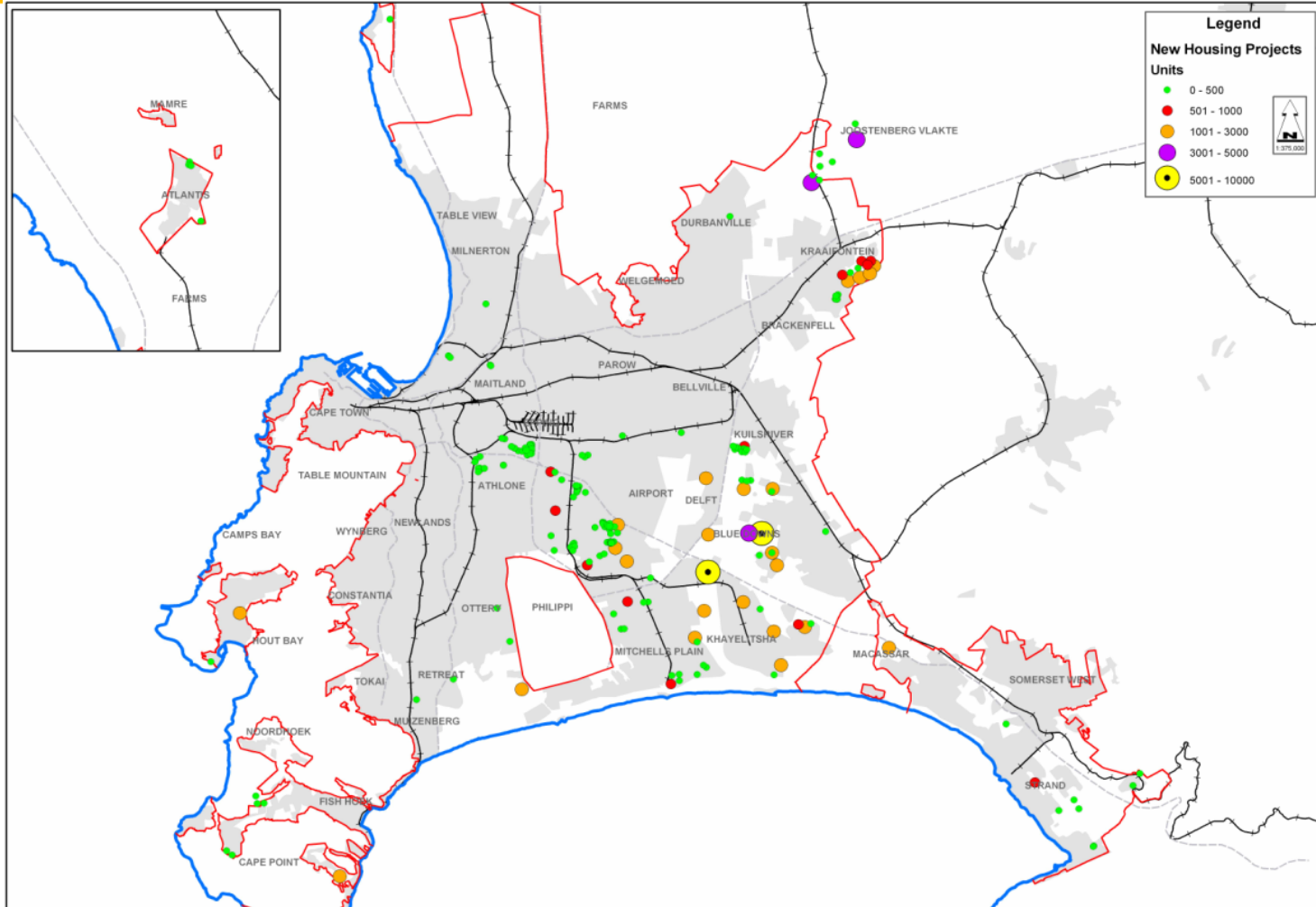


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# Spatial Layout of Housing Projects







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## Projects Under Construction

No.	Project Name	Units
1	Bardale	5947
2	Brown's Farm Phase 6	678
3	Drommedaris Social Housing : Communicare	219
4	Hostels Redevelopment - Ilinge Labahlali	326
5	Kewtown Infill (PHP)	236
6	Kuyasa Village 1, Phase 2	2399
7	Masiphumelele School Site (PRIVATE)	352
8	Mfuleni Flood Relief PHP Consolidation	4461
9	Mitchell's Plain Infill Phase 1	1345
10	Morgans Village 3 : CTCHC	341
11	Nonqubela Phase 2	1250
12	Nyanga Upgrading	2070
13	Philippi East Phase 5	405
14	Philippi Park (PHP)	1100
15	Sercor Park Phase 2	119
16	Silvertown Khayelitsha	1316
17	Site C: Survey & Subdivision (PHDB)	6265
18	Steenberg Social Housing : SOHCO	450
19	Somerset West 10 ha site	390
20	Temperence Town: Gordonsbay	70
21	Wallacedene Phase 3	1108
22	Wallacedene Phase 4	735
23	Wallacedene Phase 5	537
24	Wallacedene Phase 6	1204
25	Wallacedene Phase 7	582
26	Wallacedene Phase 8	573
27	Wallacedene Phase 9	942
28	Westcape : CTCHC	341
29	Witsand - Phase 2	1835



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## Proposed Projects

No.	Project Name	Units
1	Darwin Road	2500
2	Garden Cities Housing Project	4000
3	Green Point Phase 3	500
4	Hangberg CRU	145
5	Hanover Park	700
6	Hostels Redevelopment - Nyanga CRU	n/a
7	Hostels Redevelopment -Gugulethu CRU	n/a
8	Hostels Redevelopment -Langa CRU	n/a
9	Kalkfontein Phase 3 (UISP)	1000
10	Kapteinsklip	1000
11	Kensington Infill	180
12	Mfuleni Ext 1 & 2	700
13	Mitchell's Plain Infill: Westgate	1000
14	Nonqubela Makhaza: Consolidation	700
15	Nonqubela Site B: Consolidation	1500
16	Nooiensfontein	1100
17	Silvertown Consolidation	1316
18	Sir Lowrys Pass Village (Pinetown & Balestra)	140
19	Swartklip/Denel land	1500
20	Vlakteplaas	500
21	Wallacedene Phase 10A	1617
22	Wallacedene Phase 10B	256



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## Projects in Planning Stage

No.	Project Name	Units
1	Atlantis Kanonkop (Ext.12) Phase 1	526
2	Belhar Pentech Infill	340
3	Delft The Hague	2395
4	Dido Valley	600
5	Driftsands	2500
6	Edward Street: Ottery Sustainable Development	100
7	Elsies River New CRU	150
8	Eureka BNG	250
9	Gugulethu Infill (Erf 8448/MauMau)	1054
10	Happy Valley Phase 2	1350
11	Hazendal Infill (Bokmakierie)	166
12	Heideveld Duinefontein Road	699
13	Imizamo Yethu - Phase 3	400
14	Kleinvlei Erf 901	65
15	Macassar	1500
16	Mannenbergh Infill: The Downs	651
17	Masiphumelele - Phase 4	252
18	Morkel's Cottage	400
19	Morningstar	150
20	Ocean View (Mountain View)	547
21	Ocean View Infill	412
22	Pelican Park Phase 1	2000
23	Rondevlei	225
24	Scottsdene	850
25	Valhalla Park Infill	777



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## Delivery of Housing Opportunities

Year	Total Opportunities
2005 – 2006	4 585
2006 – 2007	7 519
2007 – 2008	6 439
2008 – 2009	9 576
2009 - 2010	8 950

**Note: The City utilises 100% of its annual housing subsidy allocation.**



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## Integrated Development

1. Promote a greater, responsible mix of land uses and people in appropriate locations





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## Integrated Development

2. Ensure an adequate and equitable provision of social facilities, public institutions and public open space





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## Integrated Development

3. Transform informal settlements and townships into suburbs
4. Support land reform initiatives



Ngulube Drive, Philippi - Before



Ngulube Drive, Philippi - After



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**What is needed?**

**How can Housing Delivery  
change?**

**A shift in delivery mechanisms  
and models!**





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## Delivery changes

- History: Dormitory towns
  - State developer
  - Only on State land
  - Stagnating layout
  - Community facilities lagging
  - Education facilities lacking
  - Limited integration, economic/work opportunity
  - No secondary market
- Moving ahead: Developing towns
  - Integration of City
  - Utilise City, Private and State land (USDG can be used for all integrated options)
  - Business opportunities
  - Urban Renewal Programme
  - Private sector involved
  - National Upgrade Support Programme
  - Community facilities etc etc



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# City of Cape Town: Integrated Development Projects



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# Pelican Park



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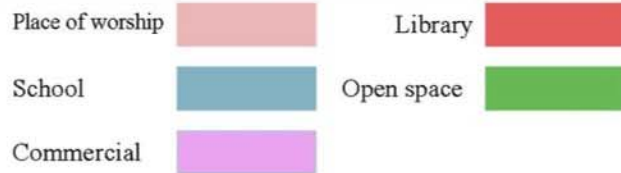
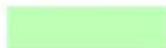
BNG



BNG



GAP



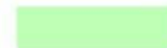
OPEN MARKET



OPEN MARKET



GAP





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# Garden Cities – New Town

-  Existing buildings /trees
-  Phase 1
-  Neighbourhood park
-  Public space
-  Nature reserve
-  Sports fields & playing parks
-  Mixed-use zone
-  Suggested retail
-  Sub-divisional area (10% allocated to public facilities)
-  Recommended location for public facilities within sub-divisional zone
-  Public facilities
-  Primary access route
-  Secondary access route
-  Tertiary access route
-  Pedestrian priority route
-  Pedestrian servitude (access negotiated)
-  Linking route



1b / URBAN DESIGN FRAMEWORK [PHASE 1]

# Phase 1: Residential Typologies



**Delft**  
±72du/ha State Assisted



**Stocks Development**  
±100du/ha State Assisted



**Bardale Village-Bluedowns**  
50du/ha Credit Linked



**Alexandra State Assisted**



**Springfield Terraces**  
±120du/ha State Assisted



**Khayelitsha CBD**  
100du/ha Credit Linked



**Aliwal Heights – Ruiterswacht**  
55du/ha Credit linked



**Khayelitsha CBD**  
100du/ha Credit Linked



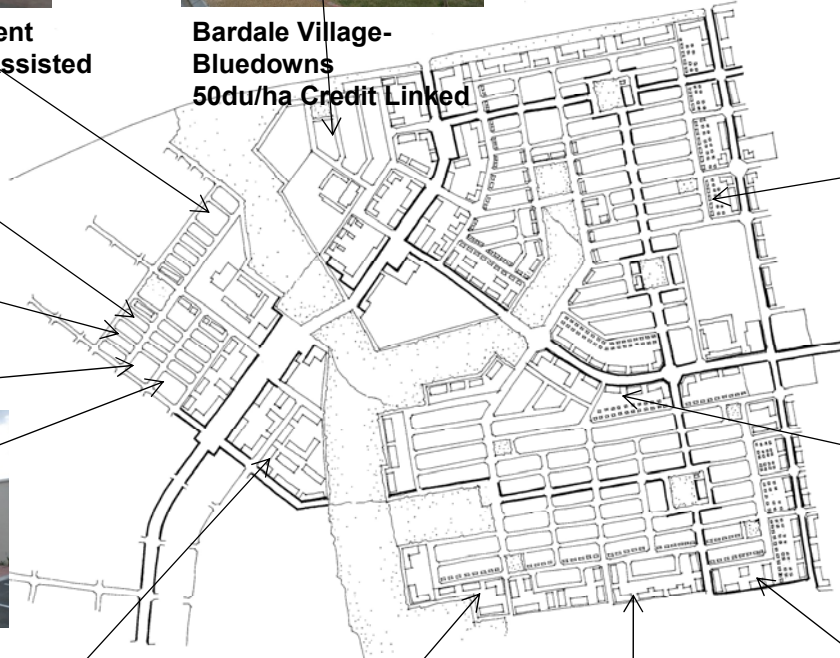
**Zanethemba Khayelitsha**  
125du/ha Credit Linked



**Sunningdale Group Housing**  
35du/ha



**Cosmo City**





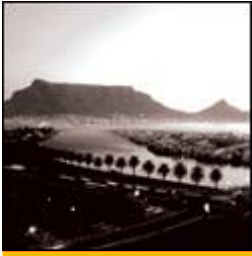


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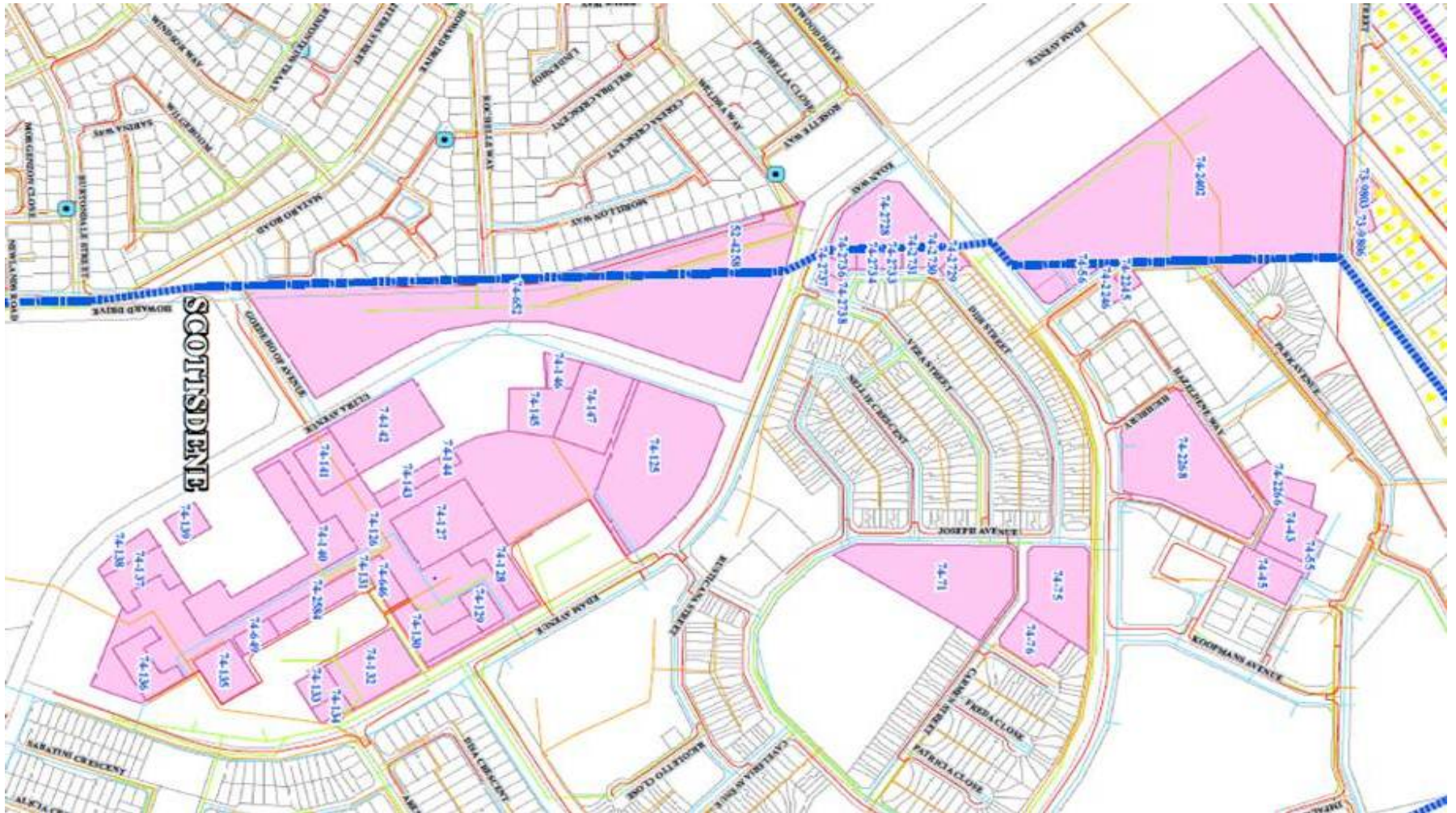
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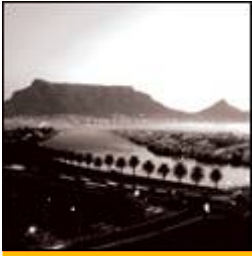


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## How does the USDG assist?

Represents a Fundamental Shift in the Total Integrated Housing Funding Instrument Package.

How?

- Firmly establishes the key role of Metropolitan Authorities
- Provides revised bulk infrastructure funding programmes and mechanisms
- Provides flexible housing funding comprising all infrastructure needs (excl electricity)
- Project funding based on project cost and not a fixed quantum
- Establishes revised housing delivery programme funding top structures
- Outcomes based monitoring – linkage to Outcome 8



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# Addressing the Challenges ( Summary)



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## BEPP: Key Challenges & Opportunities

- Suitable Land (well located - costly)
- Bulk Infrastructure
  - Upgrade of existing,
  - Expansion of existing (for New Developments)
  - New infrastructure
- Public Transport (rail, IRT, taxis)
- Increasing the City Rates Base (try to minimise burden)
- Urbanisation
- Role of State – Increased Support (Education; Community Safety)
- Economic Opportunities
  - Private Sector relationship
  - SOE relationship
- Environmental Focus
- City Financial Sustainability (integrated mix development)



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## USDG Investment Plan - BEPP

Based on the current DORA (2011) allocations for the USDG earmarked the funds (in conjunction with City funds) as follows:

- Land acquisition
- Pre-planning and project pipelines
- Infrastructure (including wastewater, roads, electricity) in association with integrated housing
- In-situ upgrades of informal settlements (including backyarders)
- Servicing on the basis of integrated communities; all sites in major developments (input cost of non-subsidised sites to be recovered on sale).
- Community facilities (site and structure)
- Servicing of rental/hostel/social housing units
- Governance and project management capacity
- Site and service for informal settlements



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## The City's 3yr USDG Budget: Supporting the plan

Project Type	2011/2012 National USDG R	2011/2012 Province HSDG R	2012/2013 National USDG R	2012/2013 Province HSDG R	2013/2014 National USDG R	2013/2014 Province HSDG R
Rental Units / Hostels Upgrade	31 062 818	277 323 170	30 642 630	232 973 955	19 027 585	186 711 310
New Rental Units / Hostels	33 800 000	23 000 000	24 980 800	122 500 000	7 000 000	119 750 000
Land Acquisition	40 000 000	0	40 000 000	0	40 000 000	0
Subsidy Projects (incl IS projects)	151 307 600	133 292 270	150 120 700	307 957 300	139 172 000	363 043 300
BNG / CRU Projects - Mixed	8 500 000	0	17 000 000	20 000 000	3 000 000	46 000 000
Informal Settlement Upgrade Projects	72 000 000	0	25 000 000	0	17 000 000	0
Incremental Development Areas	30 000 000	10 000 000	75 700 000	10 000 000	119 717 000	10 000 000
PHP / Consolidation Projects	0	61 150 000	0	84 000 000	0	65 000 000
Bulk, Connector, Community Infrastructure	395 924 182	0	516 643 370	0	537 636 415	0
OPEX	24 000 000	0	24 000 000	0	24 000 000	0
<b>Total: USDG &amp; HSDG</b>	<b>786 594 600</b>	<b>504 765 440</b>	<b>904 087 500</b>	<b>777 431 255</b>	<b>906 553 000</b>	<b>790 504 610</b>
DORA Allocation	824 030 000	471 745 091	972 615 000	592 875 521	1 067 485 000	680 644 404
Over DORA / Under DORA	<b>-37 435 400</b>	<b>33 020 349</b>	<b>-68 527 500</b>	<b>184 555 734</b>	<b>-160 932 000</b>	<b>109 860 206</b>



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# Housing Capital Budget

City  
Housing  
operating  
budget  
contribution  
R401 million

Note:

1. Bulk infrastructure located in Services Departments.
2. Servicing of informal settlements located in Services Departments

HOUSING - CAPITAL BUDGET	Revised Budget 2010_2011	Revised Budget 2011_2012	Revised Budget 2012_2013	Revised Budget 2013_2014
<b>FUNDING SOURCE BY PROJECT TYPE</b>				
<b>EXTERNAL FUNDING : CGD</b>				
New Housing Developments / Informal Settlements Upgrading	109 757 766	260 038 400	299 820 700	288 889 000
Land Acquisition	15 000 000	40 000 000	40 000 000	40 000 000
Corporate Infrastructure	3 165 000	7 061 988	399 989	350 415
CRU - Rental Stock & Hostels Upgrading	239 633 810	327 477 488	333 616 585	295 738 895
Informal Settlement Services - MIG	15 700 000	17 000 000	25 000 000	0
URP Projects	1 190 000	10 150 000	8 050 000	0
	<b>384 446 576</b>	<b>661 727 876</b>	<b>706 887 274</b>	<b>624 978 310</b>
<b>INTERNAL FUNDING :</b>				
<b>EFF</b>				
New Housing Developments	5 387 829	3 794 801	4 543 801	5 043 801
Land Acquisition	0	0	7 000 000	10 000 000
Upgrading of Rental Stock	1 616 442	2 200 000	1 000 000	2 000 000
Corporate Infrastructure	14 471 861	15 113 318	8 364 318	3 864 318
	<b>21 476 132</b>	<b>21 108 119</b>	<b>20 908 119</b>	<b>20 908 119</b>
<b>CRR - Housing Development Fund</b>				
Upgrading of Rental Stock	6 650 000	30 650 000	29 000 000	6 000 000
Land Acquisition (+ Buy Back)	34 450 000	25 150 000	25 150 000	25 150 000
	<b>41 100 000</b>	<b>55 800 000</b>	<b>54 150 000</b>	<b>31 150 000</b>
<b>CRR - Social Development Fund</b>				
New Housing Developments / Informal Settlements Upgrading	500 000	500 000	500 000	0
Land Acquisition	5 000 000	10 000 000	10 000 000	5 000 000
Hostels	305 661	0	0	0
	<b>5 805 661</b>	<b>10 500 000</b>	<b>10 500 000</b>	<b>5 000 000</b>
<b>CRR - Ward Allocations</b>	1 773 395	1 445 000	0	0
	<b>1 773 395</b>	<b>1 445 000</b>	<b>0</b>	<b>0</b>
<b>REVENUE</b>				
Corporate Infrastructure	768 483	500 000	0	500 000
	<b>768 483</b>	<b>500 000</b>	<b>0</b>	<b>500 000</b>
<b>TOTAL</b>	<b>455 370 247</b>	<b>751 080 995</b>	<b>792 445 393</b>	<b>682 536 429</b>





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## Risks and Challenges

- Funding transfers receipts - USDG
- Date of announcement of USDG (January 2011) – planning time
- Expansion of pipeline of projects takes time and was initially based on MIG / City funds availability (ito EIA's etc) – refer funds allocated to project pipeline expansion ex USDG
- Electricity funding - INEP (Eskom in City)
- Financial sustainability of new developments
- Unemployment – GAP housing – ability to cross subsidise
- Land – HDA role in accessing State land
- Integration of communities (Role of State) – Education/Safety
- Role of private sector (benefit is use of USDG in private land)
- Use of USDG for City infrastructure assets supporting location and densification – Rental stock / Hostels Redevelopment (HSDG insufficient)
- Community dynamics– promoting partnerships (backyarder)



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**As we grow into the imperatives of the USDG, the plans will change, the strategies will be enhanced and the City will grow for the benefit of all of the citizens in a manner that is socially and financially viable and sustainable!!!!!!**



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**What is the previous set of slides  
telling us?**

**The City of Cape Town has  
a plan!**