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## 1. INTRODUCTION

### 1.1 Background to the Project

The Integrated Master Plan for Rustenburg Local Municipality has, among other things, identified 10 Planning Areas (PAs) which would require detailed physical planning that looks at land use density and distribution, road access and hierarchy, green linkages, infrastructure supply, network and provision of retail, institutional, social and recreational facilities.

The Planning Areas were identified to be the main focus areas for the future development/expansion of townships and especially residential areas. The Municipality will, within the identified PAs actively support, promote and facilitate development. The Boitekong/Meriting PA comprises a cluster of formal and informal settlements which cover Boitekong, Meriting and Freedom Park areas (see **Map 1** showing the Study Area). This planning area is situated in the mining belt and forms the north-south growth corridor of Rustenburg<sup>1</sup>.

The idea of Boitekong/Meriting area identified as one of the areas which require special attention was confirmed by the Rustenburg SDF as a 2<sup>nd</sup> Order settlement<sup>2</sup>. The importance of this growth point within the municipality and the district is that it has the potential to drive development that will impact the growth of the Rustenburg Local Municipality. This nodal point is largely linked to the platinum mining belt which has attracted many people due to the promise of employment and economic opportunities.

<sup>1</sup> Rustenburg Regional Structure Plan Report, Integrated Master Plan for RLM, 2015.

<sup>2</sup> Rustenburg LM SDF 2010.

In order to guide development and land use change with the aim to achieve environmental, social and economic objectives, the Rustenburg Local Municipality has embarked on a process to prepare Boitekong/Meriting Local Spatial Development Framework.

The challenge, however, is that detailed development proposals and guidelines for Boitekong/Meriting Planning Area were not fully explored and due to the current development trends experienced in this area, there is an urgent need to develop the framework plan in order to guide development over the medium to long term.

### 1.2 Study Objectives

The primary Objective of this project is to create detailed physical planning that looks at land use density and distribution, road access and hierarchy, green linkages, infrastructure supply, network and provision of retail, institutional, social and recreational facilities.

In addition the team will address the following aspects:

- Identify the outer boundaries of the Precinct;
- To obtain a desirable land use pattern in the area;
- Create a management tool for the evaluation and assessment of land use applications;
- Define the appropriate zoning controls and land use restrictions which in turn will inform the requirement to enhance the provision of engineering services to the area;
- To accommodate the future development and to accommodate anticipated traffic volumes associated with the proposed development;
- Analyse the nodal inter-linkages and functionality;

- Analyse the connector routes inter-linkages and functionality;
- Integrates diverse land uses;
- Creates a quality address through land information system;
- Improved amenity in the area;
- Increased development density;
- Significant residential component;
- Consideration of land assemblies;
- Pedestrian linkages;
- Mixed housing typologies;

The Master Plan should guide development in a sustainable and responsible manner. The Master Plan will not only guide the Rustenburg Municipality in its decision-making processes regarding development applications in the area, but also Town Planning Consultants and developers and other stakeholders involved in development”.

### 1.3 Methodology

This section outlines the methodology followed in compiling the Boitekong/Meriting Master Plan in the Rustenburg Local Municipality. As illustrated, the project will be conducted according to five distinct phases. To date only two phases have been conducted which are outlined hereunder:

During **Phase 1** the project team met with officials of the Rustenburg Local Municipality to present the Inception Report and to finalise the terms of reference and to ensure that all parties agreed on the methodology to be followed, and the final deliverables to result from this study.

**Phase 2** of the project, the Situational Analysis, was divided into an analysis of the regional and the local context of the study area. This entailed an assessment of the Boitekong Planning Area's role and function in the broader regional context, and also in the context of Rustenburg town. Furthermore, current documentation affecting Boitekong Planning Area was scrutinised, followed by an on-site qualitative and quantitative Land Use Survey of the entire Boitekong/Meriting PA.

Aspects covered as part of this survey were, namely, the spatial extent and location of various land uses, existing zoning and associated land use rights in the area, the identification of vacant areas, the identification of areas of decay, as well as development trends within the entire Boitekong PA of Rustenburg. The information gathered was compared with the historical proposals emanating from existing documentation in order to determine how well reality correlates with these past proposals.

Supplementary to the above, the project team also conducted research with regards to the following aspects:

- Identified environmental constraints as well as cultural-historic form-giving elements present in the Boitekong Planning Area;
- Analysis of transportation infrastructure and identification of critical constraints;
- Analysis of the state and capacity of engineering infrastructure and service delivery in the study area, including water, sanitation, electricity and the road network;
- Exploration of the demographic profile for Boitekong Planning Area and the calculation of future population projections and growth rates for the area. This process also involved the counting of housing units in the area from recent aerial photography for the area;
- Identification of public and privately owned land.

As part of this project involved the Formulation of the Synthesis based on the information collected as part of the situational analysis. The project team identified development issues, opportunities, and constraints pertaining to Boitekong Planning Area.

## **2. POLICY AND LEGISLATIVE CONTEXT**

### **2.1 Key Policy Context and Development Guidelines**

Development in South Africa (and by extension the Rustenburg Local Municipality) is broadly guided and directed by a wide range of legislation, as well as a range of national, provincial and local development policies and plans. The following section briefly discusses the relevant development policies and plans, and highlights the most important guidelines derived for the Boitekong/Meriting Planning Area.

### **2.2 Legal Framework**

#### **2.2.1 Spatial Planning and Land Use Management Act (SPLUMA)**

The Spatial Planning and Land Use Management Act, 2013 (Act 16, of 2013) was promulgated to provide a framework for spatial planning and land use management throughout the country. The Act provides an understanding into the relationship between spatial planning and land use management system including monitoring, coordination and review of spatial planning and land use management system at different spheres of government.

The new Act emphasizes the need to prepare spatial planning and to ensure its linkage to land use management system. Unlike in the past when many municipalities prepared land use schemes which focused primarily on proclaimed towns, the new Act requires wall-to-wall land use schemes covering the entire municipal area of jurisdiction and this to be

linked to spatial planning. Furthermore, the Act provides guidelines regarding the content of spatial planning at three spheres of government.

This legislation puts forward a set of principles to influence spatial planning, land use management and land development. The general principles endorsed by this act is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability, Efficiency, Spatial Resilience and Good Administration as briefly discussed hereunder:

#### **a) Spatial Justice**

- past spatial and other development imbalances must be redressed **through improved access to and use of land**;
- spatial development frameworks and policies at all spheres of government must address the **inclusion of persons and areas that were previously excluded**, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, must **incorporate provisions that enable redress in access to land by disadvantaged communities** and persons;
- must include all areas of a municipality and specifically include **provisions that are flexible and appropriate for the management of disadvantaged areas**, informal settlements and former homeland areas;
- must include provisions that accommodate access to ensure **tenure and the incremental upgrading of informal areas** and

- a municipal planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

**b) Spatial Sustainability**

- promote land development that is within the fiscal, institutional and administrative means of the municipality;
- ensure that special consideration is given to the protection of prime and unique agricultural land;
- uphold consistency of land use measures in accordance with environmental management instruments;
- promote and stimulate the effective and equitable functioning of land markets;
- consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- promote land development in locations that are sustainable and limit urban sprawl; and
- result in communities that are viable.

**c) Efficiency**

- land development optimises the use of existing resources and infrastructure;
- decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
- development application procedures are efficient and streamlined.

**d) Spatial Resilience**

- flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

**e) Good Administration**

- all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and use management systems as embodied in this Act;
- all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development framework;
- the requirements of any law relating to land development and land use are met timeously;
- the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

### 2.2.2 National Development Plan (NDP, 2030)

The NDP focuses on the critical capabilities needed to transform the economy and society. In particular, it assists government in confronting the **nine primary challenges** by providing broad framework to guide key choices and actions that will help government in its drive to grow the economy, create jobs, address poverty and establish social cohesion, namely:

- **Creation of jobs and improvement of livelihoods;**
- **Expansion of infrastructure;**
- **transition to low carbon economy;**
- **reversing the spatial effects of apartheid in urban and rural areas;**
- **Improving the quality of education, training and innovation;**
- **quality health for all;**
- **social protection**
- **building safer communities**
- **reforming the public sector**

The NDP acknowledges the fact that apartheid fragmented spatial structure makes equitable provision of infrastructure difficult and this is also compounded by increased pressure on limited resources as a result of population increase.

On the other hand, economic growth has been slower than the demand for employment and as a result unemployment and poverty has become common features affecting communities. Affordable housing particularly rental and full ownership tenure is in huge demand but delivery has been significantly slow.

In **Urban Areas**, key NDP recommendations include the following:

- **upgrading of informal settlements** on suitable and well located land by 2030;
- **increased urban densities** to reduce urban sprawl and costs;
- investments to shift **jobs and investment to the urban townships** on the peripheries;
- substantial investment in **safe, reliable and affordable public transport** and better co-ordination among the various modes of transport;
- a comprehensive **review of the grant and subsidy regime for housing** to ensure diversity in product and finance options and spatial mix;
- a focussed **strategy on the housing gap market** involving banks, subsidies and employer housing schemes;
- the **development of spatial compacts.**

On the other hand, in **Rural Areas** the NDP states that general productivity has declined due to increased gravitation of productive labour force to urban areas and less investment in rural areas compounded by limited skills and lack of infrastructure. In this case the NDP makes the following recommendations:

- innovative, targeted and better co-ordinated **provision of infrastructure (including ICTs) and services** provision supported by the spatial consolidation of rural settlements to enhance densities and associated service delivery;
- prioritising **agricultural and rural development along mobility corridors** to build local economies and contribute towards national food security;
- **identification of non-agricultural opportunities** such as tourism and mining especially "green" economy;
- **promoting small-town development** as nodes/core areas of rural development;

- implementing **mechanisms to make land markets work** more effectively for the poor especially women.

Most of the challenges identified in the NDP are also applicable and critical to Boitekong/Meriting Planning Area.

### **2.3 Rustenburg Spatial Development Framework**

The Rustenburg LM SDF 2010 identified a number of critical issues for the Rustenburg Local Municipality. Among these critical issues, the following have been identified as having a direct bearing on Boitekong/Meriting Planning Area:

- Uncontrable mushrooming of informal settlements especially on environmentally sensitive areas and unplanned areas.
- The rapid mushrooming of informal settlements pose serious social, services and economic challenges for the Rustenburg Local Municipality. The challenges include the following:
  - The need to meet the sudden and unexpected needs of a growing population;
  - The need to accelerate provision of services with limited budget to a sudden and unexpected demands;
  - The need to cater for social needs of the entire community in terms of social amenities;
  - The need to provide for transportation needs of a growing population;
- Limited land in the Boitekong/Meriting area especially municipal and/or state owned land to facilitate any development initiatives;
- Poor accessibility as a result of poor road network;

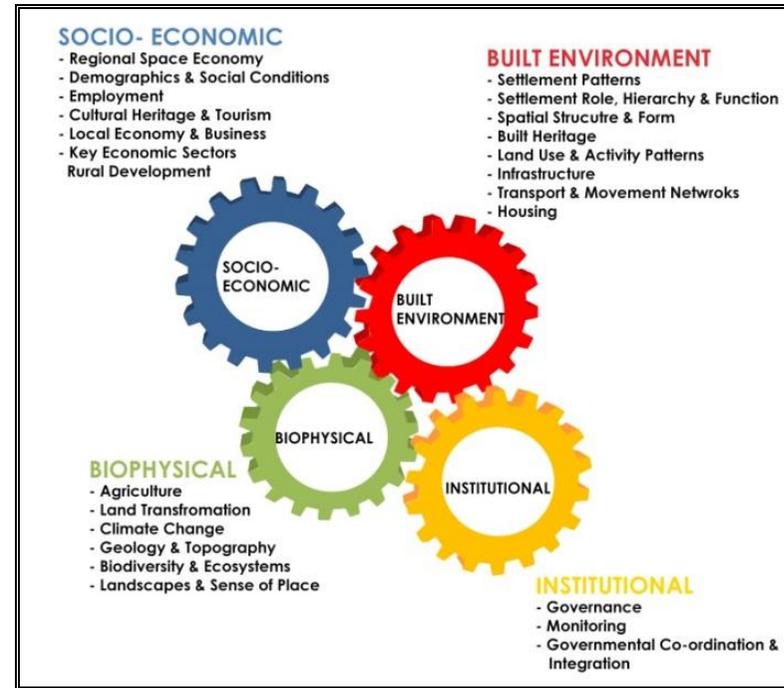
- Insufficient bulk water infrastructure which affects water reticulation to new and unplanned settlements;
- Limited cluster of diversity of community facilities which are accessible to all communities;

The following priorities identified in the Rustenburg LM SDF 2010 are relevant to Boitekong/Meriting Planning Area:

- Integrated spatial development supported by the required bulk infrastructure development;
- Promote a compact urban structure through urban infill and densification, especially within the individual settlement clusters;
- Create a logical hierarchy of settlements to support effective service delivery;
- Improve integration between social amenities, economic opportunities and places of residence;
- Increase residential densities in selected focus areas;
- Accelerated and shared economic growth supported by creation of spatial economic opportunities;
- Future urban development must take cognizance of the impact of existing and future mining operations and mining rights;
- Integrate mining settlements with the greater Rustenburg urban structure to ensure its long term sustainability and viability after mine or shafts closures;
- Protect ecologically sensitive areas;
- Integration of land use and transport development;
- Align land planning with the proposed Bus Rapid Transport System;
- Creation of sustainable settlements through access to appropriate housing and social facilities;

- Eradicate housing backlog and provide range of housing types;
- Promote a greater mix of housing typologies by supporting the development of alternative housing typologies;
- Locate new housing development within a rational urban structure and urban development boundary to ensure sustainable development
- Housing development must include the full range of community facilities to ensure viable and sustainable living environments;
- Identify sufficient land for future housing development.

With the analysis framework set by the policy directives above, a further analysis of the Boitekong/Meriting Planning Area shall be undertaken in terms of the determinant biophysical, built environment, socio-economic and institutional attributes and identify the development opportunities and challenges, as per **Picture 1** below.



**Picture 1: Spatial Development Components**

The strategies and interventions to be proposed in the ensuing sections shall respond directly to the challenges identified for this area as well as any further issues to be discovered in the Multi-Sectoral Status Quo Analysis.

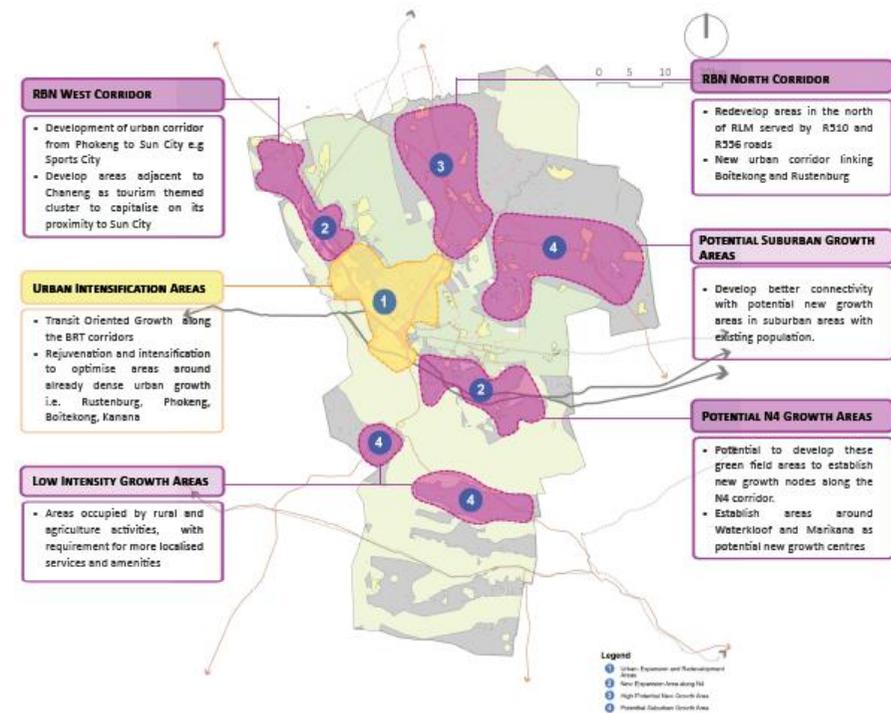
### 3. SITUATIONAL ANALYSIS

#### 3.1 Regional Context

As noted before, the study area is located towards the eastern parts of North West Province (see **Map 2** showing the Provincial Context). It forms part of the Bojanala District Municipality area of jurisdiction, and more specifically falls within the Rustenburg Local Municipality which is one of five local municipalities in the Bojanala District (see **Map 3** showing the District Context). The Boitekong Planning Area is located approximately 8km to the north-east of Rustenburg City. (see **Map 4** showing the Local Context). As mentioned earlier, the cluster comprises a combination of formal and informal settlements which cover Boitekong, Meriting and Freedom Park areas which were established as a result of the mining activities in the area.

As mentioned earlier, the Rustenburg Spatial Development Framework (2010) identified the Boitekong/Meriting Planning Area as a second order settlement. This is as a result of the growth of mining activities taking place in the area which have attracted many people to reside in the area with the hope for easy access to employment opportunities. The Boitekong/Meriting Planning Area has been characterised by very high population growth rate. The growth in population has created socio-economic and services challenges in the area which require serious intervention from the Rustenburg Municipality.

According to the Rustenburg SDF (2010), the creation of a hierarchy of settlements will help create viable and sustainable nodal areas which will not only become effective centres but also attract private and public sector investment.



Picture 2: Urban Intensification Area

The Rustenburg Integrated Master Plan (2015) encourages integration of areas with potential for urban expansion and tourism settlements as follows (see illustrations in **Picture 2** and **Picture 3**):

- As is evident from the above figure, it was proposed that Rustenburg City and the Boitekong/Meriting Planning Area grow towards each other, along road R510, over the long term.

- Promote urban intensification through infilling and densification in already dense areas of Boitekong/Meriting Planning Area;

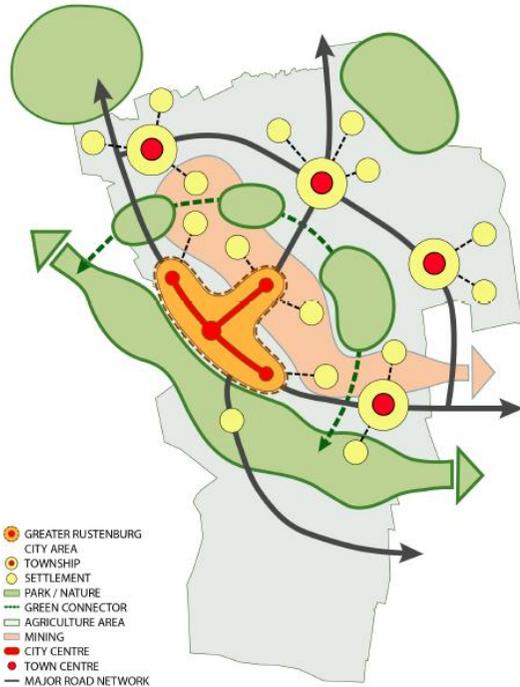


Fig.3.4 Regional Structure Concept Plan

Picture 3: Regional Structure Plan: Integrating Rustenburg with Boitekong Area

- In line with the hierarchy of towns and settlements as identified in the Rustenburg SDF (2010, Section 9.2) the Boitekong/Meriting Planning Area was identified as a Second Order Node;

- The settlement hierarchy prescribes the order of preference in respect of development, public funds expenditure and subsidised housing, and the provision of engineering, social and economic services;
- There should be a focus on integration within the nodes, especially along major routes (such as R510). This will contribute to efficiency, sustainability, viable communities and economic growth.

According to the Rustenburg SDF (2010), the creation of a hierarchy of settlements will help create viable and sustainable nodal areas which will not only become effective centres but also attract private and public sector investment.

The Boitekong/Meriting Planning Area is a concentration of both formal and informal settlements to the north-eastern parts of Rustenburg City. The study area is the most important node in the central parts of the local municipal area.

**Formal Settlements** are those settlements with a formal layout, are serviced with a full range of municipal services and the settlement households can obtain security of tenure.

**Informal settlements** on the other hand refer to settlements which do not have formal layout plans, no proper services and with no security of tenure and have mainly established on uninhabitable areas in the mining belt and some close to mining operations/shafts.

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## 3.2 Institutional Context

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### 3.2.1 Wards

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As illustrated on **Map 5** portions of the study area fall in the following wards of the Rustenburg Local Municipality: 12, 19, 20, 21, 22, 24, 37, 38, 39, 40, 41 and 43.

## 3.3 Environmental Features

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### 3.3.1 Topography and Hydrology

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Topography and hydrology have an impact on the ability to develop certain areas as they can either limit or encourage development to take place. For instance whether an area is flat or steep will positively or negatively affect development. Topography also affects the direction and flow capacity of the area for water and sewer services.

The study area is fairly flat/ mildly undulating, except for rocky outcrops and valleys in some areas. These outcrops form identifiable features, contributing to the character of the area and serving as place-making elements. The area is traversed by Hex River running north-south feeding into Bospoort Dam. Several informal settlements have been built within certain sections of the drainage system's floodplain and the valleys. This situation poses a potential safety hazard to residents, while impacting negatively on the natural ecosystem.

### 3.3.2 Mining Activities

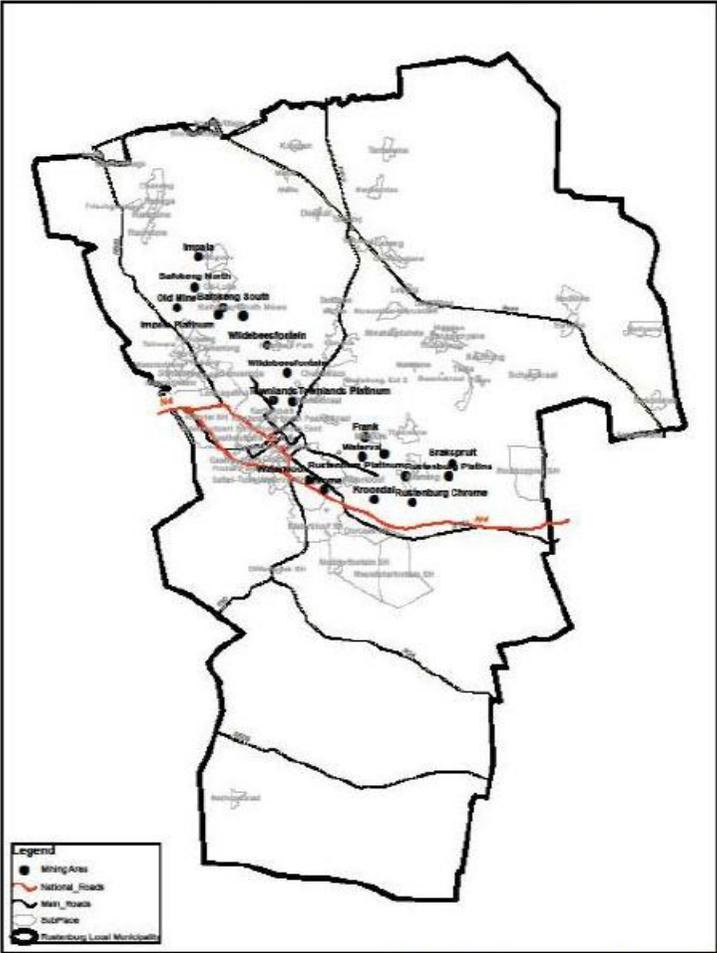
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The presence of mineral deposits such as chrome and platinum have led to the opening of several mining operations in and around the Rustenburg area (see **Picture 4**)<sup>3</sup>. The mining activities follow the mineral deposits in a north-westerly direction towards Phokeng and the south-east and easterly direction towards Madibeng.

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<sup>3</sup> Rustenburg LM SDF (2010), Review Final Report.

Map 5.3: Locality of mines within the Rustenburg LM



Source: Adapted from Draft Environmental Framework, 2010

Picture 4: Locality of Mines within the Rustenburg LM.

Map 6 shows mining activities taking place in the Boitekong/Meriting planning area mostly under the Wildebeesfontein Mine. Mining activities include sections of land owned by various mining houses, areas of active mining activities and areas where mineral rights are held by mining houses. Generally, the large parts of Boitekong/Meriting area are constrained by mining activities and surface infrastructure taking place in the area.

It is clear from this map that the presence of mining activities have created physical, social and economic challenges not only for the Boitekong/Meriting Planning Area but also for the Rustenburg area in general which will be discussed later in the document. Most importantly, the opening of mining activities in and around the Rustenburg area including the Boitekong/Meriting Planning Area have led to the establishment of both formal and informal settlements.

3.4 Land Use and Spatial Structure

3.4.1 Broad Land Use and Spatial Structure

Map 7 depicts the spatial structure and land uses of Boitekong/Meriting Planning Area and immediate surroundings. The major features of the area can be summarised as follows:

The Boitekong/Meriting Planning Area comprises mainly formal and informal settlements, and the area is traversed by road R510 linking the planning area to Rustenburg City in the south-west to areas such as Mogwase, Thabazimbi and Lephalale to the north.

The planning area can be divided into three distinct clusters of settlements. The first comprises Boitekong Township and Boitekong Extensions; the second cluster comprises the

central settlements of Meriting Township and Meriting Extensions, the third cluster to the west of Beneden road comprises mainly Freedom Park. Major non-residential features/land uses in and around the planning area include Ramotshane Prison facility situated at the south-western entrance to the planning area and mining operations.

The majority of non-residential activities are concentrated along the main roads such as road R510, Bophuthatswana road and are located predominantly at the intersections with access roads leading to the residential settlements (represented by see circles 1-6 on Map 7 showing nodal points). Furthermore, the area along road R510 (represented by circle 1) hosts a large shopping complex and various non-residential uses.

A closer look at most of the identified nodal points (represented with circles in Map 7) reveal a cluster of retail/ business and other non-residential land uses. These nodal points will, however, be discussed in more detail in the following section.

Additional to the cluster of non-residential uses at certain identifiable points, more businesses are found within the residential fabric of the entire Boitekong/Meriting Planning Area. Educational facilities, community facilities including public open space, and municipal/ government services are distributed throughout the planning area with no identifiable clustering occurring.

The residential areas mostly comprise proclaimed townships and unproclaimed (informal) settlements. Proclaimed or formal settlements include Boitekong Township and Boitekong Extensions, Meriting Township and meriting extensions and Freedom Park. Informal settlements include Thabo Mbeki Sun and Popo Molefe which have established on the edge of existing proclaimed townships, vacant and/or unoccupied land parcels and floodlines and uninhabitable areas. Land parcels occupied include farm portions such as portions

26/279, 39/279, 45/279, 68/279, 69/279, 84/279, 85/279, 86/279, 87/279, 109/279, 111/279, 112/279 and 177/279 of the farm Paardekraal 279 J-Q. Residential development comprises mostly single residential and group housing/cluster/community residential units (CRUs).

A number of government, municipal and institutional uses, as well as additional retail activities are distributed throughout the residential fabric of the surrounding settlements.

### 3.4.2 Nodal Points

In the preceding section, it has been established that the Boitekong/Meriting Planning Area comprises mainly formal and informal residential settlements, though a few small concentrations of non-residential activities were identified (as highlighted in **Map 7a**). The nodes are either located at intersections or along route R510 and/or secondary routes such as Bophuthatswana road with access roads to the surrounding residential areas.

The six nodes found within the study area will be discussed in more detail below, based on a series of detailed maps, including photographs taken as part of site surveys:

#### a) Node 1

Node 1 is the most vibrant retail/ business node within the study area, and functions as the area's CBD. Its vitality and development potential may be attributed to factors such as its strategic location to the central extents of the study area, nearby community facilities and its high accessibility to the Beneden road as major road traversing the area.

Node 1 represents the most central concentration of residential and non-residential uses (nodal point) in the study area along route R510 (Beneden Road). It is located between

Boitekong and Meriting townships, at the intersection with Tlou street roads to these two settlements. The following are the most salient features of Node 1 (read together with

**Map 7a):**

- This is the primary node which is located along the main corridor (R510/Beneden road) traversing the area from Rustenburg towards Thabazimbi via Kanana and Tlaseng;
- The node is mainly accessible and serviced by Tlou street which intersects with R510 route;
- The node accommodates several land uses such as retail and educational facilities (refer to photographs 7, 8 and 9 showing educational facilities in the area);
- Retail activities and educational activities include Boitekong Shopping Centre situated further towards the north (refer to photographs 19, 20, 21, 22 and 23);
- The node is located within the medium to high income residential communities of Boitekong and Meriting.

**b) Node 2**

Node 2 represents the most eastern concentration of business activities east of Beneden/ R510 road and along Bophuthatswana route in the study area. The node is mainly located in Boitekong Extension 2 and Boitekong Extension 4. The following are the most salient features of Node 2 (read together with **Map 7b (i) and Map 7b (ii)**):

- The Node comprises a concentration of non-residential uses and is surrounded by residential development.
- The businesses within this node are predominantly small shops;

- Some informal trading informal trading in the Node.
- Social amenities in Node 2 include a clinic and police station <sup>(1)</sup>, community library<sup>(2)</sup>, various facilities<sup>(1-4)</sup>, schools <sup>(10-14)</sup>, college <sup>(15)</sup> and a sports facility<sup>(36)</sup>.
- An area south of the main road and at the western entrance to Node 2 represents Thembelani 2 Mining Shaft;
- The area has experienced a mushrooming of informal settlements.

**c) Node 3**

Node 3 is located to the southern end of the study area and mainly on the eastern side of Beneden/ R510 road. Molapo road which forms an intersection with Beneden road in a west to east direction acts as the main access road to Node 2. The following are the most salient features of Node 3 (read together with **Map 7c**):

- The Node comprises a concentration of non-residential uses and is surrounded by residential development.
- The retail activities within this node include a large piece of land accommodating various activities such as truck, churches and retail outlets;
- Some informal trading informal trading in the Node especially around taxi facilities.
- Social amenities in Node 3 include Sunrise View Community Hall <sup>(5)</sup>, a clinic <sup>(6)</sup>, a secondary school <sup>(16)</sup> and a taxi facility <sup>(34)</sup>.
- Ramotshane Prison facility situated at the south-western entrance to the planning area and the airfield to the east are two of main large facilities in the area;
- An area south of the main road and at the western entrance to Node 2 represents Thembelani 2 Mining Shaft;

- As with many parts of the planning area, Node 3 has attracted in recent years a mushrooming of informal settlements on vacant portions of land and along the powerline servitude.

#### d) Node 4

Node 4 is located towards the western boundary of the study area and mainly comprises the mining and related activities. The following are the most salient features of Node 4 (read together with **Map 7d**):

- The Node comprises a concentration of non-residential uses and is surrounded by residential development.
- There are limited retail activities within this node;
- Some informal trading in the Node especially around taxi facilities.
- Social amenities in Node 4 mainly include schools
- An area west of the node represents Impala Mining Shaft;
- As with many parts of the planning area, Node 4 has attracted in recent years informal settlements on vacant portions.

#### e) Node 5

Node 5 is also located to the far west of Beneden Road/R510 and towards the western boundary of the study area and mainly comprises the mining and related activities. The following are the most salient features of Node 5 (read together with **Map 7e**):

- The Node comprises a concentration of non-residential uses and is surrounded by residential developments.
- There are limited retail activities within this node except some small retail shops especially spaza shops;
- Social amenities in Node 5 include schools and school for the deaf<sup>(18)</sup>.
- This node mainly comprises mining operations and activities or facilities relating to the mine;
- As with many parts of the planning area, Node 5 accommodates informal settlements on vacant portions of land.

#### f) Node 6

Node 6 is the smallest node located within Freedom Park settlements the following are the most salient features of Node 6 (read together with **Map 7f**):

- The Node comprises a concentration of non-residential uses and is surrounded by residential developments.
- Social amenities in Node 6 mainly comprises a school.
- This node mainly comprises mining operations and activities or facilities relating to the mine;

#### g) Airport/Airfield Node

Rustenburg Airport/Airfield is a growing node located towards the South Boundary of the planning area and gets access from Beneden Road/R510 (read together with **Map 16**). The node is surrounded by mining activities, residential activities and community facility activities. This node has an expansion potential and therefore has its own master plan.

In terms of the Rustenburg Airport Master Plan, 2014 the identified airfield is known as the “Rustenburg Airport” which is under the ownership of the Rustenburg Local Municipality, therefore the Municipality has to manage the facility in order to ensure compliance with the South African Aviation Authority (SACAA) regulations. The Airport/Airfield site is currently covering an area of approximately 38.2 Ha.

The Airfield is currently implemented on the Remainder of Portion 1 of the Farm Town and Town lands of Rustenburg 272-JQ, and a small area extent on Portion 117 of the Farm Town and Town lands of Rustenburg 272-JQ, therefore demarcated by the fence. However it is envisioned that the airfield/airport is going experience an expansion over a period time to a south-eastern direction and to the North-Western direction, therefore an addition part of land will be covered by airport/airfield activities.

The proposed future Airport/Airfield boundary will cover the Remainder of Portion 1 of the farm Town and Town lands of Rustenburg 272-JQ, a large area extent of Portion 117 of the Farm Town and Town lands of Rustenburg 272-JQ and a small area extent of Portion 3 of the Farm Town and Town lands of Rustenburg 272-JQ. Since the Remainder of Portion 1 of the Farm Town and Town lands of Rustenburg 272-JQ is owned by the Rustenburg Local Municipality, Portion 3 of the Farm Town and Town lands of Rustenburg 272-JQ, and Portion 117 of the Farm Town and Town lands of Rustenburg 272-JQ is unknown for the time being.

It is therefore suggested that the area extents of the airport/airfield future expansion area on Portion 3 and Portion 117 of the Farm Town and Town lands of Rustenburg 272-JQ be transferred to the ownership of Rustenburg Local Municipality. The administration of the subdivision of such lands should be addressed accordingly in order to facilitate the following land uses.

- Airside Infrastructure
- Landside Infrastructure
- Terminal Building
- Control Tower
- Fuel Tanks/area
- Hangers
- Parking
- Taxi Terminal
- Helipad, etc.

The airport/airfield forms an inner horizontal aerodrome node around it, therefore the node consist of various mixed land use activities such as residential, Community Facility (Ramochana Prison/Correctional Service Department), and mining. Hence the “Spin City” activity is proposed within this node on the south west quadrant of Portion 117 of the Farm Town and Town lands of Rustenburg 272-JQ (read together with **Map 16**).

- **Spin City**

It is an activity in an area for spinning of cars, vehicles, performing of vehicular stunts and extreme vehicular/motor sports. It has a reputable urban culture within the Rustenburg area therefore should be accommodated in order for it to be well planned, managed and administered. However it is proposed in an area whereby there is no direct access to a public road since the airport is envisioned to expand towards Beneden Road/R510.

The following provisions should be considered when catering for such activity:-

- Access road
- Tarred surface area
- Strong security fence

- Emergency Plans & equipment (e.g fire Hydrants)
- Parking Space
- First aid kit
- Street Bollards, etc.

Since there is lack of access to the area demarcated for this activity, the proposed “Spin City” could use the road giving access to K6 Mine from Buiten Street. Negotiations could be made between Rustenburg Local Municipality and K6 Mine for an extension and maintenance of the aforesaid road.

### 3.5 Vacant land and Ownership

Land ownership plays a critical role in development as it influences access to land and affordability. Often privately owned land is kept for investment (speculative) purposes and the owners are not willing to sell it for social development projects and hence its sale price is often market-driven. Unlike privately owned land, municipal and state land is easily available for development purposes, and is an important instrument available to government or municipality to implement interventions to an area as and when required, or to set certain development trends in motion.

**Table 1** identifies vacant land, ownership and the size of each erven which could be earmarked for future development as shown in **Map 8**:

**Table 1: Vacant Land, Ownership & Extent.**

Symbol	Property Description	Area Extent in Hectares (Ha)	Ownership
A	Portion 175 of the Farm Paardekraal 279-JQ	45,49 Ha	N/A

B	The Remaining Extent of Portion 50 of the Farm Paardekraal 279-JQ	87,49 Ha	Rustenburg Platinum Mines Ltd.
C	The Remaining Extent of Portion 32 of the Farm Paardekraal 279-JQ	10,42 Ha	Rustzon Prop Developers (Pty) Ltd
D	The Remaining Extent of Portion 93 of the Farm Paardekraal 279-JQ	12,99 Ha	N/A
E	Portion 118 of the Farm Rustenburg Dorp En Dorpsgronde 272-JQ	51,28 Ha	Rustenburg Local Municipality
F	Portion 16 of the Farm Rustenburg Dorp En Dorpsgronde 272-JQ	19,68 Ha	National Government of the Republic of South Africa
G	Portion 117 of the Farm Rustenburg Dorp En Dorpsgronde 272-JQ	39,89 Ha	N/A

Source: MOK Development Consultants and Rustenburg LM Valuation Roll, 2017

It is evident from Map 8 that there is limited land in and around Boitekong/Meriting Planning Area belonging to either Rustenburg Council or Government. Several significant vacant pieces of land have, however, been identified which could be used for development initiatives.

### 3.6 Socio-Economic Profile

#### 3.6.1 Population Profile

Demographic trends are key driving forces for any development of an area in terms of housing, retail, community and government services, safety and security and engineering services. The demographic profile influences the level of demand for goods and services, the type of goods and services needed and the pressure on local services, infrastructure and public transport.

The counts conducted from the 2016 aerial photography and the Valuation Roll indicated that there were approximately 33 973 dwelling units in the Boitekong/Meriting Planning Area. At an average household size of 2.4 (based on the Rustenburg IDP), the total population for the study area was approximately 81 535 residents in 2017.

According to the Rustenburg IDP, the planning area represents approximately 13% (nearly a quarter) of the Rustenburg municipal population.

According to the Housing Sector Plan, the Rustenburg LM has experienced a significant population growth rate over the past 15 years which fluctuated between 0.8% and 5%. The growth rate has largely been attributed to an influx of people into the municipal area especially the mining area due to the numerous employment opportunities created by the mines in recent years.

### 3.6.2 Level of Education

The level of education especially higher education level is indicative of the level of human development and skills available in a specific area. It also indicates the type of market skills to be absorbed by the labour force and impacts on job creation in a specific geographical area.

According to **Table 2**, the 2011 Census results indicate that in Boitekong/Meriting Planning Area the proportion of people who start primary education is about 26% but only 6.9% finish primary school level which is grade 7. People who continue to tertiary education whether technical or post school education are significantly low ranging between 0.8 and 1.8%. An estimated 5.6% of the people do not have any formal education.

**Table 2: Level of Education, 2011**

	Some Primary	Completed Primary	Some Secondary	Grade 12 / Std 10 / Form 5	Technical Qualification	Certificate/Diploma with less than Grade 12 / Std 10	Certificate/Diploma with Grade 12 / Std 11	Higher	No Schooling
Boitekong/Meriting Cluster	32798	8610	22964	26376	1057	278	2213	1053	7006
	26,1%	6,9%	18,3%	21,0%	0,8%	0,2%	1,8%	0,8%	5,6%

Source: STATS SA Census, 2011

The above trend indicates that the **level of literacy is generally lower** in the entire Boitekong/Meriting Planning Area. This information regarding the level of education is important for planning purposes in terms of education and training for the study area in order to reduce the gap between lack of functional education and functional skills (employment related activities).

The above reflects the type of employment activities and the living standard profile of the source markets. This also impacts on the market demand and preferences for residential and commercial products.

### 3.6.3 Income Distribution

Household income is an important indicator of the affordability levels and availability of disposable income including the demand for goods and services such as the type and size of house and the living standard of a household. According to STATS Census 2011, the socio-economic data relating to income indicate the following:

- **An estimated 51%** of households in the study area earn a monthly incomes below R3 199 (less than R38 1800 per annum) – of which **19%** of households **earn no income at all**;

It is clear from the above that the consumer market area is characterised by households with low income levels which indicates high dependency sector and low affordability levels.

### 3.6.4 Employment Status/Labour Force

Employment status reflects both employment and unemployment level which indicate the affordability levels and availability of disposable income for the consumer market which is also affected by the household size. All these also impact on the market demand and preferences of residential and consumer products and services.

**Table 3: Employment Status, 2011**

	2011	% of EA Pop	% of Total Pop
Employed	45733	68%	
Unemployed	21067	32%	
<b>Economically Active</b>	<b>66800</b>	<b>100%</b>	<b>53%</b>
Not economically active	22424		<b>18%</b>
Not applicable (younger than 15 and older than 65)	33412		27%
Discouraged work-seekers	2907		2%
<b>Total Population</b>	<b>125543</b>		<b>100%</b>

Source: STATS SA Census, 2011

According to **Table 3**, the Census 2011 population results indicate that about 18% of the population is uneconomically active representing the elderly, and the disabled not able to be employed. Another segment of the population represents economically active population who constitute about 53% of the market population who are capable of working of which 32% constitute the unemployed population.

### 3.6.5 Employment Sector

As indicated in **Table 4**, an estimated 34 309 (27%) of employed people work in the formal sector as compared to 4630 (4%) who work in the informal sector.

**Table 4: Type of Employment Sector, 2011**

Settlement Name	In the formal sector	In the informal sector	Private house hold	Do not know	Un-specified	Not applicable	Total
Freedom Park	8803	308	467	157	-	13421	23156
Boitekong	19667	2990	4661	577	-	51890	79786
Meriting	3838	844	612	61	-	7893	13248
Seraleng	2001	488	414	26	-	6428	9356
<b>Boite-kong/Meriting Cluster</b>	34309	4630	6154	821	0	79632	125546
	<b>27%</b>	<b>4%</b>	<b>5%</b>	<b>1%</b>	<b>0%</b>	<b>63%</b>	

Source: STATS SA Census, 2011

### 3.7 Housing Trends

As mentioned earlier, Boitekong/Meriting Planning Area was the result of mining operations in the area which attracted many people who migrated to the area with the hope of finding jobs and exposure to various economic opportunities. Residential structures in the planning area comprise a mixture of Formal and Informal housing structures, based on the following definitions:

- *Formal*: Proclaimed towns (in other words, approved at Surveyor General's office).
- *Informal*: Not proclaimed; Structures are non-permanent (eg 'shacks').

Estimated informal /housing structures in the study area were counted from the 2016 aerial photography counts, as reflected in **Map 9**, and the results obtained are reflected in **Table 5** and compared with Census 2011 figures. Recent figures for formal housing structures were established from the Rustenburg Valuation Roll<sup>4</sup>. In 2016, an estimated total of 7346 households were counted in the planning area.

A comparison between the 2016 and 2018 aerial photographs of the area (see **Picture 5** of this report) confirmed that the settlements located closest to Bophuthatswana road (in other words, settlements situated on Portion 69 of the farm Paardekraal 279 JQ and Portion 70 of the farm Paardekraal 279 JQ Portion 70 of the farm Paardekraal 279 JQ) recently experienced land invasion.

**Table 5: Estimated Housing Structures and Backlog (Census 2011 vs 2016 Aerial Counts).**

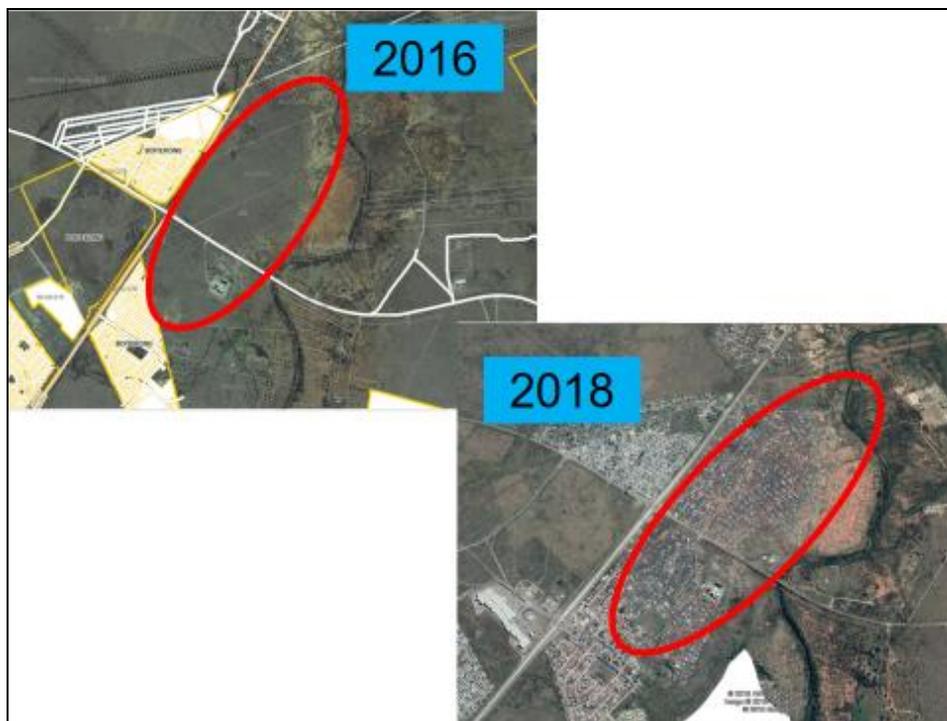
Settlement	2011 Census	Valuation Roll, 2017	Aerial Photo Google Image 2016
		Formal (Pro-claimed)	Informal (Unpro-claimed)

Settlement	2011 Census	Valuation Roll, 2017	Aerial Photo Google Image 2016
		Formal (Pro-claimed)	Informal (Unpro-claimed)
1. Freedom Park	13390	2021	
2. Freedom Park Ext. 4		733	
3. Boitekong (combined)	29855		
4. Boitekong		790	
5. Boitekong Ext. 1		808	
6. Boitekong Ext. 2		1634	
7. Boitekong Ext. 3		814	
8. Boitekong Ext. 4		1338	
9. Boitekong Ext. 5		1342	
10. Boitekong Ext. 6		756	
11. Boitekong Ext. 8		2029	
12. Boitekong Ext. 9		992	
13. Boitekong Ext. 10		1163	
14. Boitekong Ext. 11		145	
15. Boitekong Ext. 12		268	
16. Boitekong Ext. 15		1597	
17. Boitekong Ext. 16		844	
18. Boitekong Ext. 18		483	
19. Boitekong Ext. 22		805	
20. Boitekong Ext. 23		1091	
21. Meriting Unit 1		1212	
22. Meriting Unit 3		1461	
23. Seraleng		1233	
24. Seraleng Unit 1		3068	
25. Meriting	4855		
26. Seraleng	3594		
27. Ramochana (Rustenburg 13)			951
28. Mbeki Sun and Popo Molefe			3434
29. Yizo-Yizo (Boitekong Extension 8)			Unknown
30. Freedom Park Informal Settlement			2567
31. Plot 14 (Portion 71 of the farm Paardekraal 279)			Unknown

<sup>4</sup> Rustenburg Valuation Roll, 2017.

Settlement	2011 Census	Valuation Roll, 2017	Aerial Photo Google Image 2016
		Formal (Pro-claimed)	Informal (Unpro-claimed)
32. Portion 70 of the farm Paardekraal 279 JQ			Unknown
33. Portion 69 of the farm Paardekraal 279 JQ			Unknown
34. Boitekong Ext. 2			394
<b>Total</b>	<b>51694</b>	<b>26627</b>	<b>7346</b>

Source: MOK Development Consultants: Aerial Photo Counts 2016; StatsSA 2011 & Rustenburg LM Valuation Roll, 2017.



Picture 5: Comparisons between the 2016 and 2018 aerial photographs of the area

### Backlog

According to the Rustenburg Local Municipality IDP, there is a backlog of **19 672** units in the Boitekong/Meriting Planning Area which is broken down as follows in **table 6** below<sup>5</sup>:

Table 6: Estimated Housing Backlog

Ward No	Settlement Name	No. of Units
12	Mariting Phase 1	1347
18	Ramochana	3383
20	Boitekong	1420
21	Boitekong	3335
24	Freedom Park	4308
37	Seraleng	3891
38	Boitekong	1988
<b>Total</b>		<b>19 672</b>

Source: Rustenburg LM IDP 2017-2022, 2017

The 2016 Aerial Photo counts indicated that there are **±7 346 informal units** in the study area, which may also be considered as part of the area's backlog.

Note, the Rustenburg LM Housing Sector Plan <sup>6</sup> proposed various housing mix in addressing the housing challenge in the area. In order to successfully address the housing challenge in the area, the following strategies are proposed:

- Identify sufficient land for future housing development;
- Enable resources and institutional arrangement within the RLM;

<sup>5</sup> Rustenburg LM IDP 2017-2022, 2017

<sup>6</sup> Housing Sector Plan for Rustenburg Local Municipality, 2012

- Promote a greater mix of housing typologies;
- Develop a Housing Funding Plan.

### 3.8 Social Amenities

Community facilities play an important role in terms of meeting the social needs of communities. Boitekong/Meriting Planning Area accommodates several community facilities whose services should be accessible to communities whether they reside within or outside the town. The spatial distribution of community facilities in the study area are reflected in **Map 7(a) to 7(f)** and briefly discussed below:

**Table 7: Boitekong/Meriting Planning Area: Community Facilities**

Type of Use	Name	Property Description	Size of Area
Community Facility	Rustenburg Prison	3/272-JQ of the Farm Town and Town Lands	881686,6
Community Facility	Sunrise View Clinic	Erf 9856 Boitekong Township	27814,8
Community Facility	Sunrise View Community Hall	Erf 14498 Boitekong Extension 10	40256,58
Educational	Sunrise View Secondary School	Erf 14133 Boitekong Township	47253,93
Educational	Sunrise View Primary School	Erf 11456 Boitekong Extension 10	25925,34
Community Facility	Boitekong Police Station	Erf 4605 Boitekong Extension 4	66856,17
Community Facility	Boitekong Community Library	Erf 4604 Boitekong Extension 4	214814,93
Community Facility	Boitekong Community Clinic	Erf 4605 Boitekong Extension 4	66856,17
Community Facility	Boitekong Community Hall	Erf 3466 Boitekong Extension 4	30858,01
Educational	Tshirologo primary School	Erf 1774 Boitekong Extension 2	31331,21
Educational	Letsibogo Primary School	Erf 1991 Boitekong Extension 2	38456,62
Educational	Bosasa Child and Youth Centre	Erf 4290 Boitekong Extension 4	30032,82

Type of Use	Name	Property Description	Size of Area
Educational	Boitekong Secondary School	Erf 5677 Boitekong Extension 6	48821
Educational	Abana Primary School	Erven 5952 and 5720 Botekong Extension 5	35862, 71 & 47461,03
Educational	Boikagong Primary School	Erf 9569 Boitekong Extension 3	14141,15
Educational	Boikangong Secondary School	Erf 9547 Boitekong Extension 3	25807,2
Educational	Bana-Pele Primary School	Erf 16847 Boitekong Township	30558,33
Educational	Retlakgona Primary School	Erf 3726 Meriting Unit 3	27478,78
Educational	Meriti Secondary School	Erf 3744 Meriting Unit 3	75751,48
Educational	Vukuzenzele Primary School	Erf 692 Freedom Park Township	36675,98
Educational	Freedom Park Secondary School	Erf 691 Freedom Park Township	45090,82
Educational	Kutlwanong School For the Deaf	Portions 20;25;23 & 22 of the Farm Kokfontein 265-JQ	1016918,62
Educational	College	Erf 3432 Boitekong Extension 4	29956,38
Educational	College	Erf 7511 Freedom Park Township	58137,72
Waste Land	Fluid Waste Area	Portions 123;124 & 125 of the Farm Paardekraal 279-JQ	820779,67
Community Facility	Boitekong Police Station	Portion 18 of the Farm Paardekraal 279-JQ	144915,86
Community Facility	Freedom park Police Station	Erf 689 Freedom Park Township	10443,57

### 3.9 Existing Movement Network and Public Transport Infrastructure

#### 3.9.1 Existing Movement System

As mentioned, the main route traversing the study area from south-west to north-east is provincial road R510, which connects Rustenburg City to Thabazimbi town (located to the

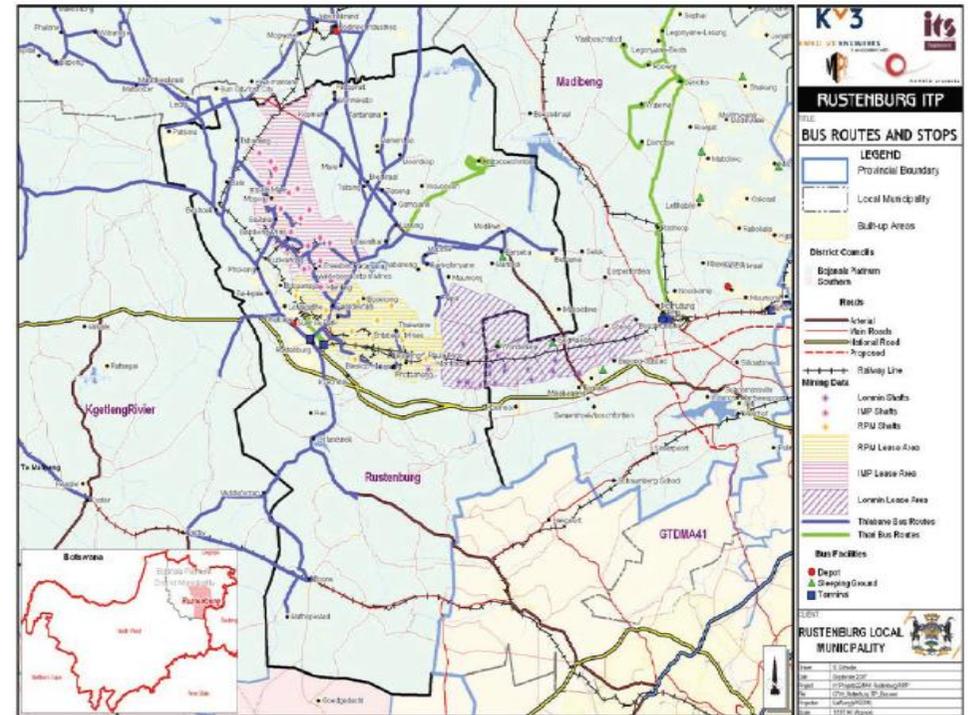
north of the planning area respectively). At a more local scale, it connects the planning area to the Rustenburg CBD in the south and Kana in the north-east (refer to **Map 10**).

The east-south secondary route towards the north which intersects with road R510 provides access between sections of Boitekong Townships in the east with settlements west of road R510. The above-mentioned roads serve as important movement spines in terms of settlement structure. Settlements in the study area concentrate along the main and secondary (surfaced) road networks.

Being a provincial route, land uses are not allowed direct access from the R510 (Beneden Road). However, due to the high demand for direct access, secondary road network routes have been established as accesses onto the R510 and to adjacent businesses.

### 3.9.2 Public Transport

Road R510 from Rustenburg CBD to Kana via Boitekong/Meriting planning area is a major public transport corridor (see **Picture 6**)<sup>7</sup>.



Picture 6: Flow of Passengers in Public Transport (12 hours)

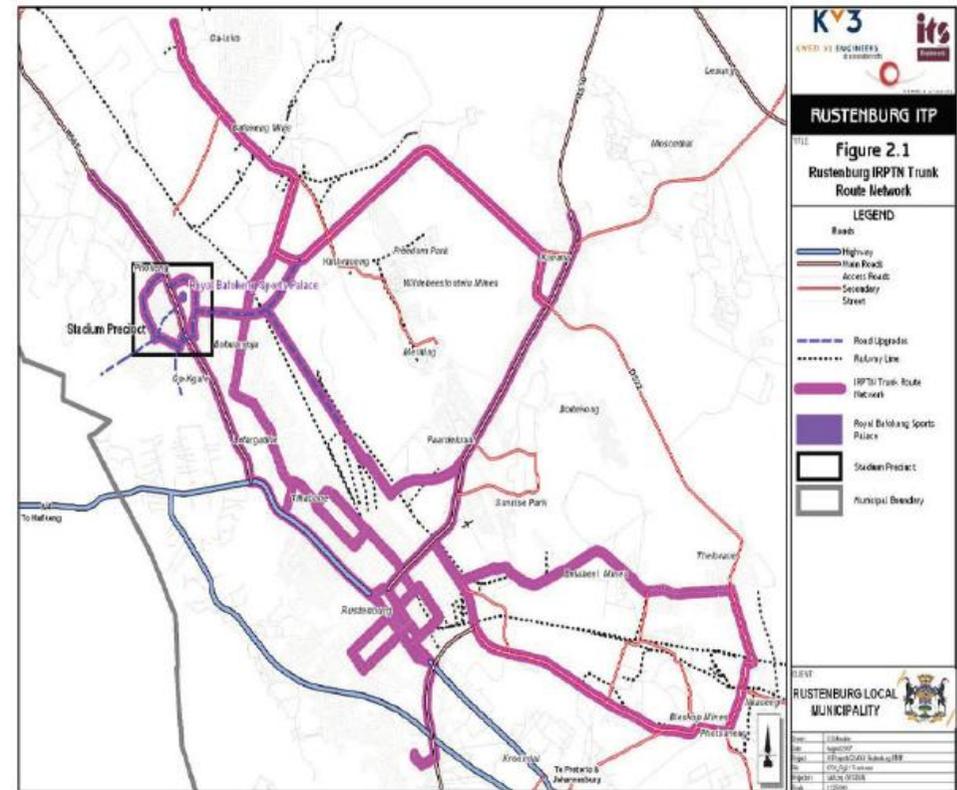
There are currently no formal taxi ranks in the planning area, except informal taxi ranks which are located in various parts of the planning area especially in nodal points. Furthermore, pick-up and drop-off points are located along the length of road R510.

The planning area is served by a railway line which passes to the southwest and is mainly used as a freight rail.

<sup>7</sup> Rustenburg LM SDF (2010), Review Final Report.

The Boitekong/Meriting Planning Area falls within the **Integrated Rapid Public Transport Network (IRPTN)**. **Picture 7** shows planned route network of the IRPTN. The design of the Rustenburg IRPTN is planned to include the following:

- pedestrian walkways to access the IRPTN routes and complimentary cycleways;
- transitional upgrading and use of the existing public transport facility on the fringe of the Rustenburg CBD area until the full IRPTN network is completed;
- stops with shelters, public transport information and lighting every 700m where passengers can access the routes;
- curb-side high occupancy vehicle (HOV) lanes with lay-byes;
- signal queue priority measures with queue jump lanes; and
- appropriate road signage.



Picture 7: IRPTN Planned Route Network.

### 3.10 Engineering Services

#### 3.10.1 Water Supply

Water supply in the Boitekong/Meriting Planning Area can be summarised as follows:

- Rustenburg Local Municipality is the Water Services Authority responsible for bulk water and internal water reticulation to the planning area. Bulk water supply to the area is sourced from the Vaalkop Dam via the Vaalkop system.

According to the Rustenburg LM IDP the following areas have been identified as those in need of water:

**Table 8 Water Supply Needs for the Boitekong/Meriting Planning Area**

Ward No	Settlement Name	Required Level of Service
12	Meriting Phase 1	Yard connections
18	Ramochana	Communal taps
20	Boitekong	Communal taps
21	Boitekong	Yard connections
24	Freedom Park	Yard connections
37	Seraleng	Yard connections
38	Boitekong	Yard connections

Source: Rustenburg LM IDP 2017-2022, 2017

It is clear that most informal settlements have illegally connected to the existing water supply system.

#### 3.10.2 Sanitation

The proclaimed towns or formal areas of Boitekong/Meriting Planning Area rely on water-borne sewer system whereas the unproclaimed or informal settlements relying on pit latrines.

According to the Rustenburg LM IDP the following areas have been identified as those which need attention in terms of sanitation:

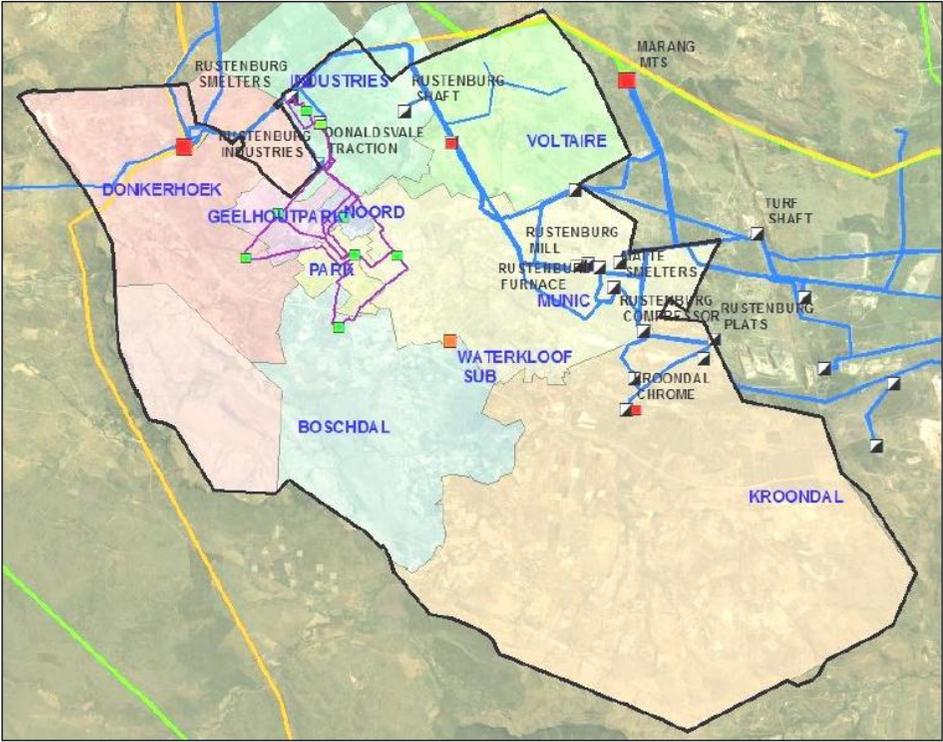
**Table 9: Sanitation Supply Needs for the Boitekong/Meriting Planning Area**

Ward No	Settlement Name	Required Level of Service
12	Meriting Phase 1	Waterborne
18	Ramochana	VIP
20	Boitekong	Waterborne
21	Boitekong	Waterborne
24	Freedom Park	Waterborne
37	Seraleng	Waterborne
38	Boitekong	VIP

Source: Rustenburg LM IDP 2017-2022, 2017

#### 3.10.3 Electricity Supply

Electricity in Boitekong/Meriting Planning Area is the responsibility of Rustenburg Local Municipality through its Electrical Engineering Services Unit under the Directorate of Infrastructure Development and Management. The Paardekraal area which includes Boitekong, Meriting, commercial and industrial areas is served by 88/11Kv Voltaire electrical with a capacity of 40mva is situated towards the north-east of the planning area (see **Picture 8**).



Picture 8: Existing Electricity Network.

According to the Rustenburg LM IDP the following areas have been identified as those which need attention in terms of electricity supply.

Table 10: Electricity Supply Needs for the Boitekong/Meriting Planning Area

Ward No	Settlement Name	Required Level of Service
12	Meriting Phase 1	1347
18	Ramochana	204

Ward No	Settlement Name	Required Level of Service
20	Boitekong	349
21	Boitekong	2399
24	Freedom Park	308
37	Seraleng	3981
38	Boitekong	1988

Source: Rustenburg LM IDP 2017-2022, 2017

According to the Rustenburg LM IDP, the current consumption of electricity at Voltaire substation is about 30mva or 75% with a spare capacity of 10mva or 25%. This limited spare capacity has serious implications for future development and thus RLM must start planning for upgrades which often demand-driven.

According to the Rustenburg LM IDP, the newly constructed mall has overloaded the sub-station and hence led to the need for upgrading of the substation and the network. To this the following electricity projects are envisaged:

- Construction of a new 88/11kv 20mva transformer is planned for construction in Boitekong to relief the current loading at Voltaire substation.
- Construction of a new 88/11kv 20mva transformer at Boitekong Ext. 16;
- Construction of 2 x new 88/11kv 20mva transformer at Seraleng;

### 3.11 Local Economic Development

#### 3.11.1 Formal

The retail sector in the Boitekong/Meriting Planning Area comprises shopping centres, fuel stations, spaza shops. The two main shopping centres and filling station with some retail outlets are situated along Beneden road.

As mentioned earlier, there are several mining activities in the study area. The mining cluster can promote value-adding activities and greater linkages in the mining value-chain and services sector, rather than exporting raw produce mined for beneficiation to locations outside the boundaries of the municipal area.

#### 3.11.2 Informal

Informal trading or street hawking takes place in the business core area, around public transport facilities and along the main roads. Lack of sufficient designated trading areas and unregulated trading associated with inability to enforce Street Trading Policy and By-Laws and Land Use Scheme render street trading difficult to control. Unregulated and unplanned street trading is accompanied by environmental pollution in the form of littering, unsightly surroundings and lack of access to basic infrastructure such as sanitation.

### 3.12 Key Spatial Issues and Challenges

Key issues, challenges, and problems derived from the Rustenburg Municipality IDP (2017- 2022) were identified per Ward and are summarised as follows:

- **Creation of Sustainable Spatial Structure.** Boitekong/Meriting Planning Area is characterized by a **poorly planned and low density settlements** which impact on sustainable service delivery and economic development;
- **Improved Roads and Transportation. Poor road conditions** and **poor transportation network** especially internal roads impact on access and internal road system;
- **Poor quality environment. Littering and lack of public spaces, pedestrian movement network and aesthetic quality of the environment;**
- **Land availability. Limited availability of municipal and state land** for development;
- **Water. Poor access of communities to water;**
- **Illegal settlements.** Mushrooming of illegal settlements in the area including on uninhabitable areas;
- **Housing Delivery. Poor housing delivery** especially low-cost housing due to limited state or municipal land, limited infrastructure especially as a result of the increased informal housing settlements;
- **Social Amenities. Limited access and poorly developed social amenities especially sports and recreational facilities** concomitant with poor infrastructure;
- **Local Economic Development (LED) and Job Creation.** Poor local economic development and limited job opportunities as a result of the following:
  - limited access to infrastructure such as water, electricity, proper roads and network, lack of proper skills and training facilities and funding.

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### 3.12.1 Opportunities

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The opportunities identified in the status quo are as follows:

- Location of the Boitekong/Meriting Planning Area close to major road (R510 road/Beneden street) provides opportunities for stimulation of local economic development;
  - Proximity to the mining activities in the area provides easy access to job opportunities and creation of businesses linked to these mining activities;
  - Consolidation of the precinct provides opportunities for mixed use development and densification especially on existing council owned vacant land;
  - Potential for mixed residential developments with varying densities and residential typologies including social housing with supporting social amenities and infrastructure;
  - Existing informal settlements provide opportunity for redevelopment, formalization and residential densification;
  - Provision of social amenities;
  - Provision of education/skills training facilities linked mainly to the mining activities;
  - Potential for upgrading of engineering infrastructure and transport network.
-

## 4. DEVELOPMENT PLAN

### 4.1 Boitekong/Meriting Spatial Vision

The **Vision** of the township “**Boitekong/Meriting Planning Area**” is as follows:

**“The upgrading of Boitekong/Meriting Planning Area by concentrating on beautification programmes, public infrastructure and amenity investment and to induce social and economic potential within the townships in order to improve quality of life amongst its citizens.”**

The realization of the above vision and the challenges call for pro-active planning based on a long term Vision for the node which is based on a number of development principles which will guide the future sustainable development of the entire area. These principles are briefly listed hereunder and will be discussed in detail in the ensuing sections.

### 4.2 Development Principles

Based on the development opportunities and issues identified in the Situational Analysis, it is proposed that the Boitekong/Meriting Development Framework should primarily aim to strengthen the study area’s function as a potential nodal point and to create an environment conducive for local economic development.

To this end, the following Development Objectives/Principles are proposed to form the basis of the the Boitekong/Meriting Framework Plan (see **Map 11 and Maps 11a-11f**), and to strategically direct decision-making with regards to the study area:

The Development Framework covers the following areas:

- The **natural environmental landscape** comprising areas not suitable for human habitation, sensitive areas, nature reserves, tourism areas and natural vegetation areas. Broadly speaking, the SDF discourages any development in these areas depending on their environmental sensitivity.

- Land intensification (densification and infilling) in nodal areas to limit urban sprawl onto environmental sensitive areas and agricultural to ensure sustainable development through residential expansion;
- Creation of **strategic road network** to unlock economic development, increase accessibility and mobility between major destinations which need to be surfaced.
- Tourism development through provision of critical infrastructure such as prioritising upgrading of critical roads and infrastructure.
- Stimulation and focussing of development in identified nodal areas;

**Principle 1: Facilitate the upgrading/formalization of all identified informal settlements in the Boitekong/Meriting Planning Area and provide critical engineering infrastructure.**

**Principle 2: To facilitate efficient spatial targeting in Boitekong/Meriting Planning Area through the identification of potential developable land portions in order to address housing demand.**

**Principle 3: Prioritise consolidation of social amenities in Boitekong/Meriting Planning Area in line with the concept of Multi-Purpose Thusong Centres around nodal points.**

**Principle 4: To define a legible pedestrian movement network which links to all the priority destinations in the Boitekong/Meriting Planning Area and the proposed Rustenburg Rapid Transport along road R510.**

**Principle 5: To enhance road R510 as a major mobility and public transport corridor serving the Boitekong/Meriting Planning Area.**

**Principle 6: To accommodate the bulk of economic development along route R510.**

**Principle 7: Define and protect an Open Space System which ensures that eco-systems are sustained and natural resources are utilised efficiently.**

### 4.3 Proposed Spatial Development Interventions

In line with the above principles, the detailed development interventions proposed to revive and drive development in the Boitekong/Meriting Planning Area are as detailed below:

**Principle 1: Facilitate the upgrading/formalization of all identified informal settlements in the Boitekong/Meriting Planning Area and provide critical engineering infrastructure.**

As mentioned earlier in the document, informal settlements unlike formal settlements in the planning area do not have formal service connections instead services such as water and electricity are illegally connected to individual informal structures from the existing network of services. The main reason for lack of bulk engineering infrastructure in the informal settlements is that these settlements have been illegally established and hence were not properly planned. It is important to firstly formalise some of these settlements through township establishment process before any services are formally provided. The reasons for formalising the informal settlements are as follows:

- most informal settlements have been established on land earmarked for other land uses or privately-owned land;
- some informal settlements have been established on environmentally sensitive areas such as floodlines, hills or within servitudes;
- Informal settlements were generally not properly planned and hence do not meet the standards in terms of sustainable human settlement;
- Most of the informal settlements do not give allowance for services and road network and emergency services.

Once the informal settlements have been formalised and formally registered, engineering services can be extended to these settlements. Formal upgrading of the informal settlements will allow for proper road network and improve access within and between settlements. In planning for the provision of water, sanitation, waste management and electricity infrastructure it would be advisable to align the sequencing of projects to be in line with the development proposals of this plan. **Table 11** below lists settlements proposed for formalization.

**Table 11: Areas for Formalization Process.**

Symbol	Property Description	Area Extent in (Ha)	Ownership
<b>H</b>	The farm Seraleng 969-JQ	248.04 Ha	Rustenburg Local Municipality
<b>I</b>	The Remaining Extent of Portion 71 of the Farm Paardekraal 279-JQ	27.92 Ha	Rustenburg Local Municipality
<b>J</b>	The Remaining Extent of Portion 70 of the Farm Paardekraal 279-JQ	37.44 Ha	Rustenburg Local Municipality
<b>K</b>	Portion 68 of the Farm Paardekraal 279-JQ	23.23 Ha	Rustenburg Local Municipality
<b>L</b>	Portion 67 of the Farm Paardekraal 279-JQ	51.21 Ha	Private
<b>M</b>	Portion 61 of the Farm Paardekraal 279-JQ	3.34 Ha	National Government of the Republic of South Africa
<b>N</b>	Portion 36 of the Farm Paardekraal 279-JQ	15.35 Ha	National Government of the Republic of South Africa
<b>O</b>	Portion 64 of the Farm Paardekraal 279-JQ	10.87 Ha	Rustenburg Local Municipality
<b>Total</b>		<b>417.4ha</b>	

Source: MOK Development Consultants and Rustenburg LM Valuation Roll, 2017

It is important to indicate that as a first step towards formalization, the Municipality must begin to negotiate securing all identified land belonging to other spheres of government through the land release process or private individuals or entities. The total accumulated size of land for formalization is estimated at 417.4ha. Due to the inhabitability of certain sections of the land, the Council through the formalization process will determine how much land will be available for residential development.

The development potential of the Boitekong/Meriting Planning Area will be greatly dependant on the availability of bulk engineering infrastructure. The Framework Plan thus proposes that the Boitekong/Meriting Planning Area and particularly the informal settlements be prioritised for engineering infrastructure provision, maintenance and upgrades in order to improve the lives of communities.

Formalization/Upgrading of informal settlements will also help protect environmentally sensitive areas and will help discourage informal settlements on uninhabitable and dangerous areas.

**Principle 2: To facilitate efficient spatial targeting in Boitekong/Meriting Planning Area through the identification of potential developable land portions in order to address housing demand.**

Although the long term vision for the Boitekong/Meriting area is to grow towards Rustenburg City (The Rustenburg Integrated Master Plan, 2015) along route R510 (Beneden street), it is proposed that the short to medium term focus should be land intensification through densification/infilling of existing settlements. A consolidated urban fabric not only leads to more cost-effective service delivery and more viable activity nodes due to in-

creased population numbers, but also protects environmentally sensitive areas and reduces urban sprawl.

The urban fabric of the Boitekong/Meriting area could be intensified by promoting infill development in-between existing settlements (see **Map 11 and Maps 11a – 11f**). These vacant pieces of land or Potential Developable Areas (PDAs) may be developed with private as well as public residential development.

As part of land intensification to address the housing issue in the Boitekong/Meriting Planning Area, spatial targeting of vacant pieces of land is proposed for a consolidated urban fabric. A consolidated urban fabric not only leads to more cost-effective service delivery and more viable activity nodes due to increased population numbers, but reduces unnecessary urban sprawl and encroachment on environmentally sensitive areas.

As part of spatial targeting, this process has identified **Strategic Development Areas (SDAs)** for consolidation of the urban fabric by promoting infill development. These Strategic Development Areas which are currently vacant may be developed with private as well as public residential development in the form of Mixed Use Development. The development of Mixed Use Nodal Development will involve location of different sectors in a single area with the aim of improving the social and economic conditions of the community. The area may comprise development of medium to higher density residential areas, retail, offices, public spaces, public sector facilities and institutions and private enterprises.

A Strategic Development Area refers to an area with certain unique characteristics and potential for development due to its location and availability of bulk engineering service capacity where the Municipality will support expansion of the urban footprint. The proposed SDAs were delineated to reflect the Municipality's envisaged direction of growth as shown in **Maps 11a – 11f and Table 12**.

**Table 12: Strategic Development Areas.**

<b>Symbol</b>	<b>Property Description</b>	<b>Area Extent in Hectares (Ha)</b>	<b>Ownership</b>
<b>A</b>	Portion 175 of the Farm Paardekraal 279-JQ	45,49 Ha	N/A
<b>B</b>	The Remaining Extent of Portion 50 of the Farm Paardekraal 279-JQ	87,49 Ha	Rustenburg Local Municipality
<b>C</b>	The Remaining Extent of Portion 32 of the Farm Paardekraal 279-JQ	10,42 Ha	Rustzon Prop Developers (Pty) Ltd
<b>D</b>	The Remaining Extent of Portion 93 of the Farm Paardekraal 279-JQ	12,99 Ha	N/A
<b>E</b>	Portion 118 of the Farm Rustenburg Dorp En Dorpsgronde 272-JQ	51,28 Ha	Rustenburg Local Municipality
<b>F</b>	Portion 16 of the Farm Rustenburg Dorp En Dorpsgronde 272-JQ	19,68 Ha	National Government of the Republic of South Africa
<b>G</b>	Portion 117 of the Farm Rustenburg Dorp En Dorpsgronde 272-JQ	39,89 Ha	N/A
<b>H</b>	Portions 18, 23, 52, 53, 54, 94, 95, 96, 130 and RE/170 of the Farm Paardekraal 279-JQ	<b>159,44 Ha</b>	<b>N/A</b>
<b>Total</b>		<b>426.68 Ha</b>	

Source: MOK Development Consultants and Rustenburg LM Valuation Roll, 2017

- The most significant and strategically located vacant piece of land <sup>(A)</sup> on portion 175 of the farm Paardekraal 279 JQ comprise a vacant piece of land measuring about 45.49ha. This site to be known as Boitekong Extension 16 is earmarked for an Integrated Development Settlement which will comprise mixed housing typologies such as RDP, social and bonded houses.

- Another strategic piece of land <sup>(B)</sup> is owned by Rustenburg Local Municipality. This large vacant piece of land which extends from the south-western boundary of Boitekong Mall towards the south-east across Beneden Road measuring about 87.49ha will be used to accommodate about 1204 RDP houses for households relocated from plot 14 and Shashalaza informal settlements. A section of land of this property fronting the south-eastern section of Beneden Road must be reserved for retail/commercial activities.
- A small privately-owned piece of land <sup>(C)</sup> situated south-east of Sunrise shopping Centre is ideally suitable for mixed use development with social housing and retail/business development.
- Two sites <sup>(D + E)</sup> situated on portions 32 and 93 of the farm Paardekraal 279 JQ are also ideal for mixed use development with a focus on housing development. The Municipality has already started the process of planning for various housing options with various other land uses.
- Both sites situated on portions 16 and 117 of the farm Rustenburg Town and Town lands 272 JQ are also ideal for mixed use development.
- Strategic piece of land <sup>(H)</sup> is categorised into two proposal, an Industrial zone is proposed on the Remainder of Portion 170 of the Farm Paardekraal 279-JQ which is the largest portion and already has an existing industrial plant on it, the remaining other farm portions are proposed to be used for Urban Agriculture (as shown in **Map 12.2**).
- There are some areas which have not been identified as Strategic Development Areas, however there are certain activities which could be proposed on them as part of infill development such as Buy-back centres to be established on Portion 6 of the Farm Paardekraal 279-JQ, Portion 16 of the Farm Wildebeestfontein 274-JQ and Erf 255 Freedom Park Township (see **Map 12.1 and Map 12.2**).

It is proposed that the following housing option composition be used to address the housing demand in the area:

- **Affordable Housing Units**
  - Community Rental Units (CRUs);
  - Social housing (Rental units)
  - Low income/subsidy housing
- **Gap / Bonded Units).**

It is proposed that densification in the study area be done according to two 'density categories as shown in **Table 11**).

**Table 13: Housing Type**

Housing Type	Proposed Density	Stand Size
Affordable Housing Units (70%)	50 - 60 units/Ha +	200m <sup>2</sup> – 300m <sup>2</sup>
Gap/Bonded housing (30%)	±20 - 40 units/Ha	±300m <sup>2</sup> – 400m <sup>2</sup>

It is thus only logical that the Rustenburg Local Municipality should manage and facilitate such development processes and ensure that the required Road Access Management Standards are being adhered to in order to maintain the minimum levels of mobility required on the different classes of routes serving these activity area.

**Principle 3: Prioritize consolidation of social amenities in Boitekong/Meriting Planning Area in line with the concept of Multi-Purpose Thusong Centres around nodal points.**

It is proposed that future community facilities and social services in the planning area be consolidated within the identified activity nodes to strengthen them by generating more 'feet'/ visitors. Due to the compounded benefits of such clustering, public and private investment becomes mutually beneficial, and the nodes become viable and sustainable. The core areas should be the preferred location for new higher order services, eg. a fire brigade, should the need for such services in the study area arise and funding be made available. Furthermore, secondary nodes should take priority over tertiary nodes with regards to additional community facilities.

It is proposed that the following general guidelines/ spatial logic be applied to the future development of social activity nodes:

- That the erven that offer maximum accessibility and visual exposure from the main road be reserved for business use (retail, commercial, light industrial);
- That community facilities be consolidated with business activities to create one-stop centres;
- Community facilities are by nature less dependent on visual exposure, and can thus be located behind business activities;
- That an interface be created between the business area and the residential areas by means of a school or public open space.

**Principle 4: To define a legible pedestrian movement network which links to all the priority destinations in the Boitekong/Meriting Planning Area and the proposed Rustenburg Rapid Transport along road R510.**

As illustrated in **Map 11 and Maps 11a – 11f** it is proposed that a legible, well-defined pedestrian movement network be defined by way of proper signage, street furniture, shelter and lighting in order to enhance the experience of pedestrians in the Boite-

kong/Meriting area. It is important that this network conveniently link pedestrians from the public transport facilities to all the major destinations in the planning area, including the main shopping centres as well as the Institutional Precinct and the 3 RRT stations.

Another important principle is that the pedestrian movement network should be functionally linked to the public transport network, and specifically in terms of where the taxi on-off loading facilities are provided.

As a way of clearing sidewalks from the scattered informal trade stalls, the Municipality should introduce an informal trade strategy and once this programme has been finalised the Council should initiate a programme towards the upgrading and beautification of the public space along the entire pedestrian movement network within the CBD as depicted in **Map 11 and Maps 11a – 11f**.

This could include the provision of a wide range of facilities/structures etc intended to enhance the aesthetic quality and functionality of the public space/ pedestrian network. The following guidelines should apply:

### 1. Along the Primary Movement Network

- Broad, paved sidewalks
- Trees or hedges
- Limited street parking (unmountable curbs)
- Only designated areas earmarked for informal trade
- Lighting (pedestrian scale, i.e. 3.7m high).

### 2. Along Pedestrian Routes/Shortcuts

- Seating at regular intervals

- Lighting (pedestrian scale, i.e. 3.7m high)
- Greenery (trees and/or hedges)
- Paved pedestrian walkways
- Informal trade stalls at specific areas of high concentration of pedestrian movement.

### 3. At Taxi Ranks:

- Seating and ablution facilities according to the demand
- Shelters for people (against sun, wind, rain)
- Lighting (pedestrian scale, i.e. 3.7m high)
- Landscaping and trees
- Edges (concrete or implied, i.e. low walls/hedges or bollards)
- Clearly marked entrances
- Hard (paved/tarred) surfaces.

**Principle 5: To enhance road R510 as a major mobility and public transport corridor serving the Boitekong/Meriting Planning Area.**

Route R510 that links Rustenburg City to Boitekong/Meriting area is a major arterial route and public transport corridor used by public modes of transport for collecting and carrying commuters between Boitekong/Meriting area and various other destinations.

The Rustenburg Rapid Transport project has proposed several initiatives to maximise the function of this route as a mobility and public transport corridor. These include the following:

- Construction of pedestrian sidewalks with associated facilities and infrastructure;
- Beautification of the sidewalks;
- A network of new access roads providing easy access onto road R510 and other crucial destinations;
- Constructing proper new public transport pick-up/ drop-off points with shelter, seating, lighting, dustbins etc.

In addition, the following interventions are proposed:

- Proper and regular road maintenance to mitigate the occurrences of potholes, damaged road shoulders and faded lines.
- Maintenance of road signage.
- Ensuring that no illegal development establishes within the road reserve.
- Providing dedicated turning lanes at all intersections.
- Constructing a network of service roads to grant access to businesses fronting onto route R510 and otherwise preventing illegal access onto this route through strict by-law enforcement.
- Provision of parking lane and loading facilities.

**Principle 6: To accommodate the bulk of economic development along route R510.**

It is common trend that business activities tend to front major transport routes due to the hype of transport activity they attract. The same trend is taking place in the Boitekong/Meriting area where the bulk of economic activities are located along road R510.

It is thus only logical that the Rustenburg Local Municipality should encourage linear development of retail activities along road R510 by discouraging residential development along this route. All available vacant land along road R510 should therefore be reserved (zoned) business. In addition Council should manage and facilitate development processes and ensure that the required Road Access Management Standards are being adhered to in order to maintain the minimum levels of mobility required on the different classes of routes serving these activity area.

**Principle 7: Define and protect an Open Space System which ensures that ecosystems are sustained and natural resources are utilised efficiently.**

It is important to recognise that natural features in the study area such as streams and areas affected by mining operations do not exist in isolation but form part of a regional eco-system. When one element is affected by development the broader natural system is also affected and may suffer as a result. The adverse effects of urban development should not only be noted, but prevented and mitigated as best possible.

It is thus proposed that the natural and man-made features in the study area as shown in Map 7 be considered as the form-giving elements that will affect future spatial development of the area. It is proposed that the 50- and 100 year floodlines of river tributaries be determined and preserved as a continuous network, and that any ridges and rocky outcrops be protected from any kind of development.

Keeping in mind that conservation does not necessarily refer to leaving land undeveloped, it is proposed that the delineated open space system be integrated into the urban fabric in, amongst others, the following ways:

- That public open space (including river buffers, wetlands and parks) be utilised for low intensity (minimal infrastructure) purposes – such as recreation – to add value to the urban landscape;
- Rocky outcrops are distinctive features that may be emphasised to instil a sense of place;
- That residential and business development, where possible, front onto the open space system rather than away from it, utilising it as a 'front door';
- That the open space system be utilised as part of the movement network where feasible, introducing 'scenic' pedestrian shortcuts.

In terms of the Rustenburg Local Municipality Spatial Development Framework, 2010 Recreational areas are components of the active open space system. Therefore the open space system is defined into the four following functions:-

- Social: whereby recreational facilities are venues for social interaction and symbols of community identity. Therefore sports events may be perceived as facilitators of social interaction of the community.
- Psychological: Which is a recreational function which improves the physical and mental health of communities, because it provides spaces within built up areas that can be used to relieve people of the stress of everyday living.
- Educational: it is a function indicating that recreation is an integral part of education of school children. Since the development of well-equipped and designed recreational facilities can be used to enhance sports education for children.
- Economic: This function thus indicate that recreational environment can contribute to the economic development of the community For example, income can be generated from entrance fees charged at sport matches and secondary spin-offs can be obtained by businesses surrounding the recreation facilities, providing goods and services to visiting spectators.

In order to address the above functions, specific areas and active open spaces within Boitekong Cluster have been identified as areas which could be more suitable for recreation areas for various purposes (see **Map 12.3 - Map 12.6**).

- It is proposed that the Community Park be established on Erf 10430 Boitekong Extension 9 (read together with **Map 12.1**) therefore such park will enable the social and psychological functions of open space systems, green plants, trees and colourful trees should be considered as well, as well as lighting and utilities such as public toilets, sanitary water taps and watering pipes should be considered. Outdoor furnisher such as benches and children outdoor play area, as well as mental application games such as chess. It is also suggested that picnic be included in terms of Boitekong Precinct Plan, 2012
- It is also proposed that the Community Park be established on Portion 14 of the Farm Wildebeestfontein 274-JQ (read together with **Map 12.2**) therefore such park will enable the social and psychological functions of open space systems, green plants, trees and colourful trees should be considered as well, as well as lighting and utilities such as public toilets, sanitary water taps and watering pipes should be considered. Outdoor furnisher such as benches and children outdoor play area, as well as mental application games such as monopoly.
- A community Stadium has already been established on Erf 2741 Boitekong Extension 2 (read together with **Map 12.4**), which thus address the social and the economic functions of the open space system. However since there has been investments through infrastructure on this activity, the stadium should be used to its maximum potential in order to generate money, job, and skill opportunities. Therefore information boards in Boitekong should be placed indicating the direction of the stadium for the purposes of creating sense of place, advertising and marketing of the established stadium.
- Portion 4 of the Farm Wildebeestfontein 274-JQ is a mining owned land, however it also have a well-organized large space next to Freedom Park Hostel used for sports activities (read together with **Map 12.5**), with successful negotia-

tions between Rustenburg Local Municipality and the owners of the land, the identified sports facility could be transformed into a stadium, therefore public-private joint ownership could be established for his sports field to transformed and be utilized to its maximum function, and will create a large sports node which will link Boitekong, Meriting and Freedom Park settlements.

Erf 7800 Boitekong Township (Read together with **Map 12.3**) is located in the most suitable area for a stadium since it is within the central node which is Node 1, it adjacent to the Main Road which is Benden Road/R510.

## 5. URBAN GROWTH MANAGEMENT STRATEGY

### 5.1 Defining Growth Management

Urban Growth Management is an approach that is now widely used internationally to ensure that growth in population and the economy is supported by the necessary services and infrastructure and at the same time meets spatial and socio-economic objectives. In the case of the Rustenburg Local Municipality the Urban Growth Management Strategy needs to go a step further, by incorporating important interventions that are critical for a sustainable future, doing away with the notion of business-as-usual.

Urban Growth Management Strategy has to provide a way forward in dealing with issues such as the disjuncture between government goals and market driven development, disjuncture between growth and service capacity, critical need for urban restructuring and consolidation, to make public transport viable, allowing and encouraging development in an environment of resource scarcity with reference to resources such as water, sanitation, electricity and roads which affect living standards and the quality of life of ordinary citizens.

There is no doubt that the Rustenburg Local Municipality has to adopt a new pro-active approach for development if it wants to achieve long term sustainability for all. The present situation is highly strained and haphazard, and it can only be alleviated if investment is focused and prioritised. The Urban Growth Management Strategy sets out to achieve this and if properly implemented, then the following outcomes can be expected:

- Prioritisation, clear targeting and programming of capital expenditure;
- A strong link between public transport and residential and business development;
- A change in the way development applications are dealt with, as developments will be subject to a range of new mechanisms to influence patterns and pace of development within the Boitekong/Meriting planning area;
- A strong emphasis on the reduction of demand in respect of services; and
- Land assimilation for the public good and the location of new housing aligned to these spatial priorities.

However, if the municipality fails to implement changes and continues with 'business-as-usual', then the following outcomes are a likely reality:

- Increased intensity and frequency of infrastructure problems (including electricity, water, sanitation, road/traffic congestion etc.);
- Growing public discontent as development is not supported by base infrastructure (inclusive of social amenities such as schools and clinics);
- Unattained growth targets as infrastructure bottlenecks constrain development and resources are spread randomly and in an ad-hoc manner;
- Non-viable investment in new and augmented public transportation systems as requisite densification and land use mixes along and around these public transportation corridors cannot be facilitated.

Clearly the latter is not an option and so the Rustenburg Local Municipality has to adopt a Growth Management Strategy for its area of jurisdiction as the most appropriate and responsible response to the present situation.

## 5.2 Strategic Objectives

At the core of the Growth Management Strategy of the Rustenburg Local Municipality are the following Strategic Objectives:

- Determine priority areas for short-medium term investment and allocation of future development rights;
- Re-direct the respective capital investment programmes of the Rustenburg Local Municipality's Service Departments to address the short-term problem areas and strategic priority areas;
- Limit future development rights in infrastructure problem areas within the Boitekong/Meriting planning area until backlogs have been addressed;
- Identify priority investment areas for the public and private sector, specifically in respect of municipal infrastructure;
- Introduce development conditions that are congruent with global best-practice standards relating to resource efficiency (energy, water, fuel);
- Introduce development obligations relating to the full spectrum of inclusionary housing (i.e. subsidized housing, bonded, rental / social housing) in identified priority areas;
- Apply a package of incentives to promote and facilitate development that subscribes to the socio-economic and spatial imperatives of the municipality; and
- Establish monitoring and evaluation mechanisms to review the status of the infrastructure problem areas and the limitations placed on these areas.

## 5.3 Critical Success Factors

There are a few critical success factors upon which the Growth Management Strategy will depend –

- A comprehensive and regular updated **Spatial Information System** including continuous market trend assessment;
- Full suite of **financial incentives / mechanisms aligned with rates policy** to support projects which will bring about significant economic development and job creation or projects complying with the criteria of governments Breaking New Ground (BNG) Policy and Inclusionary Housing Policy;
- **Institutional support** and arrangements in terms of the following:
  - High-level strategic decision-making based on the Growth Management Strategy;
  - Long-term **political endorsement** and commitment of the principles fundamental to the Growth Management Strategy;
  - The **Municipal IDP and Budget** allocations for the Boitekong/Meriting area be based on the principles of the Growth Management Strategy;
  - Alignment with national and provincial policy frameworks.

Finally, it is recognised that the Rustenburg Local Municipality cannot achieve its goals in isolation and indeed needs the private sector to buy into the Boitekong/Meriting Growth Management Strategy so that it can assist the municipality in this process. It is therefore important to structure demand management tools and incentive packages in such a way that they effectively benefit the developers and future residents.

#### 5.4 Proposed Boitekong/Meriting Growth Management Tools/Instruments

The Boitekong/Meriting Growth Management Strategy is based on the application of a series of internationally acclaimed Growth Management tools as part of a more comprehensive strategy towards guiding and directing growth and development.

The following section highlights how these have been/can be applied as part of the Boitekong/Meriting Growth Management Strategy.

##### a) Comprehensive Boitekong/Meriting LSD Plan

The Boitekong/Meriting Comprehensive LSD Plan is a document composed of written goals and policies as well as maps used to guide the type, location, and quantity of development in a community over a 10 or 20-year period based on existing conditions and future hopes. This plan is strategic in nature and includes goals for economic growth and how it can be contained within existing areas or areas designated for growth.

**The Boitekong/Meriting Comprehensive LSD Plan (this document) complies with all the above criteria and indeed provides goals and a spatial indication (maps) indicating the type, location and quantity of development envisaged for the area over at least the next 10 years (up to 2030).**

##### b) Threshold Public Service Standards

These guidance standards are incorporated into a community's comprehensive plan specifying the level of public services that must be provided for different types of development. Service levels can be set for schools, water, sewer, roads, transport, libraries, and parks. Proposed development that will result in non-maintenance of these standards can be denied approval.

The Rustenburg Municipal Water Services Development Plan, Integrated Transport Plan, Integrated Waste Management Plan, etc are typical examples of documents which should specify the minimum service levels required in the various parts of Boitekong/Meriting. The Boitekong/Meriting Master Plan provides the basis (spatial and statistical) for future demand modelling and planning as part of all existing Sector Plans.

##### c) Fiscal Impact Analysis/Cost-Benefit Analysis

This refers to a municipality conducting a study of the projected short and long-term costs and revenues associated with new development in a community. It can be used to evaluate the most appropriate time and place for development to occur based on using existing utilities and rate of development. In essence this is thus a **Cost-Benefit Analysis Model** which supports a cost effective, incremental approach towards urban expansion.

##### d) Land Use and Infrastructure Coordination

This strategy requires development to occur in areas already served by existing bulk service networks or areas planned to be served by such networks in order to prevent leapfrog development and continuous demands for service extensions.

**The proposed Growth Management Strategy for Boitekong/Meriting area as reflected above is intended to achieve this level of alignment between the land use development and provision of engineering services.**

##### e) Enterprise Zones/Revitalisation Areas (Brownfields)

These are programmes intended to promote economic development and/or redevelopment in needy and rundown areas with the use of tax incentives, regulatory waivers, in-

infrastructure improvements, and urban revitalisation can be used to promote development.

#### **f) Mixed Use Development Area**

This is a strategically located vacant area designated for growth by the local authority. The area is chosen due to its strategic location, the services available in the area, and/or because of local zoning regulations or comprehensive plans. These areas are used as priority funding areas and can represent both infill development and urban expansion.

**As reflected in Map 11 and Map 11.a, the Boitekong/Meriting Development Plan identified a Mixed Use Development area earmarked for development in the medium to long term.**

#### **g) Focused Economic Development in Growth Areas (Targeted Zones)**

As expansion of the urban area is an inevitable outcome of a growing society, it becomes important to encourage economic growth to occur in focused areas. Rapid development is financially draining to all spheres of government. Unchecked and uncoordinated economic growth can lead to increased congestion, pollution, overcrowding, loss of open space, as well as poorly planned community spaces. The objective should thus be to direct economic growth towards areas specifically designated for this purpose (activity nodes) and then to properly provide the infrastructure required to maintain these areas/nodes. This approach also supports the implementation of proper public transportation as these nodes represent clear destinations around which to design a public transport system.

**The Boitekong/Meriting Master Plan identified an industrial zone as an area in which economic development should be focussed.**

#### **h) Zoning**

Zoning ordinances specify written requirements and standards for permitted uses of buildings, the height and size of buildings, the size of yards, parking and signs and fences, among others. The purpose is to separate land uses that are seen as incompatible. The separation of uses aids growth management by separating uses such as agricultural and rural from residential and industrial.

**The existing Rustenburg Land Use Management System (LUMS) will have to be reviewed in line with SPLUMA and SPLUMA Regulations and link it with this Boitekong/Meriting Master Plan in order for these two documents to supplement and support one another as part of the broader Boitekong/Meriting Growth Management Strategy.**

#### **i) Bulk Service Contributions**

Bulk Service Contributions are a cost assessment imposed against new development in order to generate revenue to fund or recover the costs of reasonable service improvements necessitated by the development. This tool must be imposed carefully to balance the competing demands presented when dealing with the pros and cons of new development. Obligations imposed during subdivision review, generally require developers to fund, build, and dedicate for public use, basic facilities required by future residents of the new developments.

**In cases/areas where development applications are in line with the spatial and phasing objectives of the Rustenburg Municipality, developers should receive some form of discount on Bulk Service Contributions payable and vice versa.**

## j) Creation of Incentives

The creation of incentives and concession packages is one of the most important methods used by municipalities to attract new investment, which can be efficiently and innovatively applied to initiate development in focus areas. Municipalities should, however, ensure that incentive packages be linked with the local economic development objectives of the specific area. Incentive and concession packages that are offered by municipalities in South Africa can include:

- **Rates and Taxes Incentives.** Although the existence of the Tax Holiday Scheme of the National Government was cancelled at the end of September 1999, it is possible for municipalities to provide incentives to new investors in terms of redemption on rates and taxes, service charge reduction on electricity consumption, water consumption, etc.
- **Infrastructure.** These concessions often involve the provision of serviced industrial and commercial sites or special efforts to develop infrastructure and services in selected areas in accordance with the needs of potential investors.
- **Land and buildings.** This incentive package may involve the sale, transfer or rental of land, buildings and other facilities owned by the municipality.
- **Regulatory Reform.** These concessions involve efforts by the municipality to reduce constraining regulation and zoning that may limit potential development. This also involves facilitating prompt decision-making procedures, such as the approval of building plans, rezoning applications, etc.
- **Finance.** These incentives may take on the form of special grants, access to start-up capital, bridging finance, loan guarantees and the underwriting of risks.

**The Rustenburg Municipality is in a position to implement any/all of these mechanisms in the Boitekong/Meriting area in compliance with the Development Princi-**

**ples outlined in the Boitekong/Meriting Master Plan being the main criteria towards qualifying or not.**

## 6. MARKETING STRATEGY

### 6.1 Introduction

Marketing Strategy provides a roadmap to creating and delivering a particular product to potential customers. In the case of Rustenburg Local Municipality the aim is to lure potential investors and visitors to invest or visit the Municipality. Potential investors and visitors can only be attracted to an area due to advantages presented by certain areas as a result of their potential to satisfy their business needs and requirements such as availability of water, access and condition of roads, electricity, sewer, rates and taxes to business, tourist destinations, etc.

Critical to marketing strategy is identifying the target market and market positioning to differentiate oneself from potential competitors. The following strategies could be used to market the Boitekong/Meriting planning:

### 6.2 Place Branding

Place branding aims at increasing the attractiveness of a place with the central issue being to build the brand identity of a place. As part of its Marketing Strategy, the Rustenburg Municipality must design a branding strategy around a specific theme or unique identity based on its comparative advantages such as tourism, eco-tourism, industrial development, etc. The aim is to spread, identify and amplify the unique characteristics of Rustenburg Municipality or specific areas of the Municipality to attract potential visitors, investors or customers.

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### 6.3 Promotional Material

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Various marketing tools can be used for place marketing such as newsletters, magazines, yellow pages, radio, pamphlets/handouts/, flyers, brochures, website, outdoor advertisement, public relations and information centres. The Rustenburg Municipality must decide on the appropriate promotional tool to use to market its area. The most commonly used promotional tools are brochures, newsletters and websites. Regardless of which promotional tool is used, the tool should be able to provide a summary of opportunities available in the area.

### 6.4 Signage

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As mentioned in the document, another important strategy that contributes towards marketing an area is to develop proper signage to promote and market the area at the main entrances to Rustenburg Municipality. Visible and attractive signage should be provided at the gateways to the municipal area, and should include information about tourism attractions (brown signage) in the area and refer people to the municipal offices information centres (if any) where they can find more information about the tourism attractions in the area.

Where there are industrial sites, signage including an industrial layout, investors in the area, potential industrial sites nodes must be clearly visible. Signage must also include visible place and street names.

### 6.5 Information Centre

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An Information Centre to provide up-to-date information to tourists and potential investors must be established. The Office will also assist in the distribution of promotional publications and access to Municipal website.

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## 7. IMPLEMENTATION AND PHASING

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### 7.1 Introduction

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The Boitekong/Meriting Master Plan sets out a clear and deliverable vision for the regeneration of Boitekong/Meriting area. This section outlines how the Boitekong/Meriting Master Plan will be implemented, focusing on the following:

- mechanisms to assemble and develop the key strategic areas;
- when these sites will come forward in terms of phasing and;
- how the areas will enable wider public benefits.

As part of the Boitekong/Meriting Master Plan Plan process, Development Principles were formulated to address the key spatial challenges facing Rustenburg Municipality and in particular Boitekong/Meriting area. In order to realize this vision, the Boitekong/Meriting Master Plan proposes certain tools and strategies that are necessary to ensure successful implementation of the LSD Plan.

Of critical importance to the successful implementation of the Boitekong/Meriting Plan is **the institutional capacity** of the Municipality which will be the driving force behind this implementation. This includes the technical capacity of all Municipal Departments in terms of technical and resources capacity particularly the Municipal Planning Department as the key driver of this process. In essence, all Municipal Departments must be fully equipped with properly trained staff and resources to drive the Boitekong/Meriting Master Plan implementation process.

Implementation also hinges on **financial capacity**. The Municipality needs a capable financial department to allocate funding and source out funding from external funding sources to successfully implement this Master Plan.

Another important aspect of the Boitekong/Meriting Master Plan implementation is the **co-operation** between various external public and private service providers who are responsible for delivering services and infrastructure within the municipality.

The Municipality needs to sign Memorandums of Understanding/ Service Level Agreements with all development agencies whose offices are located within the Boitekong/Meriting area in order to ensure that the facilities under their jurisdiction are at all times properly maintained and managed in order to contribute towards the realization of Boitekong/Meriting Master Plan.

**Public participation** is another important aspect where communities must be involved in this process through IDP Committees and other legal structures.

A successful implementation can only be measured through continuous and consistent **Monitoring and Evaluation** strategies. The Council must introduce a mechanism to monitor and evaluate progress of the Boitekong/Meriting Master Plan which will include objectives, key performance targets, indicators in terms of timeframes and deliverables.

### 7.2 Implementation Actions and Mechanisms

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The Boitekong/Meriting Master Plan reflects the future spatial vision for the Boitekong/Meriting area. However, the Boitekong/Meriting Master Plan is worthless if not supported by way of a comprehensive implementation or management programme for the area. In order to ensure the efficient implementation of the Plan, it is thus pro-

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posed that the five programmes be initiated and implemented/operationalised in the Rustenburg Municipality as part of a more comprehensive Boitekong/Meriting Master Plan Management Programme.

The following section elaborates on each of these programmes:

**Programme 1: Basic Maintenance and Service Enhancement**

**Programme 2: Safety and Security**

**Programme 3: By-Law Enforcement and Enhancement**

**Programme 4: Social Development and Care Programme**

**Programme 5: Urban Management and Coordination**

Each of these programmes in turn comprises a range of sub-programmes which need to be implemented. The following section elaborates on each of these programmes:

**Programme 1: Basic Maintenance and Service Enhancement**

**1.1 Minimum Basic Service Levels Agreement/ Commitment**

The purpose of this sub-programme is to ensure that all service departments within the Rustenburg Local Municipality reach a common agreement on the minimum levels of service to be achieved and maintained in the each of the planning areas. Typical aspects that should be part of such an Agreement are refuse removal, stormwater management, cleaning services, grass-cutting, policing, landscaping, land use management, by-law enforcement, infrastructure provision and maintenance (community facilities and services), as well as public property management and maintenance.

This initiative can be done in-house by way of workshops or one-on-one discussions between the relevant departments and the proposed Boitekong/Meriting Coordinator, and programmes should be consolidated into the Municipal IDP.

**1.2 Joint Service Agreements for External Service Providers**

There are various external public and private service providers who are responsible for delivering services and infrastructure within the study area. Important role players in this regard include, amongst others, the North-West Department of Public Works and Roads, which are responsible for government property and higher order routes in the area, SAPS, the Department of Health which looks after hospitals and health services and facilities, and the Department of Education which is responsible for the schools and other educational facilities within the municipal area.

Municipality needs to sign Memorandums of Understanding/ Service Level Agreements with all these development agencies in order to ensure that the facilities under their jurisdiction are at all times properly maintained and managed in order to contribute towards the Boitekong/Meriting Urban Development/ Revitalisation Strategy.

As part of this initiative the Rustenburg Local Municipality should also launch a Lobbying Campaign with National and Provincial Service Providers to make them aware of the Boitekong/Meriting Master Plan and associated Programmes, and to obtain funding from these institutions to support the programme wherever their line functions are involved.

### 1.3 Mini IDP/ Joint Maintenance Scheduling Programme

It is essential that all service providers simultaneously deliver maintenance services in the study area in order to ensure maximum impact and the optimum utilisation of available resources. This implies the compilation of a “mini-IDP” for the Boitekong/Meriting area which highlights the range and sequence/ scheduling of maintenance projects from various service departments.

This “mini-IDP” of Joint Maintenance Schedule will comprise a list of actions/projects to be implemented, also indicating the programming/ phasing of each. This will, for example, ensure that a pavement is repaired immediately after an underground sewer/ water pipe had been replaced.

### 1.4 Dedicated Response Crews

It is essential that the Rustenburg Local Municipality act swiftly and efficiently whenever and wherever problems of urban decay occur in the study areas. It therefore has to establish “**Regional Response Crews**” which has the necessary skills and equipment to deal with problems immediately. These response crews need not be permanently appointed units but could comprise of nominated people from the various service provider departments, and which can be called upon from time to time to move into a very specific area to deal with upgrading or maintenance actions.

### 1.5 Establishment of Complaints Database System in Coordinator’s Office

The establishment of a central Complaints Database System for the study area is another mechanism that could be used towards successfully implementing Boite-

kong/Meriting Master Plan. Such a system could serve to register all complaints about maintenance problems, safety and security issues, burst water pipes, potholes, illegal refuse dumping and illegal settlement in the area, and divert these to the relevant line function departments for speedy response.

In this way the Rustenburg Local Municipality will be able to ensure that all stakeholders in the area have an opportunity to communicate issues to Council. It could also serve to monitor progress regarding dealing with problems, once registered.

## Programme 2: Safety and Security

### 2.1 Visible Policing and Support Services

Visible policing and support services are key elements to a successful Master Plan. It is therefore important for the Rustenburg Local Municipality to enter into Service Level Agreements specifying minimum levels of services in the Boitekong/Meriting with the South African Police Services. The possibility of involving Private Security Companies in this initiative could also be investigated in future.

### 2.2 Provision of Street Lighting

It is essential that all major public environments within the Boitekong/Meriting be provided with proper street lighting in order to aid in preventing incidences of crime. The main roads and pedestrian routes in the Boitekong/Meriting area should be first priority in this regard.

### **Programme 3: By-Law Enforcement and Enhancement**

#### **3.1 By-Law Enforcement Campaign/ Capacity Building**

The aim of this campaign would be to make people aware of the existing by-laws and what by-laws are intended to achieve. Such a campaign could also include an amnesty period for trespassers, and could make available procedures for legalising existing contraventions during the amnesty period.

#### **3.2 Implement By-Law Enforcement Programme**

Proper by-law enforcement should ensure that law and order is restored in the Boitekong/Meriting planning area, with specific focus on the following aspects:

- illegal land uses
- illegal/ informal trading
- signage
- illegal/ unsafe/ neglected building structures
- illegal settlement
- traffic control.

If efficiently implemented, this initiative will also go a long way towards restoring investor confidence in the Boitekong/Meriting area.

#### **3.3 Speeding up of Municipal Prosecution Processes**

It is essential that prosecution processes be speedy and visible in order to maximise the impact thereof. It will be the responsibility of the Municipality to find ways and means for the Regional Response Crew to act swiftly in this regard.

#### **3.4 Public Property Management**

- **Parks and Public Open Spaces**

The Municipality also has the responsibility to facilitate the development and maintenance of all recreational facilities such as parks and open spaces in the area. It is important that Council develop and maintain these parks and open spaces to a minimum level of service and also address the needs and priorities of surrounding communities.

- **Taxi Ranks and Informal Trade Areas**

This sub-programme will seek opportunities to implement initiatives to improve public spaces such as landscaping of sidewalks, maintenance of sidewalks and streets, provision of refuse bins in informal trade areas, lighting, signage, provision of pedestrian facilities, and strict control of illegal uses on sidewalks.

#### **3.5 Private Property Management**

It is also important for the Municipality to continuously monitor the state and quality of private properties in the study area. This will ensure that they are able to respond pro-actively to problems pertaining to neglected privately owned buildings and properties which could lead to urban decay in the surrounding areas.

The municipality should identify the highest priority properties to launch interventionist action. The Municipality should then formulate a programme of intervention for

each of these priority properties and start implementing legal processes and procedures to ensure that the properties are upgraded, redeveloped and well-maintained.

### 3.6 Gateways and Access Routes Enhancement

The primary aim of this initiative is to enhance the two gateways to the Boitekong/Meriting planning area. Marking entrances as gateways could be utilised to establish a positive image of Boitekong/Meriting planning area whenever visitors enter the area.

#### Programme 4: Social Development and Care Programme

The implementation programmes proposed should not only focus on infrastructure capital investment, but also on investment in the people residing in and around the study area.

#### 4.1 Social Capacity Building and Training Strategy

To launch Social Capacity Building and Training Programmes aimed at combating negative human behaviour associated with urban decay, and educating and capacitating people with regard to appropriate social behaviour in public, job creation, economic empowerment etc. This sub-programme should entail the launching of social programmes in the study area aimed at the following:

- Eradicating/ combating prostitution and managing adult shops
- Eradicating/ combating drug trafficking and abuse

- Eradicating/ combating alcohol abuse
- Eradicating/ combating unsafe living conditions (e.g. illegal sub-letting of buildings)
- Providing guidance and support to street children and the urban homeless and to give them access to the relevant institutions e.g. home care centres, etc.
- Education and skill training in order to empower people economically.

This sub-programme should also aim at establishing links with social and religious groups in order to coordinate and align all actions and initiatives in this regard.

#### Programme 5: Urban Management and Coordination

This programme is aimed at achieving the following objectives:

- the possible establishment of Boitekong/Meriting Management Forum in the area;
- the utilisation of public-private partnership to facilitate and enhance investment and development;
- ways and means to manage and strengthen informal trading within the area; and
- liaison with business in general as a means to establish mutual trust and public-private partnerships.

#### 5.1 Boitekong/Meriting Management Forum

It is important for the Rustenburg Local Municipality to consider the establishment of Boitekong/Meriting Management Forum. The role of the Municipality in this initiative should be facilitative in nature while the ownership and management thereof should

vest with the private sector. The establishment of such a structure will also improve communication between Council and the community and ensure that problems are timely identified, reported, and responded to.

## 5.2 Informal Trading

Informal trade represents a very important component of the economic base of Boitekong/Meriting, and as such it should be conserved and enhanced as best as possible. To many households this is the only means of income and therefore one needs to be very sensitive in terms of how to deal with this economic sector. It is important to ensure the proper management, control and assistance of informal trade in the study area. This programme should thus focus on finding ways and means of properly structuring and assisting informal trading, and could include aspects such as sponsored shelters in specially demarcated zones in the CBD.

## 5.3 Business Liaison

A critical component to the successful implementation of this Boitekong/Meriting Master Plan is the establishment of good working relationships with the private sector. The future success of the Master Plan to a large degree depends on how the private sector buys in, participate, and contribute towards it. The private sector can play a facilitatory role in creating a climate conducive to investment and upgrading of areas.

## 5.4 Incentive and Investment Programme

There are various incentives available to facilitate and promote development in Boitekong/Meriting area as part of the broader Growth Management Strategy for the area as depicted in this document. Some of these incentives are offered and managed by the municipality, whilst others are derived from national and provincial government programmes.

It is important to focus on these incentives and ensure that all incentive and investment programmes are properly promoted and utilised in the planning area. In order to ensure the maximum benefit to the private sector, it is essential that the Municipality identify, document, and promote all incentive and investment programmes available to investors in a user friendly and accessible format. These could include the following:

- Rebates in contributions in respect of engineering services and open spaces in terms of provisions of the then Section 63 of Ordinance 15 of 1986 as follows:
- Section 63(1)(a): Engineering Services;
- Section 63(1)(b): Open spaces or parks.
- Rebates in building plan fees.
- Rebates in fees in terms of applications for rezonings etc.
- Speedy approval of applications
- Strict land use management/control outside CBDs in order to limit the availability of land for business development to the areas earmarked.
- Proper maintenance, management and by-law enforcement on public space in the CBD

### 5.5 Strategic Developments Facilitation Programme

The Rustenburg Local Municipality will have to endeavour to be more effective, to cut down on red tape procedures and to eliminate corruption. Business permissions need to be tailored to the needs of the changing economy and in this respect innovation is needed to streamline the processes of local government.

It is important for the Rustenburg Local Municipality to streamline administrative processes in order to speed-up the implementation of certain strategic projects within the Boitekong/Meriting area specifically. These projects cannot necessarily be identified and valued in terms of a monetary value. In many instances a strategic project is one which acts as a catalyst to achieve socio-economic or socio-political needs and priorities – irrespective of the monetary value thereof. The criteria to identify such projects should thus be carefully designed.

There need to be a mechanism put in place to fast-track these development processes in order to ensure the maximum benefit to the broader community – whether it be financial in nature or an improved quality of life.

### 5.6 Establishment of Boitekong/Meriting Coordinator's Office

The objective of this programme is to ensure that a person within the Rustenburg Local Municipality takes responsibility for the day to day management of the Boitekong/Meriting area specifically. This office should have the authority to activate the Response Crews whenever problems are reported in any part of the town, and it should act as the central point to coordinate, align and direct all issues, initiatives and enquiries between the public and Council, and between Council and external stakeholders.

The proposals contained in this section require high-level interaction with stakeholders. Some of the important stakeholders that should be targeted to ensure their involvement include the South African Police Service, Roads and Public Works, the businesses and industries in the study area, the taxi industry etc. This interaction should thus ideally be done from the Boitekong/Meriting Coordinator's Office. This would also assist in ensuring cooperation from all the relevant Departments in the area. Too often projects spearheaded by one Department do not receive the necessary cooperation from other Departments, while this measure could overcome such co-ordination problems.

- Line function departments within the Rustenburg Local Municipality should submit periodic progress reports to the Coordinator detailing progress made in terms of the implementation of the projects, programmes and actions they are responsible for.
- The Coordinator should conduct assessments every six months to determine to what extent are the aims and objectives of the Boitekong/Meriting Master Plan.
- Strategy being met. Necessary adjustments should be made to ensure that the implementation programme is brought on track.
- The Coordinator should report to the Mayoral Committee twice a year on the progress made with implementation, whether the projects and programmes have the desired outcome, to what extent the overall aims and objectives are met and what adjustments are required.

### 5.7 Monitoring and Review

The Rustenburg Local Municipality should ensure that the appropriate monitoring and evaluation systems and processes are established and functioning towards continu-

ously assessing achievements of the Development Framework monitoring progress and documenting inadequacies when and if they arise. These should be refined and perfected as informed by feedback and experience.

The monitoring and review processes should be designed in a manner that will allow the Boitekong/Meriting Coordinator to regularly gauge progress in respect of the timeframes or time-bound, quantitative and qualitative indicators.

It is envisaged that regular review of the Boitekong/Meriting Master Plan will be done to engage all the stakeholders about progress on the one hand, and their respective involvement on the other. This will also ensure that stakeholders realise that Boitekong/Meriting Master Plan is a long-term process which requires continuous monitoring and evaluation (and amendment) to ensure that all objectives are met.

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