



## **LEARNING NOTES**

### **BRITS CBD REGENERATION PLAN**

### **RESOURCE MOBILISATION WORKSHOP FOR THE IMPLEMENTATION OF THE BRITS CBD REGENERATION PLAN**

**“A green prosperous town with equal economic and business opportunities”**

19 – 20 March 2018

Out of Africa Lodge, Brits, South Africa

## LIST OF ACRONYMS & ABBREVIATIONS

BBSDP	Black Business Supply Development Programme
BNG	Breaking New Ground
CBD	Central Business District
CLGF	Common Wealth Local Government Forum
DCoG	Department of Cooperative Governance
CSI	Corporate Social Investment
DM	District Municipality
DMR	Department of Mineral Resources
DSBD	Department of Small Business Development
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
LED	Local Economic Development
LM	Local Municipality
NDT	National Department of Tourism
NGO	Non-Governmental Organisation
NIBUS	National Informal Business Upliftment Strategy
NWDC	North-West Development Corporation
MILE	Municipal Institute of Learning
MISA	Municipal Infrastructure Support Agent
MoU	Memorandum of Understanding
SALGA	South African Local Government Association
SLA	Service Level Agreement
SLP	Social Labour Plan
STR	Small Town Regeneration

## **CONTENTS**

### **1. INTRODUCTION AND SCENE-SETTING**

Background and Purpose of Workshop

Objectives

Structure of the document

Anticipated Outcomes

### **2. PROGRESS TO DATE**

Brits CBD Regeneration Plan

CBD Implementation Plan

Stakeholder Facilitated Discussions

### **3. OPPORTUNITIES FOR COLLABORATION IN IMPLEMENTATION**

World Cafe

### **4. SUMMARY OF THEMES**

Provision of Basic Services

Local Sector Support (Tourism, Mining, Agriculture)

SMME and Informal Economic Development and Support

Creating an Enabling Environment for Business Development and Support

Business Retention and Expansion

Monitoring and Evaluation

Funding and Financing Mechanism

### **5. COMMITMENTS & PLEDGES**

### **6. WAY FORWARD**

### **7. ANNEXES**

## **1. INTRODUCTION AND SCENE-SETTING**

### **Background and Purpose of Workshop**

Over the past years, Brits has experienced a decline in its economic activities as important industries have moved away from the core towards the periphery and other neighbouring municipalities such as the City of Tshwane. Service delivery is also perceived to be relatively poor in terms of unreliable electricity supply and poor quality water which is essential for industrial activities. In this light, SALGA has partnered with CLGF and DCoG in coaching, mentoring and supporting municipalities to develop town regeneration strategies. Madibeng Local Municipality is one of the three identified pilot municipalities in the North West Province including Matlosana and Moretele local municipalities whereby the programme is implemented through the LED maturity assessment.

In this spirit, relevant sector departments and the private sector converged to participate in a stakeholder resource mobilisation workshop for the implementation of the Brits CBD Regeneration Plan. The engagement took place at Brits, North-West Province from the 19<sup>th</sup> to the 20<sup>th</sup> of March 2018.

### **Objectives**

The overall objective of the engagement was to bring all the relevant stakeholders on board and to solicit support for the implementation of the CBD Regeneration Plan. The specific objectives are as follows:

- Raise awareness on the Madibeng STR Strategy, deliberate and agree on the role of various stakeholders in assisting the Municipality to efficiently implement the STR Programme;
- Highlight areas of intervention for the Brits CBD Regeneration Plan;
- Explore opportunities for partnerships in the implementation of the CBD Regeneration Plan, particularly with the development partners such as sector departments, communities, civil society and the private sector; and
- Explore opportunities for ongoing support and knowledge sharing with relevant partners.

### **Structure of the document**

This document reflects key outcomes that were deliberated during the workshop, and serves as an internal resource to guide further work in positively contributing to the implementation of the CBD Regeneration Plan. It does not provide a verbatim of proceedings but however emphasises central themes that emerged from discussions.

## **Anticipated Outcomes**

The workshop should develop recommendations based on the following:

- Areas of collaboration for the implementation of the STR work;
- The role of stakeholder should be playing in assisting the local municipality to carry out its developmental mandate;
- Realistic and practical plans of action to implement agreed initiatives as well as clear commitment for scaling up initiatives for the generation of the Brits CBD;
- Future priorities of inter-municipal and sectoral cooperation and integration in order to support the implementation of the STR programme.

## **Determination of expectations**

Participants were presented with the opportunity to express their various expectations from the workshop. These were written on key cards and arranged thematically.

They were categorically ranked as follows:

- Alignment of package of Plans;
- Knowledge on Strategic Projects;
- Job creation;
- Commitment and pledges from all relevant stakeholders
- Engagement between Municipality and stakeholders; and
- Technology to enhance Implementation Plan.

This exercise was used as a tool to assist in determining if the workshop had met expectations of participants towards the conclusion.

## **2. PROGRESS TO DATE**

### **Brits CBD Regeneration Plan**

In alignment to its Economic Development and planning strategic approach, SALGA embarked on a process to develop a CBD Regeneration Plan for Brits. From initiation, the Small Town Regeneration Programme was envisaged to alleviate burdens emanating from poverty, economic marginalization, and imbalances, while aspiring to build a more inclusive society and economy. The Plan highlights the study area-locality plan, SWOT Analysis, key issues and challenges, vision and key interventions, alternative scenarios, preferred scenarios, design strategies, institutional matters and the implementation plan as developmental areas. It is also characterised by various approaches towards greening and beautification, in the quest to create a vibrant and engaging atmosphere, whilst promoting accessibility and integration, improving security design and the promotion of mixed use activity.

To date, the CBD Regeneration Plan has gained traction and successfully achieved notable milestones. In this context, it has secured Council endorsement, and was presented at the Municipal IDP Representative Forum. Moreover, significant progress has been made on the funding model of the STR. Mines operating in Brits were also identified as key stakeholders in the STR, as they are presented with an opportunity to play a significant role in the regeneration process of the Brits CBD. In order to make this a reality, they were mobilised to incorporate this Plan into their SLPs.

### **CBD Implementation Plan**

“A green prosperous town with equal economic and business opportunities,” is the multi-stakeholder vision that was adopted by Council. This vision reaffirms the position of Madibeng Local Municipality to adopt an all-encompassing approach towards transforming Brits into a sustainable world class city. Hence, the STR is considered as a vehicle that will lead to the realization of the vision. In attaining this, Madibeng Local Municipality aims to create an enabling business environment to transform the town into a centre of investment attraction and promote local business empowerment while ensuring safety in the CBD.

As a point of departure, Hendrik Verwoerd Avenue, Tom Street, and Spoorweg Street have been identified as key areas of improvement. Accordingly, the Implementation Plan is crafted along three pillars;

- Greening and Beautification,
- Vibrant and engaging public realm;
- Accessibility, transport and Integration.

The first pillar of the implementation plan speaks to making certain adjustments to the CBD in order to make it attractive in many aspects. In this regard, action plans towards greening, landscaping and welcome signages have been put in place. After this initial step has been taken, a vibrant and engaging public realm will be created through a number of activities such as upgrading infrastructure networks. In addition, the improvement and upgrading of road networks will also lead to increased accessibility, transport and integration. Other areas of emphasis in the plan are regarding town densification, whereby BNG typologies will be utilised to achieve this after the review of town planning schemes. Moreover, approaches to overhaul entertainment in the CBD will be adopted, as there is currently high levels of inactivity in this regard.



### ***Street Renaming***

The presence of roads named after people who represent oppression such as Hendrik Verwoerd in the Brits CBD requires urgent attention. The existence of names that are synonymous with crime against humanity in the current dispensation of South Africa has been an oversight. Therefore, moving forward, a Street Name Committee will be established to review names representing oppression.

### ***Nature of the Implementation Plan***

It is worth noting that the plan was not only crafted with an LED-focus however, it addresses cross-cutting issues such as infrastructural and social development issues.

### ***Increased stakeholder engagement and buy in***

As the plan is cross-cutting in nature and inclusive of a number of stakeholders, it is crucial to always have them on board in all deliberations of this kind. Moving forward, there is an opportunity for more inclusive engagements in the future. Buy-in from all stakeholders is a crucial aspect of the STR Implementation Plan. Campaigns to sensitise the broader public of the plan would serve as a means to obtaining increased buy-in and support, as these proposed changes will affect the ordinary people.

### ***Investment Attraction***

One of the challenges confronting Madibeng Local Municipality is the dwindling rates of investments due to the unsatisfactory level of existing infrastructure. In this light, there are concerns of the Plan not explicitly addressing Investment Attraction, as it has a direct bearing on unemployment. The pertinent issue for consideration is, ***how do we streamline investment attraction and policies in order to increase employment***

**opportunities?** Also, there is a need for constant bilateral engagements with potential investors regarding the improvements of infrastructure amongst other areas of discussion. Constant updates from the municipality regarding infrastructure improvement would improve chances of investment attraction. In this regard, it is through the Beautification, Road and Infrastructure Upgrade Pillars of the Brits CBD Regeneration Plan, this gap is addressed. Once the beautification phase of the plan has been effected, it would be an opportune time for the municipality to increase revenue streams such as introducing metered parking and street pole advertising. Thus, incentivising participation by for instance offering free parking for certain periods of time can be considered.

### ***Incentive Scheme***

The municipality's commitment to the process of attracting investment is in the form of Incentive Scheme. As a way forward, the municipality has the opportunity of delving into the details of the Incentive Scheme, and how they can be used to attract investment into the Brits CBD. The NWDC can play a crucial role in this regard, as one of its core mandates is to increase industrialization.

### ***Alignment of Plans***

As the Brits CBD Regeneration Plan is aligned to the IDP, the municipality needs to ensure that it is included in developmental planning in order to form part of Council expenditure. While it is acknowledged that all partners are envisioned to contribute resources, the municipality must be mindful of the Plan when undertaking budgeting processes.

### ***Longevity of the Brits CBD Regeneration Plan***

The presence of political leadership in the workshop symbolises support of the Plan, and is a step heading towards the right direction. However, during discussions and deliberations, timeframes of implementation did not come out very strongly. This is an area of concern by stakeholders that good plans are crafted but implementation and delivery collapses. Therefore, the ability of the Plan to stand the test of time and surpass political terms of office is crucial. In this regard, the municipality has taken steps in locating implementation into a particular institutional structure the proposed Madibeng Economic Development Agency. Council has adopted a resolution supporting the establishment of this Agency, which intends to be a driving force behind implementation. In order to ensure effective implementation, best practices will be integrated into the process.

### ***Prioritization Plans for the Roll-out***

Prior to embarking on implementation, there should be careful consideration of developing models and/or a matrix in order to classify high and low priority and short and long term projects.

### ***LED Summit***

Moving forward, convening a LED Summit will be very beneficial. This would be a platform to explore and dissect all issues regarding LED.

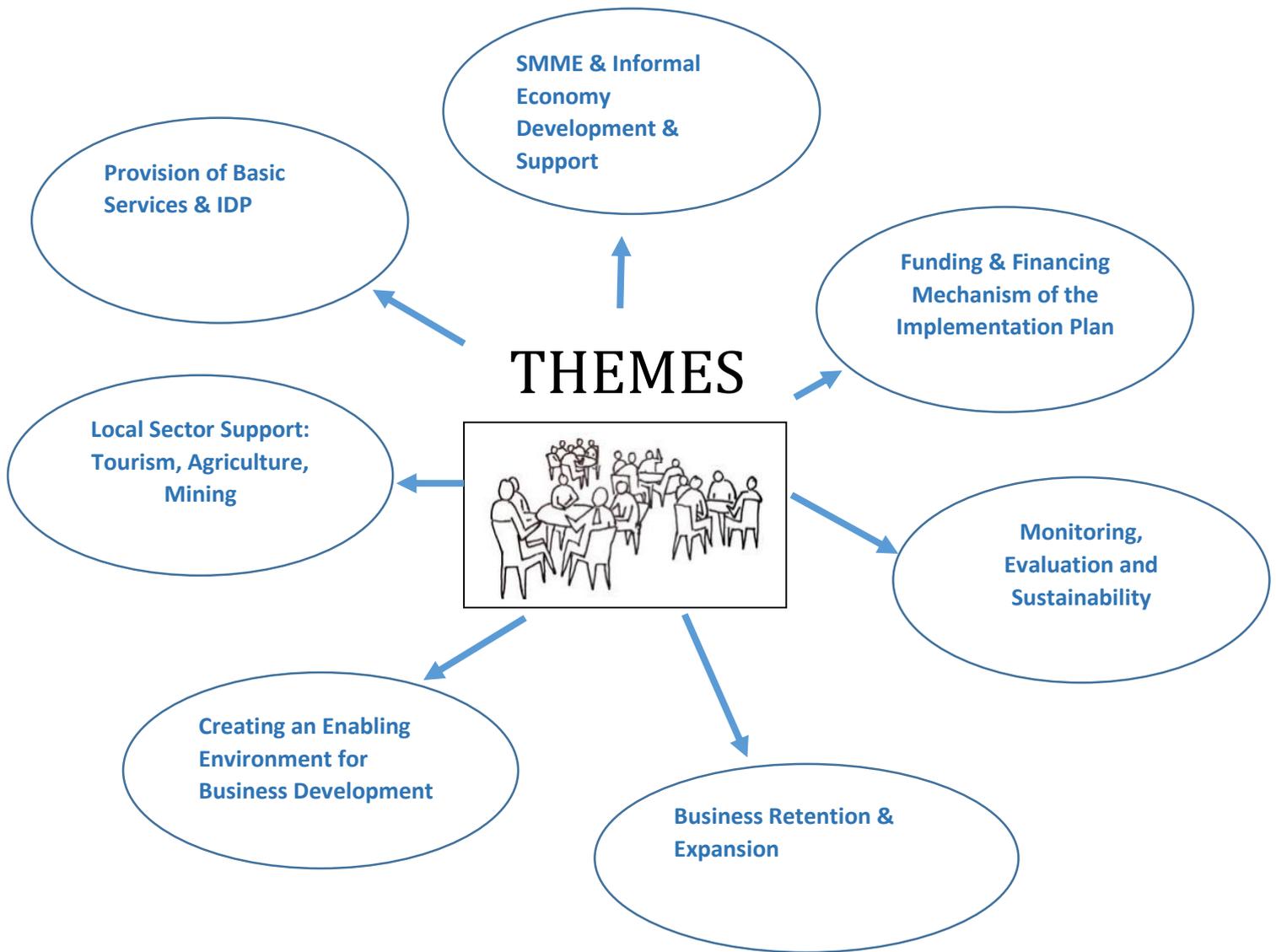
### ***Recommendations emanating from discussions***

- Change of oppressive street names.
- Convention of LED Summit.
- Development of the roll out plan for the implementation of the CBD Regeneration Plan
- Madibeng LM to engage stakeholders who have pledged

## **3. OPPORTUNITIES FOR COLLABORATION IN IMPLEMENTATION**



The World Café method of facilitation was utilised to ensure inclusiveness and maximum participation from all participants. The seven themes of the Implementation Plan were discussed at each table whereby discussions were facilitated by the table host. Consolidated outcomes were presented in plenary.



**4. SUMMARY OF THEMES**

The table below is a representation of the summarized roadmaps and implementation plans devised according to the seven themes. The extensive and detailed versions are attached as Annexes.

### Provision of Basic Services & IDP

What are the challenges that you are experiencing with the delivery of basic services?

CHALLENGES	OPPORTUNITIES	SOLUTIONS	RESPONSIBILITY	TIMEFRAMES
No accessible walkways	Upgrading(Electricity, roads, water)	Formalise Hawkers and placing within the accessible market.	LM - Econ Development	Short term
Dilapidated streets	Upgrading(Electricity, roads, water)	Upgrading of road networks (ie, tom str)	LM SANRAL	Short term, 1 <sup>st</sup> priority
Provision of clean potable water	Upgrading(Electricity, roads, water)	Cleaning of the water regularly. Proper maintenance of leaks (technology), increase personnel.	LM	Short term
Sustainable provision of electricity	Upgrading (Electricity, roads, water)	Access to pay points Technology & more centres)	LM	Short term
Waste collection	Upgrading(Electricity, roads, water)	Recycling, Re-use & Reduce implementation	LM Partners	Short term
Rail network	Upgrading(Electricity, roads, water)	Expand to passengers	Transnet	Medium term

### Local Sector Support: Tourism, Agriculture, Mining

What are the challenges that you are experiencing with the delivery of basic services

OPPORTUNITIES	CHALLENGES	SOLUTIONS	RESPONSIBILITY	TIMEFRAMES
Agriculture: Availability of land, soil quality and water	Erratic weather patterns ( storms, drought etc)	Environmentally controlled production, regular forecasting of weather patterns, Access to farming equipment,	MLM, Tribal land and DRDLR	Medium-long term
Mining: Alignment of SLP with IDPs and LED	Illegal mining	Partnerships with mining houses; collaboration with DMR	DMR-LED	Short-term

Tourism Sector: Coordination amongst establish tourism associations-transport, accommodation, B&B	Lack of synergy between NDT, NWTB, province, DM AND LM	Collaborate with NDT, Province ,NWTB, DM and LM	MLM, NDT, NWTB	Immediate-Long term
Manufacturing: develop and implement Retaining business strategy	Electricity, water and sewage infrastructure	Incentive scheme	MLM, DSBD, EDD, the dti, NWDC	Short-term to Medium

### Creating an Enabling Environment for Business Development

By-Laws, Red Tape, Safety & Security, Quality & Pricing of Services

OPPORTUNITIES	CHALLENGES	SOLUTIONS	RESPONSIBILITY	TIMEFRAMES
By Laws	Out-dated by laws	Review existing by laws	Municipality	Short to medium term
Capacity Building	Poor implementation capacity	Develop capacity to implement bylaws	Municipality	Short to medium
Safety and security	Peace officers not being recognised	Advocate for new and improved organisational culture, rebrand and reposition the organisation, introduce teambuilding programmes (leadership)	Municipality	Short to medium
Infrastructural development	Pavilion street dead-end	Open up Pavilion street	SANRAL, NHRBC, Municipality( public safety)	Short to medium
Quality and Pricing of Services	Water and electricity Billing	Migration to smart prepaid arrangements	The Municipality and partners, DWA	Short to medium

### SMME & Informal Economy Development & Support

SMME Role, Services Required, Incentives & Opportunities

OPPORTUNITIES	CHALLENGES	SOLUTIONS	RESPONSIBILITY	TIMEFRAMES
Adoption of NIBUS Strategy (DSBD)	Infrastructure maintenance	Implementation of NIBUS	DSBD	
			SANRAL, Municipality	Long term
Information and communication within the District	Silo approach to SMME and Informal Economic Development Support	Create synergy between LM, DM and other relevant development partners	LM, DM, other development partners	Short, medium, long term

SMME Development Funds	red tape processes	Red tape reduction	DSB, DCoG and Provincial departments	Short, medium and Long
Enabling environment to do business at the municipality	Resource availability	Resource mobilisation with development partners	Municipality	Short to medium term

### Business Retention & Expansion

Expansion & Sustainability of business in CBD, Investment Incentive Scheme, Employment Creation, Empowerment & Capacity

OPPORTUNITIES	CHALLENGES	SOLUTIONS	RESPONSIBILITY	TIMEFRAMES
Industrial sites and industries to let.	Poor infrastructure (Roads, Electricity, Water quality)	Utilization of railway transport to capacity, to reduce pressure on the roads.	Municipality, Brits Industrialist Association (BIA)	<b>Short to medium term</b>
Railway line – Heystekrant to Hercules, Brits to Thabazimbi; Brits to Rosslyn.	Lack of coordinated maintenance programs	Marketing of industrial sites.	Transnet	<b>Long term</b>
Strategic position- between big cities; Rustenburg, Pretoria, Mogale City and Johannesburg.	Underutilisation of rail	Update electricity supply grid that is accurate to enhance proper planning.	Transnet	<b>Medium to long term</b>
Good road network.	<ul style="list-style-type: none"> <li>• Maintenance and upgrading of road network</li> <li>• Aging Storm water drainage system</li> <li>• Dilapidated roads due to Trucks</li> </ul>	Infrastructural maintenance plan	Municipality and all relevant stakeholders	<b>Short, medium and long term</b>

### MONITORING, EVALUATION AND SUSTAINABILITY

Institutional Arrangements, Reporting & Accountability, Sustainability of the Implementation Plan

OPPORTUNITIES	CHALLENGES	SOLUTIONS	RESPONSIBILITY	TIMEFRAMES
Resource availability, human resources, funding,	Lack of funding, poor skills-capacity on M&E Lack of Buy-in and Participation in M&E Processes	Establish a forum; where all role players can engage and report progress Service Level Agreement - PPP	Municipality and other stakeholders	<b>Short to medium</b>

capacity building	Support and Training	Continuity and Skills Transfer – Long term plan City Strategy vision 2030	Municipality and other stakeholders	<b>Short to medium term</b>
<b>Funding &amp; Financing Mechanism of the Implementation Plan</b>				
Financing the Implementation Plan, Available Funding Opportunities				
<b>OPPORTUNITIES</b>	<b>CHALLENGES</b>	<b>SOLUTIONS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAMES</b>
Municipal budget for 2018/19	Limited budget	Seek Funding from other sources; tap in to available grants	Municipality	<b>Short term</b>
Mining houses	Lack of Collaboration and financial commitment	Negotiate agreements with business sectors	Mines and Municipality	<b>Short term</b>
IDC	Implementation of projects	Create a Development Agency	Municipality, DCoG & IDC	<b>Short to medium</b>

## 5. COMMITMENTS & PLEDGES

### PRIVATE SECTOR

#### BLACFOX

- Recently established company specialising in technology solutions.
- They work with government and communities in devising home-grown solutions to reduce government backlogs. They also advise businesses.
- ***Pledge:*** Establish an Incubation Facility.
- High quality materials will be sourced locally and abroad.
- Partner with municipality to arrange funding support.

#### AQUARRY

- Operating from the Sonop area.
- Recently completed a project in Sonop community to arrange safe drinking water, and fixed the local cemetery.
- ***Pledge:*** Partner with BlacFox on education and other endeavours.

#### IDC

- Strategic focus areas of 2018/19 are Tourism, Agriculture and Manufacturing.
- IDC is adopting a proactive approach.
- ***Pledge:*** Open invitation for projects is extended.
- Businesses that fall within the IDC mandate can approach the IDC through an application, and they can receive customised support.
- Invitation extended to Madibeng LM for next provincial DFI Forum.
- Commit to being a funding partner provided that criteria are met.

#### NWDC

- ***Pledge:*** Partner with Madibeng LM develop a comprehensive Investment Policy.
- Identify specific pockets of land within municipality for investment.
- Thereafter, develop expressions of interest to identify potential investors.
- Anticipate close working relations in developing and implementing a Development Agency.

## **MISA**

- ***Pledge:*** Re-commit to support Madibeng LM on sanitation infrastructure.

## **TRADERS OF BRITS**

- ***Pledge:*** Support Madibeng LM in every way possible.

## **1AM LEISURE**

- Specialists in signature and tourism, entertainment and sports events.
- ***Pledge:*** Drafting of a proposal in an effort to secure two or three events for Madibeng LM to host.
- Attempts to secure sponsors will be made.

## **TRANSNET FREIGHT RAIL**

- ***Pledge:*** Open to bilateral conversations with the municipality

## **LONMIN**

- Challenge with solid commitment, as this is a process.
- There are close relations that exist between Lonmin and Madibeng Department of Infrastructure Development.
- Lonmin is at the final year of SLP and anticipating a meeting with the LED office for new opportunities.
- ***Pledge:*** Provide support to informal traders.
- Re-commit support to development of the Water Master Plan
- Already fully involved on In Infrastructure Programme which includes Roads, High Mass lights and Water Reticulation.

## **PUBLIC SECTOR**

### **DMR**

- Mandated with regulating mines and ensure they contribute to the socio-economic development of their areas where they operate.
- ***Pledge:*** Ensure mine projects will suit the needs of the municipality.

## **NATIONAL DEPARTMENT OF ECONOMIC DEVELOPMENT**

- Mandated with coordinating economic initiatives to achieve economic growth, investments and job creation.
- ***Pledge:*** Partner with Madibeng LM in the development of the LED Plan.
- Will partner with the IDC in carrying out its commitment.
- Commit to coordinating specific projects that are LED related and those that that require business investments.
- Hosting a business forum.

## **DSBD**

- ***Pledge:*** Upon invitation, attend LED forums to engage and share expertise.
- BBSDP is extended to all emerging and existing entrepreneurs to make applications for the grant.

## **NATIONAL DEPARTMENT OF TOURISM**

- ***Pledge:*** Support municipal projects.
- Open to partner with BlacFox in the incubation programme to benchmark the Johannesburg Madikwe Incubation Programme.

## **DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS**

- ***Pledge:*** Re-commit to supporting programmes.

## **DEPARTMENT OF FINANCE AND ECONOMIC ENTERPRISE DEVELOPMENT**

- ***Pledge:*** Re-commit to supporting programmes.

## **SALGA NORTH WEST**

- ***Pledge:*** Re-commit to supporting programmes.

## **COGTA (NATIONAL)**

- ***Pledge:*** Coordination and bringing other national departments on board.

## **BOIANALA PLATINUM DISTRICT MUNICIPALITY**

- ***Pledge:*** Take advantage of the low-hanging fruit ie signage of the CBD.
- There will be a rural contribution that will ensure that not only people around the town are beneficiaries of the programme, but also rural villages.

## **MADIBENG LED AGRICULTURE AND TOURISM**

- ***Pledge:*** The establishment of a brick company to support internal construction into the CBD. This decision was taken at the level of the Strategic Lekgotla.
- Embrace all advice on how to move forward with STR implementation.

## **6. WAY FORWARD**

- DMR support in the process will be highly valued.
- Madibeng LM will always ensure that communication channels are open to stakeholders.
- Integration will be ensured so that planning does not compromise STR programme.
- The LED Summit will be convened in six months' time.
- SALGA will be utilised for co-ordinating national and provincial department mobilisation.
- Other funding models will be investigated and the Steering Committee consisting of SALGA, COGTA, CLGF, and Madibeng LM will convene to clarify roles.
- The learning note will be used to craft a final report which will be forwarded to the Portfolio Committee and Council. Thereafter, it will be implemented.

## **7. ANNEXES**