



CITY PLANNING COMMISSION

Charting Sustainable Growth for Durban

OVERVIEW



"Fine-tuning our Long Term Development Framework"

Mayor's Foreword

The establishment of the City Planning Commission is a major milestone in eThekweni's developmental agenda. After months of careful selection, consultation and negotiation we are happy that these men and women who are experts and professionals in their different fields have agreed to serve on the Commission. Our developmental agenda is driven by the country's development blue print, the National Development Plan and the Provincial Growth and Development Strategy. In order to ensure that the City's plans are aligned to these guiding documents Council decided to appoint our own Planning Commission to guide our planning processes and to ensure their alignment to national goals.

We believe that the establishment of this Commission has come at the right time as our City is on the verge of implementing some of major projects, among them the Dig out Port expansion and other SIP 2 projects, the Integrated Rapid Public Transport Network (IRPTN), Dube Trade Port Industrial Development Zone (IDZ), Cornubia Mixed Use Project and various Town Centre Regeneration projects. We are confident that we will benefit from the expertise, knowledge and experience of our commissioners in ensuring that the City derives maximum benefits from these projects and to ensure that their implementation leaves a lasting legacy for residents of the City. The Commission will also assist in fine-tuning our long term development framework and put eThekweni on a sound footing to become a smart city for the future.

On behalf Council I wish to thank all the commissioners for accepting this calling and we look forward to working closely with them to achieve our vision of creating the most caring and liveable City in Africa by 2030.



**CLLR JAMES NXUMALO
MAYOR**



**"Proactive
in addressing
challenges"**

City Manager's Message

The City Planning Commission is a significant step forward for the eThekweni Municipality. Its establishment will help guide the long term growth and development of our region in a strategic direction that will ensure that eThekweni becomes a world class city that competes globally. A city as big as ours faces numerous challenges, many of which are global challenges. Rapid urbanisation, poverty, unemployment, the provision of basic services are serious challenges facing all developing economies. However, in eThekweni we would like to think that as a City we are being proactive in addressing these issues and in time to come, our City will be Africa's most caring and liveable City. Our engagement with other cities, through the United Cities and Local Government forum, our sister city programme, and other involvement in global forums, enables us to learn best practise from other cities and craft it to suit our needs locally. The expertise and professionalism of the commissioners selected, speaks for itself. Each commissioner was selected purposefully, to ensure that their expertise and knowledge will benefit the City in multiple ways. I am certainly excited by the establishment of this forum, and look forward to their collaboration and guidance that will take the City forward in achieving our vision.



**SIBUSISO SITHOLE
CITY MANAGER**

CHARTING SUSTAINABLE GROWTH FOR DURBAN

**Chairperson of the
Commission:
Professor Ivan Turok**

I am delighted and indeed honoured to be involved in this exciting new initiative – the first City Planning Commission to be established in the country. I welcome the bold decision by eThekweni Municipality to reach out to stakeholders throughout the city-region and engage them in helping to set priorities for the development of greater Durban and its citizens. The creation of the City Planning Commission coincides with growing recognition by national government of the importance of cities to the country's future - we are increasingly an urban society. What happens in our cities is fundamental to attaining the vision outlined in the Constitution of a productive, democratic, egalitarian and non-racial society. Cities tend to focus on the problems of poverty, inequality and environmental degradation, but they also offer the potential to deliver lasting solutions to these and other challenges. It is crucial, therefore, that we work hard to identify, advocate and strive to implement sound policies for the future of the City and its people. Given current economic and other uncertainties, this is a particularly opportune time to lift our sights beyond the immediate horizon and think hard about the desired long-term trajectory of the City.

**DEVELOPING
A LEGACY
FOR
DURBAN**



Durban is Africa's third largest Port City and has a flourishing Maritime industry that drives the economy of the region. At the same time our warm climate is conducive to a fun leisure activities attracting tourism

Rationale for the Commission

The eThekweni Municipality adopted vision 2030, which says the Municipality will enjoy the reputation of being Africa's most liveable and caring City, where all citizens live in harmony. In order to translate this vision into reality, the eThekweni Municipality leadership has decided to set up the City Planning Commission which will develop the City's Long Term Growth and Development Strategy. This is considered in line with what was established by President Jacob Zuma, as leader of the national government in 2009, when he appointed the National Planning Commission which developed the 2030 National Development Plan.

The objective of crafting the City's Long Term Development Plan, which will be beyond the 2030 vision, is to identify the key stakeholders who make up the citizenry, consult with them on their aspirations, identify constraints to growth and development and chart a path that has to be followed by the City leadership and administration in order to deliver a better equitable development programme.

Despite enormous transformation programmes, social and economic intervention programmes that have been implemented from 1994 to 2014, the City is still grappling with poverty, income inequality, high unemployment rate and uneven development, which contribute to some sectors of society being left out of development opportunities. The City's Long Term Development Plan is expected to come up with intervention programmes that will reduce poverty, improve the rate of employment opportunities and leave a development legacy of inclusive integrated development solutions.

Provision of basic services has improved from that of a City catering for a minority of the population to that of a City catering for all its peoples. However, this creates a new set of challenges such as service delivery backlogs, limited funding for capital infrastructure programmes, influx of people from areas that are underdeveloped within eThekweni and areas from outside our boundaries seeking a better life.

In 1999, the eThekweni Municipality undertook a process of evaluating how investments should be carried out and what models should be put in place in order to unlock development constraints. Through the City Planning Commission, the City hopes to review the work that was done by the Best Practice City Commission of 1999 and recommend areas of improvement or new ways of doing things with an objective of improving the rate of investment in the eThekweni region.



The Dube Trade Port has been a catalyst for growth and development in the northern part of our City. Together with the King Shaka airport it is seen as a gateway to trade and tourism in the province. The City Planning Commission will forge a better future for the Province.

CREATING JOBS AND REDUCING POVERTY

Founding Terms of Reference

The overarching strategic objective of the City Planning Commission is therefore to act as an advisory think-tank to the leadership and administration of eThekweni Municipality aimed at propelling long-term, holistic and catalytic socio-economic development of Durban and its people. Long-term planning must ensure that high economic growth rates are achieved, linked with the creation of decent and sustainable jobs and economic prosperity. It should also be linked with an absolute reduction of poverty and inequities based on spatial, gender, income and racial differentiations. In particular, the City Planning Commission shall be responsible to carry out the following responsibilities, amongst others:

1. Advise Executive Committee, Council and the administration of eThekweni Municipality on the process and content of developing the City's Long-Term Growth and Development Strategy (CLTGDS) which shall be aligned with the strategic objectives and targets of the National Development Plan and the Provincial Growth and Development Strategy. In this regard, more emphasis will be placed on the conceptualisation of specific, integrated action plans that need to be developed, co-ordinated and budgeted for at City level to ensure the realisation of national and provincial development objectives.
2. Guide the Executive Committee, Council and administration on strategies to address infrastructure backlogs in relation to human settlements,

water, sanitation, electricity, roads and storm water, information communication and technology, public transport and social services. In particular, emphasis will be placed on the need for densification of human settlements along public transport and economic hubs.

3. Advise and guide the Executive Committee, Council and administration on how to push forward strategic and radical economic transformation agenda and to organize the formulation of comprehensive industrial policies, coordinate key issues in the development of major economic sectors such as maritime, modern logistics, petro-chemical, automotive, tourism, hotels and leisure, manufacturing, agriculture, bio-technology, renewable energy, financial services and the development of high-tech industries.
4. Guide the Executive Committee, Council and administration on the effective mechanisms that must be put in place to mobilise broader stakeholders' participation in the process of developing the CLTGDS and influencing its content and spelling out the actions that each stakeholder needs to take to implement the strategy. In particular, focused and deliberate attention shall be paid to ensure that the views of the youth, women, people living with disabilities and other vulnerable groups are at the centre stage of the development process.
5. Guide the undertaking of research or studies to ensure that the formulation and updating of the CLTGDS is da-



The City has delivered 170 000 homes to impoverished communities over the last 20 years. Part of the work of the City Planning Commission is to guide the Municipality in addressing the back-log of providing 400 000 homes and other infrastructure delivery challenges.

ta-led. To achieve this, the City Planning Commission will collaborate with major universities, research institutions and other think-tanks within South Africa and across the globe to enrich its processes.

6. Monitor macroeconomic and social development trends and provide forecast warning and information guidance in terms of socio-economic and infrastructural performance, global and macro-economic factors which are likely to impact on City's planning processes.

7. Assist the Executive Committee, Council administration on the formulation of urban development policies and practices to guide the reconfiguration of the City's spatial landscape and the implementation of urban renewal strategies and other place-based development interventions. In this regard, priority will be given to the development of frameworks to respond to the high velocity of urbanisation and migration and over-dependence of the populace on the state which is not only dangerous but also unsustainable.

8. Guide the Executive Committee, Council and administration on matters related to investment in rural areas, food security and sustainable livelihoods.

9. Guide the Executive Committee, Council and administration to organize the formulation of key strategies, plans and policies to address climate change and ensuring that the City undertakes relevant work in regard to the fulfilment of the United Nations Framework Convention on Climate Change at the City level.

10. Advise and guide the Executive Committee, Council and administration on the formulation of human and social capital development policies aligned with national economic development policies and to organize the formulation of strategies, overall plans and annual plans of social development and to participate in the formulation of development policies with regard to population and family planning, science and technology, education, culture, health and civil administration and promotion of social cohesion and reconstruction. The broad objective is to ensure that there a big push towards making Durban people productive, innovative and to think out of the box

to take advantage of all available opportunities.

11. Advise the Executive Committee, Council and the administration on proper branding, city competitiveness, cost of doing business and speedy processing of development applications and the removal of constraints on the way of development.

12. Develop resilient and sustainable implementation and monitoring and evaluation frameworks to meet the objectives of the National Development Plan and guide Council with regards to building a capable and people-centred developmental local government founded on the values of the Constitution, a caring society and anti-corruption.

13. To conduct an assessment of the recommendations in the Best Practice City Commission (BPCC 1999) report to determine the results and review investment performance in eThekweni since the adoption of the 1999 recommendations. Review the validity of the BPCC 1999 findings and recommendations that were made regarding the promotion and marketing of Durban to investors.

14. Based on the need for the City to look at itself through the eyes of investors,

- Examine the internal environment and culture towards investors
- Examine core capacities in Units involved with investors and determine areas needing improvement
- Manage processes more effectively and efficiently
- Examine the tools that the City has for investors and improve them

15. Benchmark eThekweni's current investment practices against those found in other Cities in South Africa and abroad.

16. Revisit the 'one stop shop' services for investors and ensure that it has decision making abilities, treat large investments differently and better.

17. Investigate a form of institutional mechanism or special purpose vehicle as a resource and incentive and find other alternative bulk financing solutions.



COMMISSIONERS

Commission Chairperson Prof Ivan Turok

Professor Turok is a qualified planner with a Masters in Town Planning from the top planning school in the United Kingdom – the University of Wales, Cardiff. He also has a PhD in Economics from the University of Reading, UK. He has conducted international research on the development of Cities, urban planning, urban regeneration and economic development for over 30 years. He has acted as an advisor to the United Nations, OECD, European Commission, UK government, African Development Bank and South African government. He was a lead author and researcher on the 2011 state of South African Cities Report. He is the Deputy Executive Director at the Human Science Research Council. He is also the Honorary Professor at the University of Cape Town and the Honorary Professor at the University of Glasgow.

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Commissioner Ms Viv McMenemy

Ms McMenemy holds an Honours Degree in Social Science majoring in Economics from the University of Cape Town, Banking and Finance Diploma and a Masters in Economic Science from the University of London. She is a well-known figure in Durban, having been involved in a number of mega projects, including the Point Development, the casinos and used to head the Mayor's Office. She has made a significant contribution towards the objectives of the KZN Growth Coalition. She is currently the Director of the Land & Forestry Division of Mondi, having joined the company in 2003. She became a Sustainable Development Director and a member of the Mondi South Africa Board in 2004. She has held her current portfolio as Managing Director Forestry for Mondi South Africa Division since the beginning of 2006.

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The City Planning Commission will work closely with the Executive Committee and the City's leadership to bring about change in the way the Municipality does business.

Commissioner Mr Akash Singh

Mr Akash Singh is a registered Chartered Accountant and has completed his MBA degree.

He is the Chief Executive Officer at Sigma International, which is a global consulting business with offices in South Africa and the USA. He is a member of the Board of the Durban Chamber of Commerce and Industry for the last 8 years and a past president of the Chamber. Prior to joining Sigma International, he was a General Manager: Product at Nedcor as well as General Manager- Finance at BOE Bank. Prior to banking, he was a Dispute Analysis and Investigations Manager at Price Waterhouse Coopers (Durban) where he had undertaken a series of investigations both in the private and public sector. He completed his articles at the Price Waterhouse Coopers.

He has been selected as a representative to PUM, a Netherlands government programme that provides global mentorship and he is a member of the Council and Board of the South African Chamber of Commerce and Industry (SACCI).

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Commissioner Ms Thato Tsautse

Ms Tsautse holds a B Proc, LLB and LLM (Maritime Studies), and has also completed an Executive Development Programme from the Gordon Institute of Business Science (GIBS).

She completed her articles at Bheka Shezi & Partners, working independently and with Counsel from an early stage. This shaped her legal acumen, professionalism and personal motivation.

When she had completed her articles, she was appointed as a Legal Assistant in the Durban Municipality, where she was responsible for prosecuting contraventions of City by-laws and overseeing insurance litigation. After the 1994 elections, she was tasked with merging numerous municipalities into one. In 2010, she was the first female in the history of the Durban Chamber to be elected as Deputy President. She was elected as President in 2011.

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FLOURISH

Roads form the cornerstone of economic development, enable accessibility and ease of transport. The Municipality has built and upgraded thousands of kilometers of road network and will continue to provide the invaluable service linking communities to places of employment and entertainment. The City Planning Commission will advise on future plans of the Integrated Rapid Public Transport Network (IRPTN).

COMMISSIONERS

Commissioner Dr Sipiwe Mkhize

Dr Sipiwe Mkhize holds a Diploma in Irrigation Sciences from Bari Institute in Italy and a Bachelor of Science Degree in Agronomy from Iowa State University, USA. He also holds a Master of Science degree in Soil Chemistry and Fertility from University of Reading in England, a Master's degree in Philosophy (Applied Ethics) in Environment from the University of Stellenbosch and a PhD in Sustainable Ecological Management from the University of Pretoria.

Dr Mkhize is currently the Head of Provincial and State Owned Entities Performance Monitoring at the Department of Agriculture, Fisheries and Forestry (DAFF). He was the Minister of Agriculture at the South African Embassy in the United States of America. He represented the South African Agricultural interest in Mexico from September 2001 to July 2010. Prior to this he was the Director of International Relations at the National Department of Agriculture.

He has represented the South African Agricultural sector on various forums abroad and locally. He has written a number of papers in the field of Agriculture, Development, Ethics and Agricultural Biotechnology, and he is the author of a book titled: Towards Hope and Challenge Agricultural Biotechnology and the Catholic Social Teachings: A Catholic Ethic for Agriculture, Environment, Faith and Food (2004).

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Commissioner Ms Lindiwe Rakharebe

Lindiwe Rakharebe holds a B.A Degree in Management Leadership (Free State University), a Diploma in Management Development Programme (Executive Education), Work Orientation and Language Certificate from the University of Natal (UKZN), a Marketing Management Certificate from Damelin Management School, and a number of professional development programmes including a Financial Services Training programme (international Training solutions)

She has extensive experience in the financial services industry and established relationships in KZN. She is currently the Regional Executive RBB KZN for Absa bank Ltd, where she looks after a total of 87 branches within KZN. Her role entails serving in the financial industry and building lasting relationships in order to expand and intensify the ABSA/Barclays footprint in KZN.

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GROWTH

Creating a Green Economy is a strategic move by the City to create jobs and improve our environment and sustainability. The Buffelsdraai Reforestation project has been recognised by the United Nations as an example of best practice for other cities.



Commissioner Professor Urmilla Bob

Prof. Urmilla Bob holds a B.A Pedagogic in Education, English and Geography from the University of Durban- Westville, B.A Honours in Geography and a Masters in Geography from West Virginia University U.S.A.(1994) as well as a Ph.D in Geography from West Virginia University (1999). She also holds a certificate of Achievement from the University of Natal Pietermaritzburg (Currently UKZN). Professor Bob was appointed as the Research Director at UKZN (Durban Westville Campus) in 2001 where she was involved with the Ethics Committee, conference funding, interfacing with facilities as well as research management and planning. She was previously appointed as a lecturer in Advanced Rural studies, Advanced Research Methods, the land question in South Africa, Tourism and research projects from 1998 – 2000. She is currently a full professor and Chair of UKZN Research Ethics Committee (Human and Social Sciences), the Academic project leader for South Africa on the South African Netherlands Partnerships for Alternative Developments (SANPAD) Rural migration, Urban Renewal and Slum Clearance – A challenge for Mega Cities in the South: Development of a Sustainable Livelihoods Model in Durban/ eThekweni (Comparative research in South Africa, India and Brazil)

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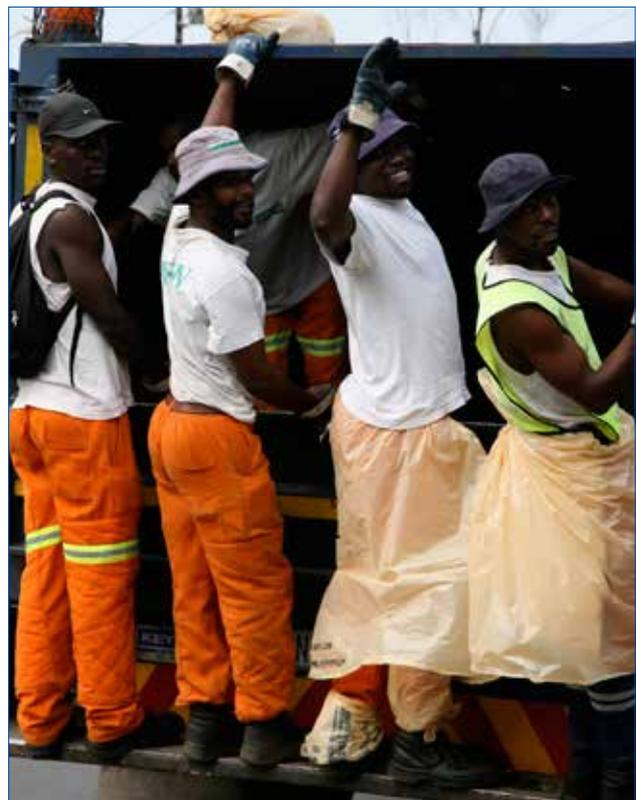
MOVING FORWARD

A clean environment breeds healthy and sustainable communities. The municipality's Solid Waste Department ensures 100% removals of waste from both domestic and industrial customers

Commissioner Mr Rory Edward Wilkinson

Mr Wilkinson holds a Bachelor's Degree in Social Science from University of Natal Pietermaritzburg (UKZN), and a Master's Degree in Town Planning from the University of Natal Durban (UKZN). He also holds a Masters of Business Administration from the Graduate School of Business. He was employed as a project manager for the South African Charcoal Company and a Town Planner for the Department of Local Government and Housing. He is currently the Planning Director for Tongaat Hulle's Developments (PTY) Limited, a member of the South African Planners Institute (SAPI) and registered as a professional planner.

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COMMISSIONERS

Commissioner Dr Malcolm Mitchell

Dr Malcolm Mitchell has 57 years engineering experience, primarily in Civil and Transportation Engineering since he graduated from Natal University in Civil Engineering in 1956. His highest qualifications are two Doctorates - in Transportation Engineering (University of Pretoria) and Transport Economics (University of Johannesburg) as well as a Master's degree in Administration (UNISA). He retired from the Department of Transport in 1998 after nine years as Deputy Director-General with the overall responsibility for all aspects of Land Transport at national level in South Africa, and prior to that he was the Head of National Roads in South Africa. He was instrumental in creating the South African National Roads Agency (SANRAL). He has provided specialist advice in transportation engineering and institutional and policy matters in the transport sector, the mediation of contractual disputes in civil engineering as well as the mentoring for professional registration of many young engineers. He is also a member of the Engineering Council's Professional Advisory Committee for Civil Engineering.

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Commissioner Mr Eric Mtshali

Eric Mtshali is a trade unionist, leader in uMkhonto weSizwe and Member of Parliament. He became active in the anti-apartheid and trade union movement, organising workers in Durban since the 1950s beginning with the Dock and Harbour Workers Union in 1951. In 1955 he assisted in established Southern African Clothing and Textile Workers' Union (SACTWU). In 1964/5 Mtshali became the first editor of Dawn magazine, a position he held until 1969. In the same year he began serving as the ANC's Chief Representative in Tanzania, a position he retained until 1976. Mtshali then went to work as the South Africa trade union representative at the World Federation of Trade Unions in Prague, Czechoslovakia. Mtshali returned to South Africa in 1991. Between 1995 and 2000 he was the Deputy-Commissioner of Criminal Intelligence in Kwa-Zulu Natal. In the 2000 elections Mtshali stood as the ANC councillor of the EThekweni Municipality. Mtshali has been a Member of Parliament for the ANC since 2004. He has sat on the parliamentary committees on Labour, on Higher Education and Training and on Human Settlements. He is also currently on the Central Committee of the SACP.

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INVEST

The City Planning Commission will play a crucial role in strategising a way to ensure long-term sustainability in our City. This will require efforts from all stakeholders and sectors of society.



Commissioner Mr Glen Robbins

Glen Robbins is a part-time Honorary Research Fellow at the School of Built Environment and Development Studies, University of KwaZulu-Natal (Durban, South Africa) and a specialist consultant focusing on regional and local economic development, infrastructure planning and financing and trade and industrial policy. He previously headed the Economic Development and City Enterprises functions in the eThekweni Metropolitan Municipality and served on board structures of a number of public and non-profit entities. He has participated in a range of projects, in South Africa and internationally, including urban and regional economic development research as well as research projects in the fields of employment, trade, labour dynamics, transport/logistics and industrial development. Glen Robbins serves as a Commissioner on the KwaZulu-Natal Provincial Planning Commission and is on the Advisory Board of the State of the African Cities Report project hosted by the African Centre for Cities (at UCT). He has a Bachelor of Social Science (Honours) from the former University of Natal, an M.Phil. in Development Studies from the Institute of Development Studies (University of Sussex) and is busy with a Phd. at the University of Amsterdam's Institute for Social Science Research.

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PROSPER

Over the last 20 years eThekweni has seen massive service delivery. The City Planning Commission will chart the way forward to ensure that the lives of our citizens are improved.

Commissioner Mr Pascal Moloi

Mr. Pascal Moloi, BA (Wits) has been Managing Director of The Resolve Group (Pty) Ltd., since May 2006. His key areas of expertise are Public Sector Management, Change Management and Organisational/Institutional Design. He served a five-year term as City Manager, during which time he oversaw the establishment of Johannesburg as a unicity. He was CEO for the Greater Johannesburg Northern Metropolitan Local Council. He was Transformation Manager of the Greater Johannesburg Metropolitan. He served as Director of Local Government Unit for Planact where he managed the Local Government Unit which included teams advising Civic Associations in Johannesburg, Pretoria, the Vaal and Benoni; and participated in the Local Government Negotiations Forums technical backup to the ANC delegation.

He served as Director of Local Economic Development for the Ministry in the Office of the President of the republic of South Africa (RDP). His consulting focus is on strategy and leadership, and he draws on his strong understanding of public sector management and experience in the design and roll out of performance management systems.



Commissioner Ms Yasmin Rajah

Ms Yasmin Rajah has obtained a BA (Social Work) Degree from the University of Durban –Westville. She worked as a social worker at The Durban Child Welfare (now known as the Durban Children's Society) for 2 years before moving on to work at St. Philomena's Children's Home for about 2 ½ years and then to Pinetown-Highway Child and Family Welfare Society for 11 years. She moved to the Mennonite Central Committee: Refugee Project in February 2003 as a social worker and became Project Coordinator in 2004 until July 2008 - when the MCC: Refugee Project evolved into an independent NGO, called Refugee Social Services. She is the founding Director of Refugee Social Services and was previously on the Boards of Children First and JOHAP (Joint HIV/AIDS Program) She is currently Director of Refugee Social Services which is the social implementing partner of the UNHCR (United Nations High Commissioner for Refugees) in KZN for more than 6 years. She also serves on the Board of CoRMSA (Consortium for Refugees and Migrants in South Africa), and also sits on the Streetnet Financial Review Committee.

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Commissioner Ms Beauty Zibula

Beauty Zibula is a Sample Machinist at Prestige Apparel and has served the South African Clothing and Textile Workers Union (SACTWU) for many years during which she took on numerous leadership roles. She was the chairperson of, SACTWU, Durban North. She also served as Durban South Treasurer, Regional Deputy Chairperson, Chairperson in the National Bargaining Council, 2nd Deputy President, 1st Deputy President and National Gender Co-ordinator for the organisation at different times. She was also the Provincial Chairperson, National Gender for COSATU. Her involvement in the Union has ensured that she remains an activist in the struggle for the rights of the workforce and the vulnerable. She maintains her position in the ANC women's league.

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**CREATING
A DEVELOPMENT
LEGACY
REDUCING
POVERTY**

Durban is a rising star in the Tourism and Eventing industry. The City Planning Commission will ensure that the Tourism Strategy will guide the City to becoming Africa's destination of choice.



Charting Sustainable Growth for Durban

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