

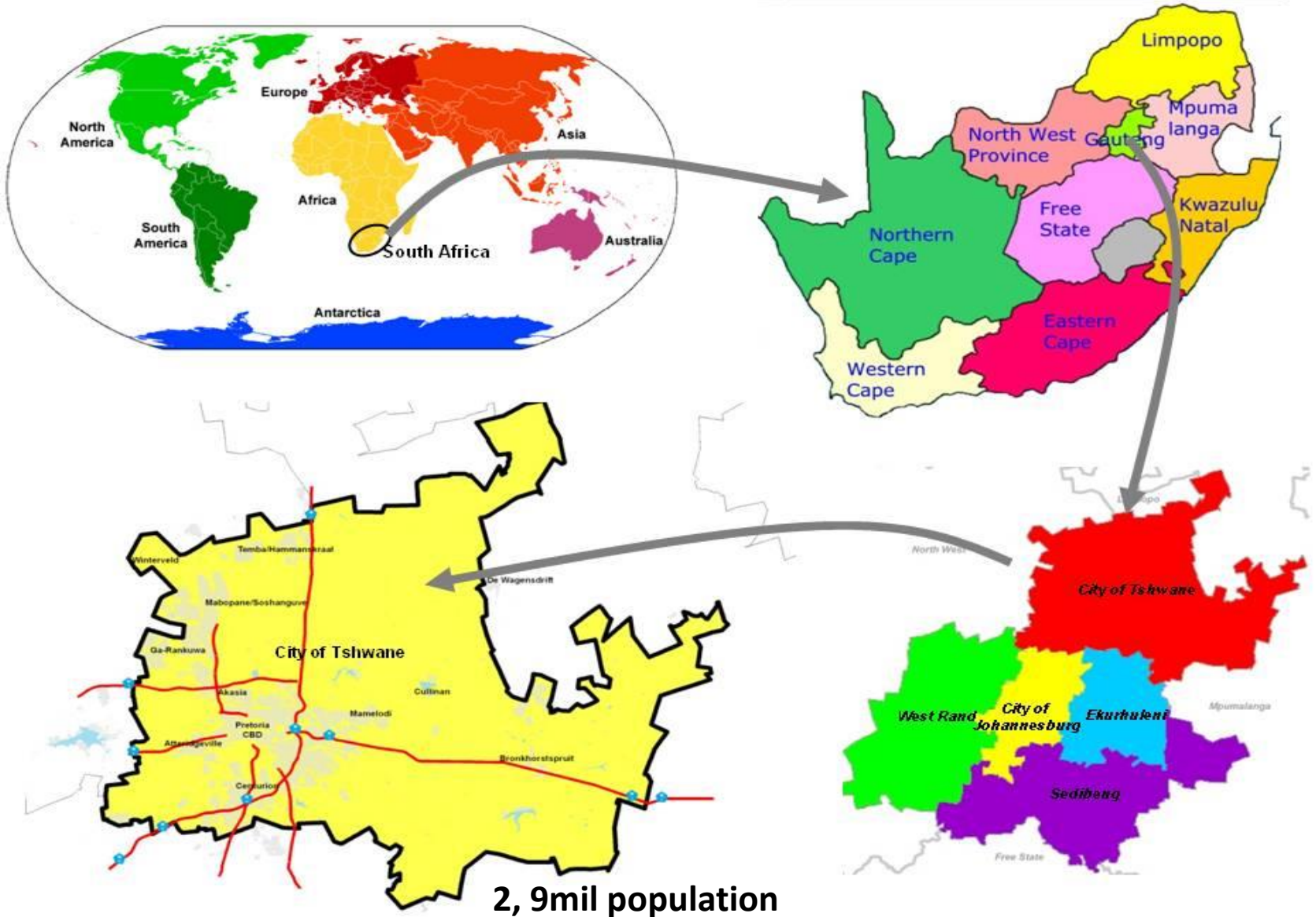
# URBAN INVESTMENT PARTNERSHIP CONFERENCE

27-28 AUGUST 2015

*African Capital City of Excellence*



# LOCALITY



- The metro is the **gateway** to most of **Southern Africa** through three **strategic and commercial corridors**, being the Maputo Corridor, Botswana & Zimbabwe/Zambia.
- The metro is the **executive capital** of South Africa and as such houses all **government ministries**; over 130 **diplomatic missions** and several multi-lateral organisation head offices.
- **90% of Research & Development** in South Africa is conducted in the Metro.
- The metro is the **pre-eminent metro** in terms of the country's **heritage** and steeped in the country's history

## Did you know?

The City of Tshwane is the **3<sup>rd</sup>** largest municipality in the world

With 134 diplomatic missions and 26 international organizations represented, the City of Tshwane has the **2<sup>nd</sup> highest concentration** of embassies **after Washington DC**

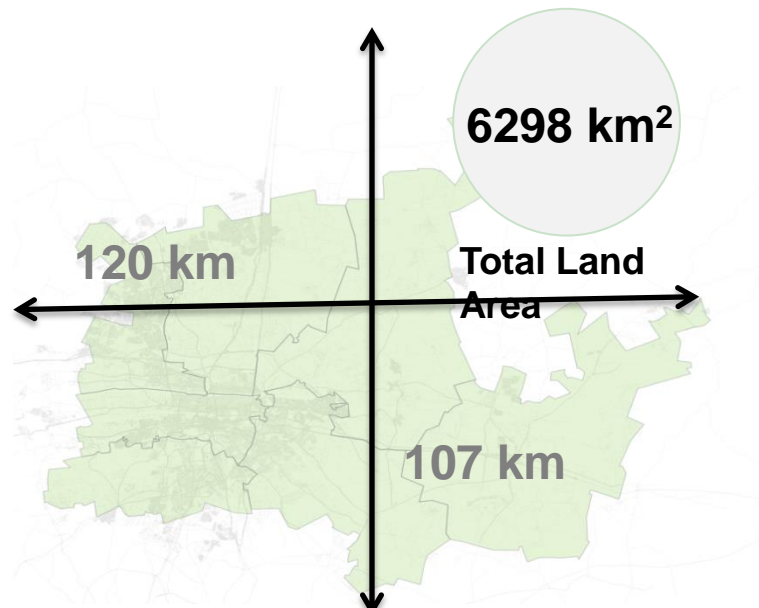


2<sup>nd</sup> largest provincial GDP contributor

Major automotive industry Rosslyn and Pretoria East areas

Strong **tertiary education** sector

The City of Tshwane is the **administrative seat** of the South African government and is the birthplace of South Africa democracy.



Number of Households

**911 536**

Average Household Size

**3.2**

Number of Employed People (Ages 15 – 64)

**1 079 273**

Unemployment Rate

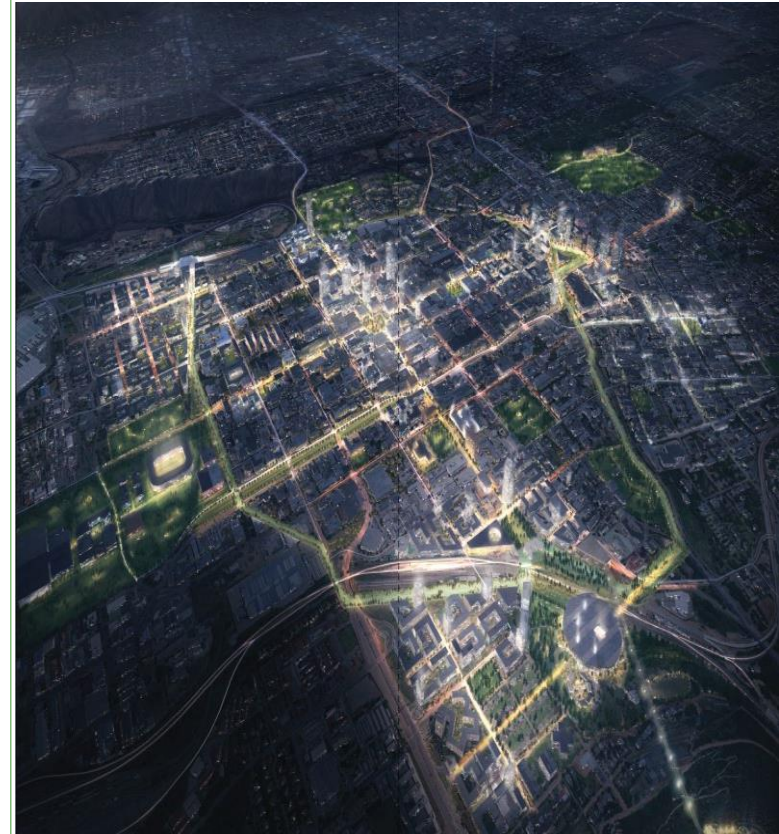
**24%**

(Below national average)

# TSHWANE'S CONTRIBUTION TO UNLOCKING THE INTEGRATED CATALYTIC INVESTMENT PROGRAMME

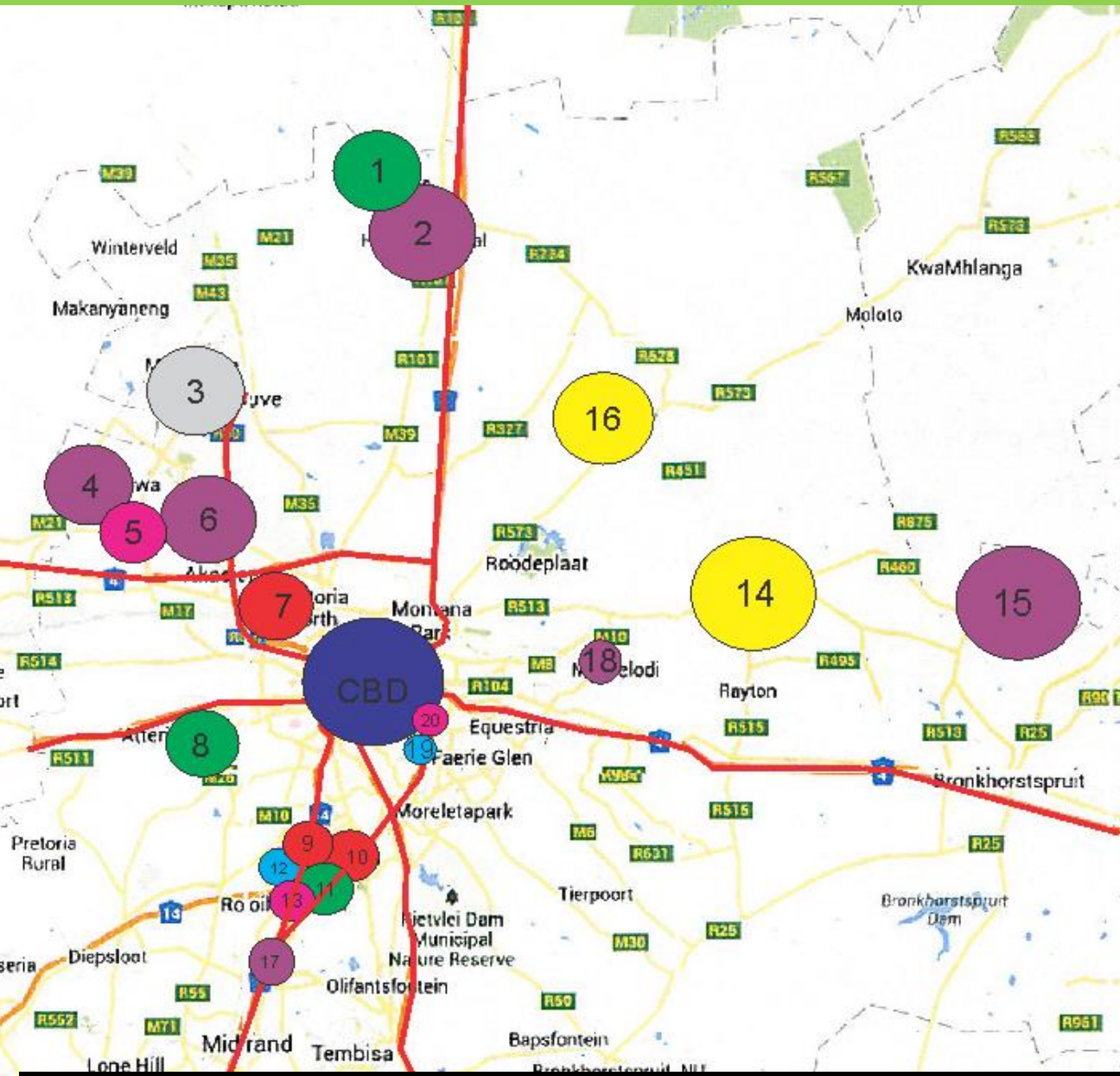
The city is faced with **rapid urbanisation**, a fragmented settlements and urban sprawl. Our strategy to address this is:


- Future development will **concentrate** on **densification & intensification** of mixed use schemes;
- Create a **predominant middle-class**;
- **Effective planning** along public transport nodes & corridors to **encourage private investment**;
- **Releasing municipal owned land** to stimulate mixed use development;
- Provide **development incentives**
- **Intention** to provide **bulk infrastructure**;
- **Consultation** with residents on planning and development policies





# WELL ESTABLISHED & DIVERSIFIED ECONOMIC CLUSTER



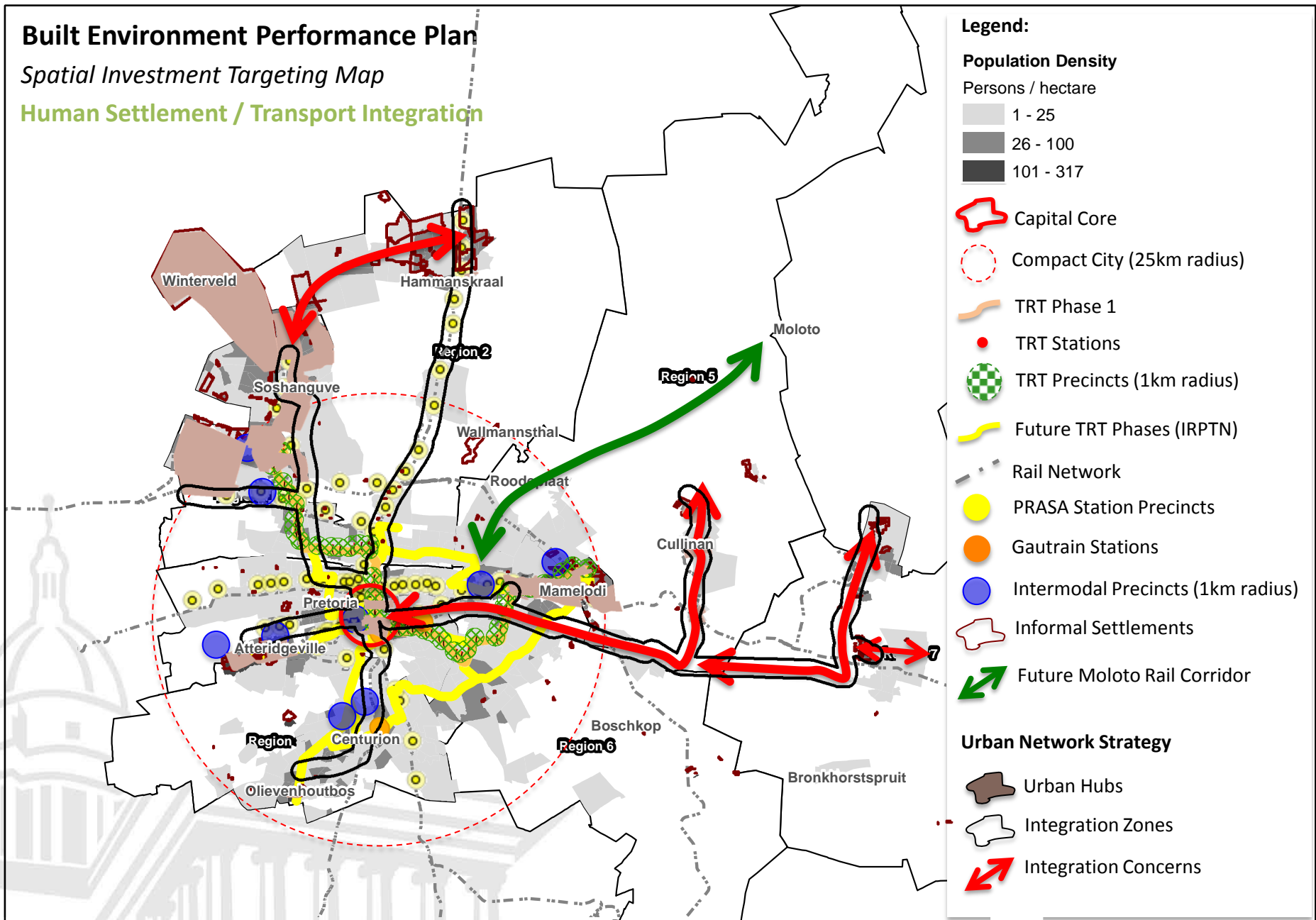
	Events & Recreation
	Industrial Cluster
	Capital Core
	Tourism
	Knowledge Hub
	Freight & Logistics Hub

**Challenge is to link underdeveloped areas with the developed areas**

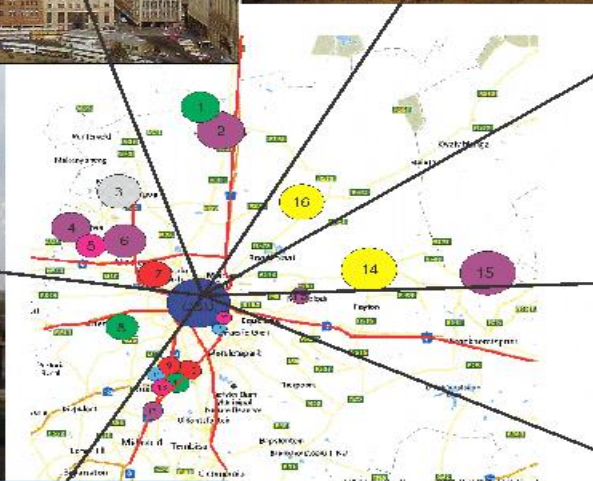
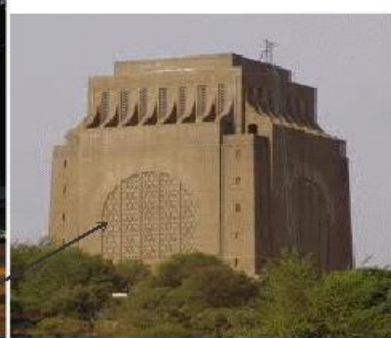
# Built Environment Performance Plan

## Spatial Investment Targeting Map

### Human Settlement / Transport Integration







The CBD as an Urban Development Zone: **Heritage, Arts & Culture, Govt. Blvd**

The strategy is to use the vibrant economic areas to further develop the Central Business District and the various historical and heritage sites within the Metro. To create further commercial cohesion between the economic areas and the very strong government and diplomatic presence in the Metro.



- **Stable top management team of 16 people led by the City Manager with over 260 years of combined experience who have been together for 4 years**
- **City Manager supported by 5 clusters led by 4 Deputy City Managers and heads of departments for governance, legislative and central services**
- **New team, yet cohesive with strong political support**



Increased emphasis on corporate governance and better fiscal control through improved operating and reporting procedures

Metro has maintained **unqualified audit opinion** consolidated financial statements for **4 consecutive years**.

Total budget for capital and operational expenditure amounts to ± R29,6 billion for 2014/15. **R18 billion** of this comes from own revenue up from **R11.5 billion in 2011**.

NT assessed the Metro as having a credible 2015/16 MTREF Budget.  
**Capital budget has grown by over 70% since 2011 increasing from R2.2 to R3.8 billion.**

Repairs and maintenance amount to **R4.6 billion over the MTREF**.

Metro investing in the renewal of its aging infrastructure to improve service delivery at a rate of 5% of total PPE.

Metro achieved a **credit rating of A3 from Moody's in March 2015** based on strong revenue growth and a large and diversified local economy.

The rating outlook is stable  
**ST – P-2(za) /LT – A3(za)**

Collection of **95.8%** of billed revenue, against a **budgeted 95%**.

94% spending of total capex budget for 2014/15.



# METRO'S DEBT POSITION

- Debt to total revenue is 40%
- There is a strategy in place to reduce the debt by the following
  - Increase collection rates from 95% - 98% which will improve revenues by circa R700million
  - A proactive approach to collecting on the debtor's book. This should realise Circa R3billion
  - All the debt has been used to fund capital expenditure and not operating expenses
  - Alternative financing and funding mechanisms e.g. PPP/Project finance

**“Its relative position reflects debts and debt service levels that are higher than the median of its national peers ... influenced by large capital programme.” Moody's March 2015**

# STRATEGY TOWARDS CATALYTIC PROJECTS

## STRATEGY TOWARDS CATALYTIC PROJECTS (examples)

### Revitalisation of the Inner City

Develop Government  
boulevard as the  
anchor of the capital  
core

Strong knowledge hub  
– Remake the a capital  
core with a student  
village support

### Create Viable commercial Nodes

Support and create  
liveable and resilient  
economic nodes

Densification and  
integration along the  
public transport system



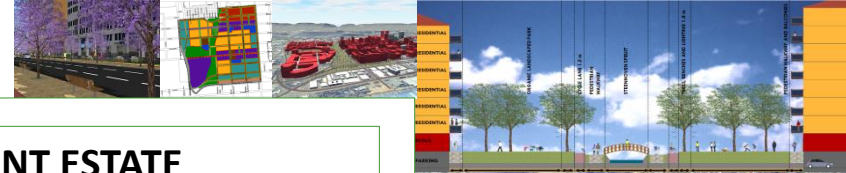
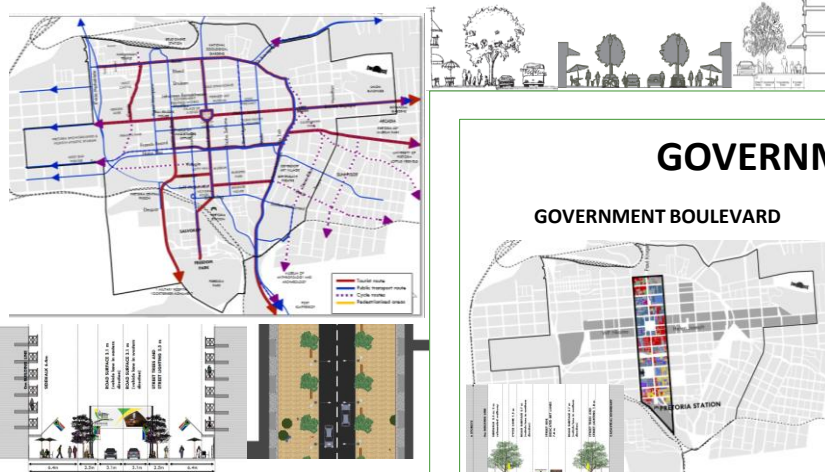


# TSHWANE INNER CITY PROJECTS



# INNER CITY REVITALISATION: ANCHORED BY GOV'T.

## PUBLIC & NON MOTORISED TRANSPORT



## WEST CAPITAL



## GOVERNMENT ESTATE

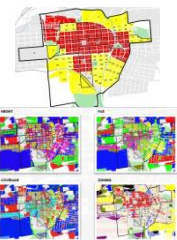
### GOVERNMENT BOULEVARD



### CEREMONIAL BOULEVARD



## INFRASTRUCTURE ASSESSMENT



## BY-LAW & CCC

Category	Item	Description
Traffic	One-way traffic	...
	Two-way traffic	...
	...	...
	...	...
Public Space	Public space	...
	...	...
	...	...
	...	...
Other	Other	...
	...	...
	...	...
	...	...

## GATEWAYS



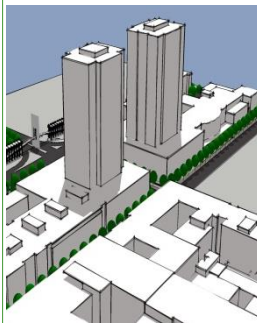
## PLACES FOR PEOPLE



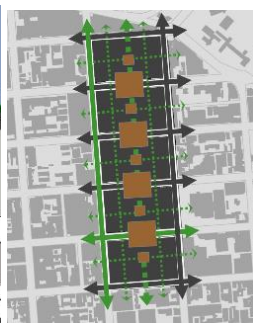
## TOURISM

## OTHER

## NORTHERN GATEWAY



## CIVIC PRECINCT



## NELSON MANDELA GREEN CORRIDOR



## CRIME & GRIME

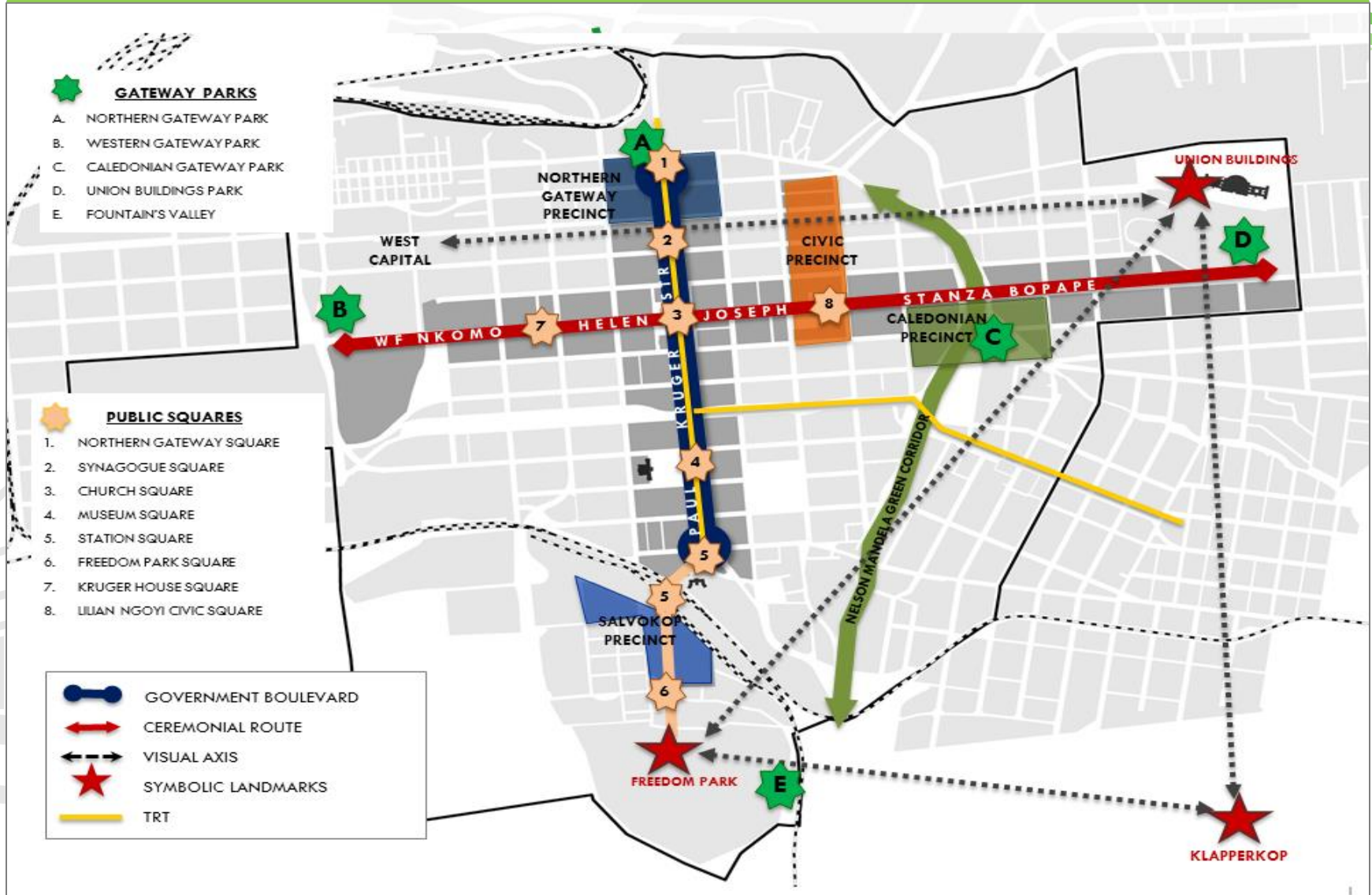


## DECKING OF RAILWAY LINE & SALVOKOP





# THE GOVERNMENT ESTATE



# THE GOVERNMENT BOULEVARD

**THE NORTHERN GATEWAY AND PAUL KRUGER STREET,  
FROM THE NORTH, LOOKING SOUTH**



**THE NORTHERN GATEWAY AND PAUL KRUGER  
STREET, FROM THE SOUTH, LOOKING NORTH**



**THE SYNAGOGUE SQUARE AND PAUL KRUGER  
STREET – TOP VIEW**



**GOVERNMENT BOULEVARD (PAUL KRUGER STREET)  
FROM THE SOUTH, LOOKING NORTH**



# CIVIC PRECINCT CURRENT PROJECTS

**CENTRE FORUM**



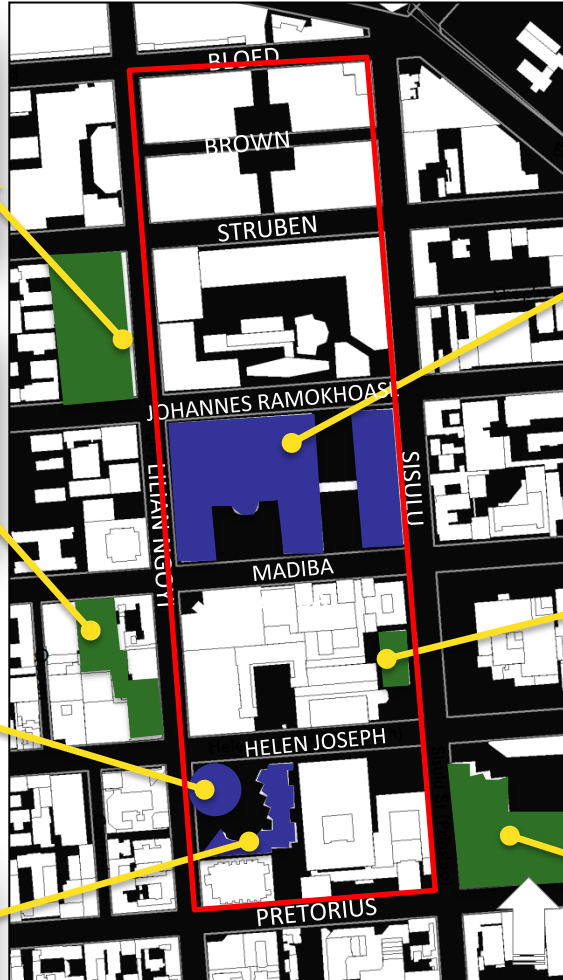
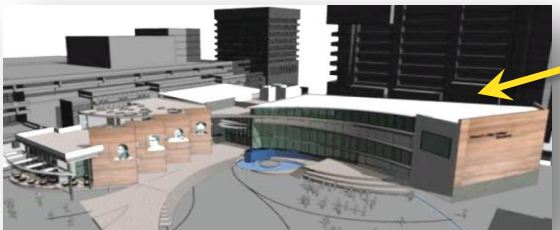
**SHOPRITE BUILDING**



**LILIAN NGOYI SQUARE**



**WOMEN'S MUSEUM**



**TSHWANE HOUSE**



**SAMMY MARKS HOTEL**



**FABRIK/ PRINSCHURCH**





# CENTURION MASTER PLAN





# CENTURION CBD

African Gate (AGCEP)  
Master Site Development Plan  
In progress draft layout  
31.03.2018  
scale 1:1000 @ A1



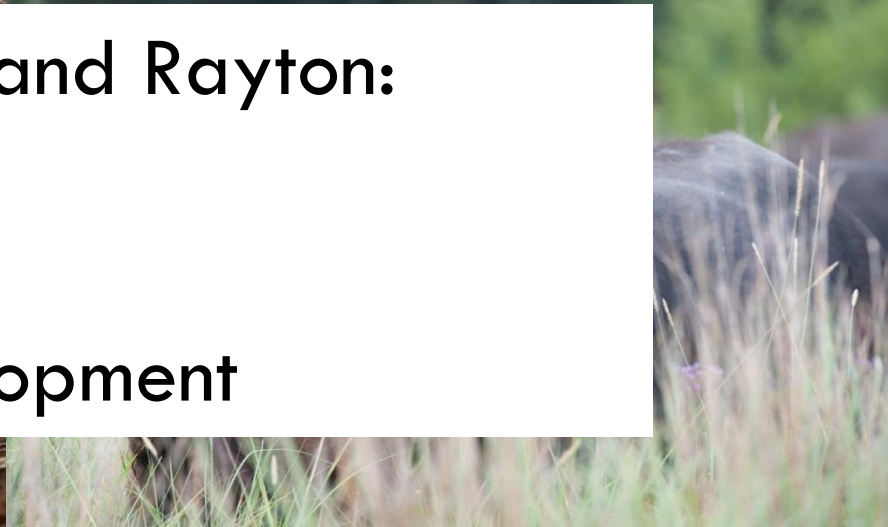
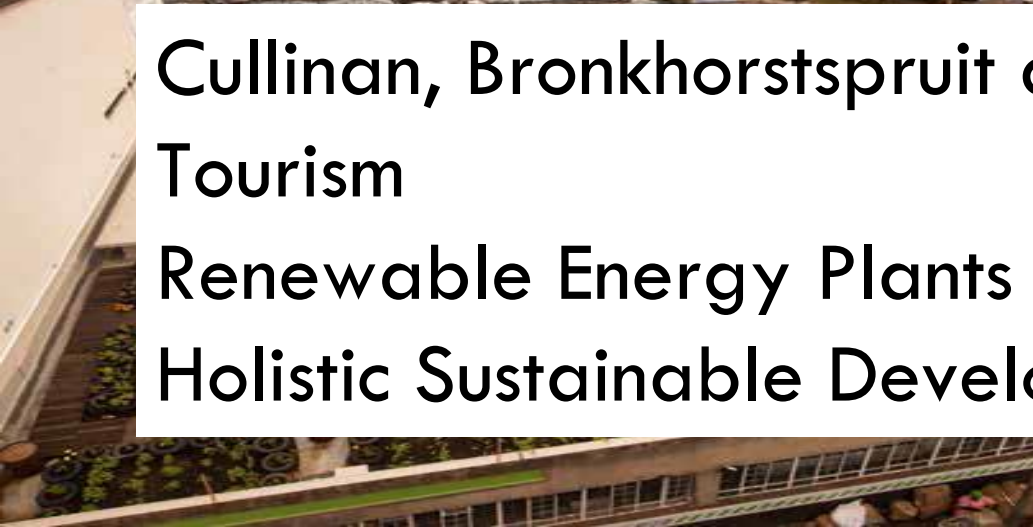




## **EAST CAPITAL DEVELOPMENT: AGRO-POLITAN CITY**



**Cullinan, Bronkhorstspuit and Rayton:  
Tourism  
Renewable Energy Plants  
Holistic Sustainable Development**



# CONCLUSION

- We are a new management team but we have made significant advances in terms of fiscal management and dealing with urbanisation issues
- We acknowledge that we still have issues around our debt levels but these are being proactively managed
- What is more important is that we have a development plan for the future around the fact that Tshwane is the Executive Capital of the country and it has an existing strong and successful economic areas
- With this in mind we will require further capital project required funding