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FOR A BETTER URBAN FUTURE



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THE NEW
URBAN AGENDA

UKBEAG
UK Built Environment Advisory Group



International
Growth Centre

Cities that Work



FUTURE
CITIES SA



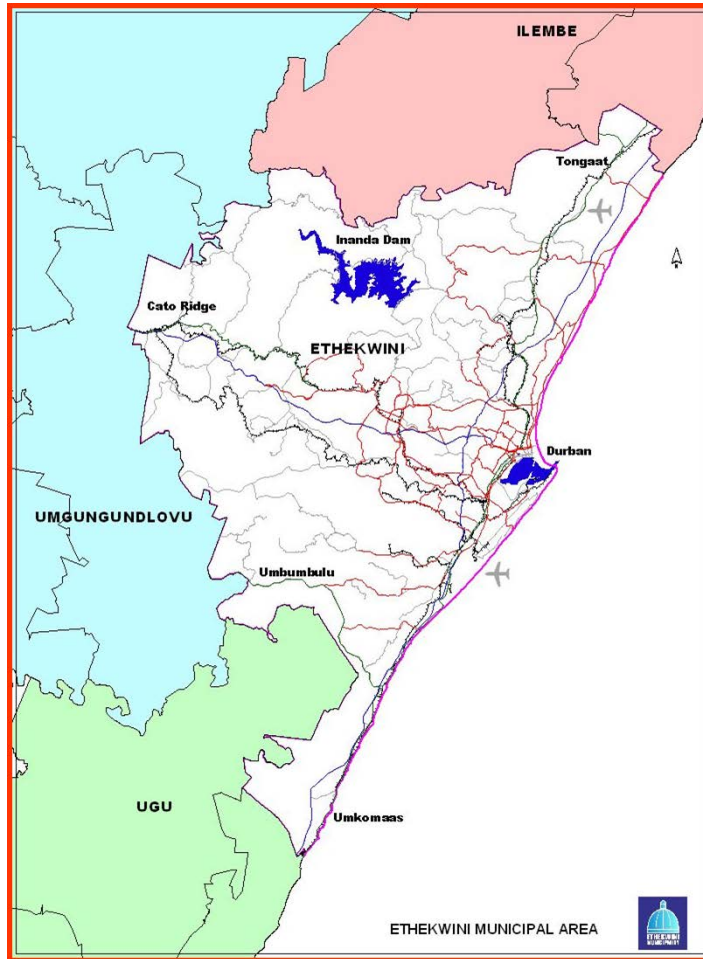
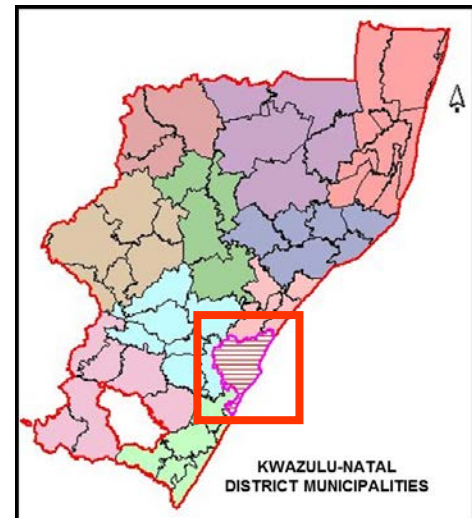
UK Prosperity Fund: Future Cities Programme, eThekweni Municipality
Enhanced institutional governance coordination for supporting alignment of Stakeholder plans
working on Transit-Oriented Development.
eThekweni Transit Oriented Development (eTOD) Work-stream

City to City Knowledge Exchange
02 September 2021

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Setting the Scene: eThekweni Municipal Area

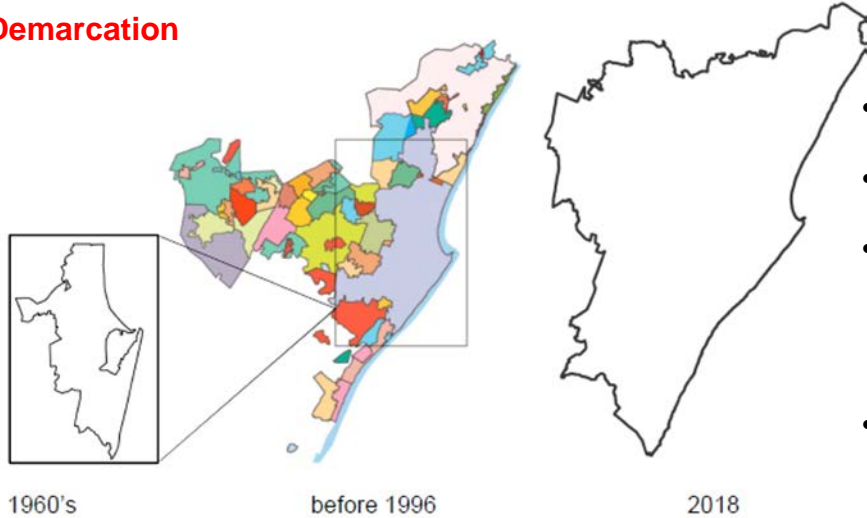


Salient Facts

- Population: 3.8 million
- Area: 2297 km²
- Overall Density range : 4du/ha to 40 du/ha
- Households: 974 600
- Topography: flat coastal plains to steep escarpments in the west (>700m)
- Road Network: 9462 km
- Car ownership; 239/1000 population
- Average Income per capita: R4000 p.m. (40% spent on transport)
- Average PT trip: 20km (43min)
- Modal Split: Car (54%): PT (46%)
- PT Mode share : Minibus Taxi (69%); Bus (17%); Rail (14%)

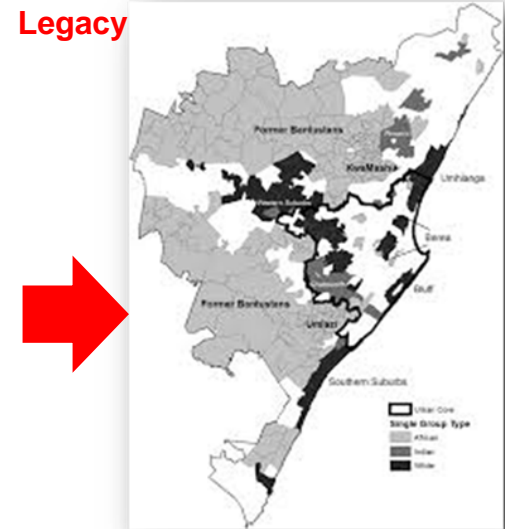
Setting the Scene - Historical Background and Spatial Inequality

Demarcation

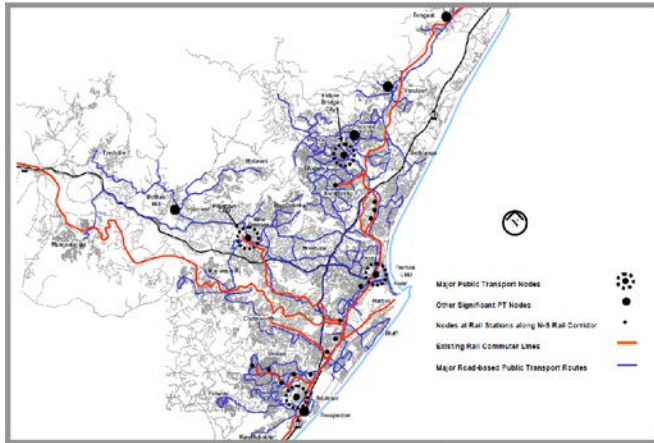


- Former Durban City boundary transformed
- Political changes since 1994
- Consolidation of 25 smaller local authorities and KwaZulu Government Areas into Metro
- Legacy of spatial inequality

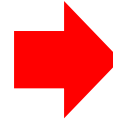
Legacy



Setting the Scene – Public Transport Restructuring



**National Public
Transport
Strategy (2007)**



**Integrated Public
Transport Network
(IPTN)**

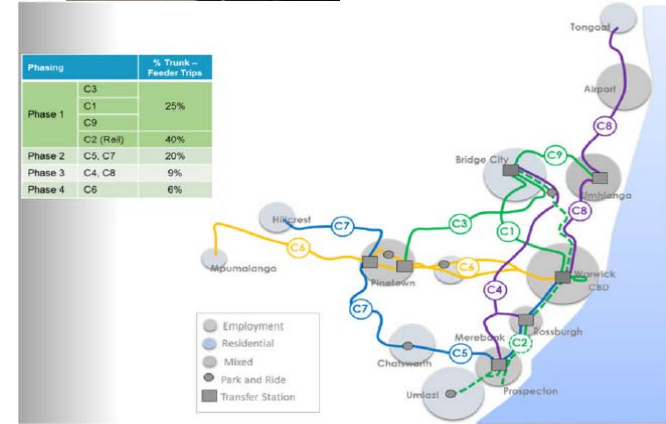


Figure 1: Existing Public Transport Nodes and Services



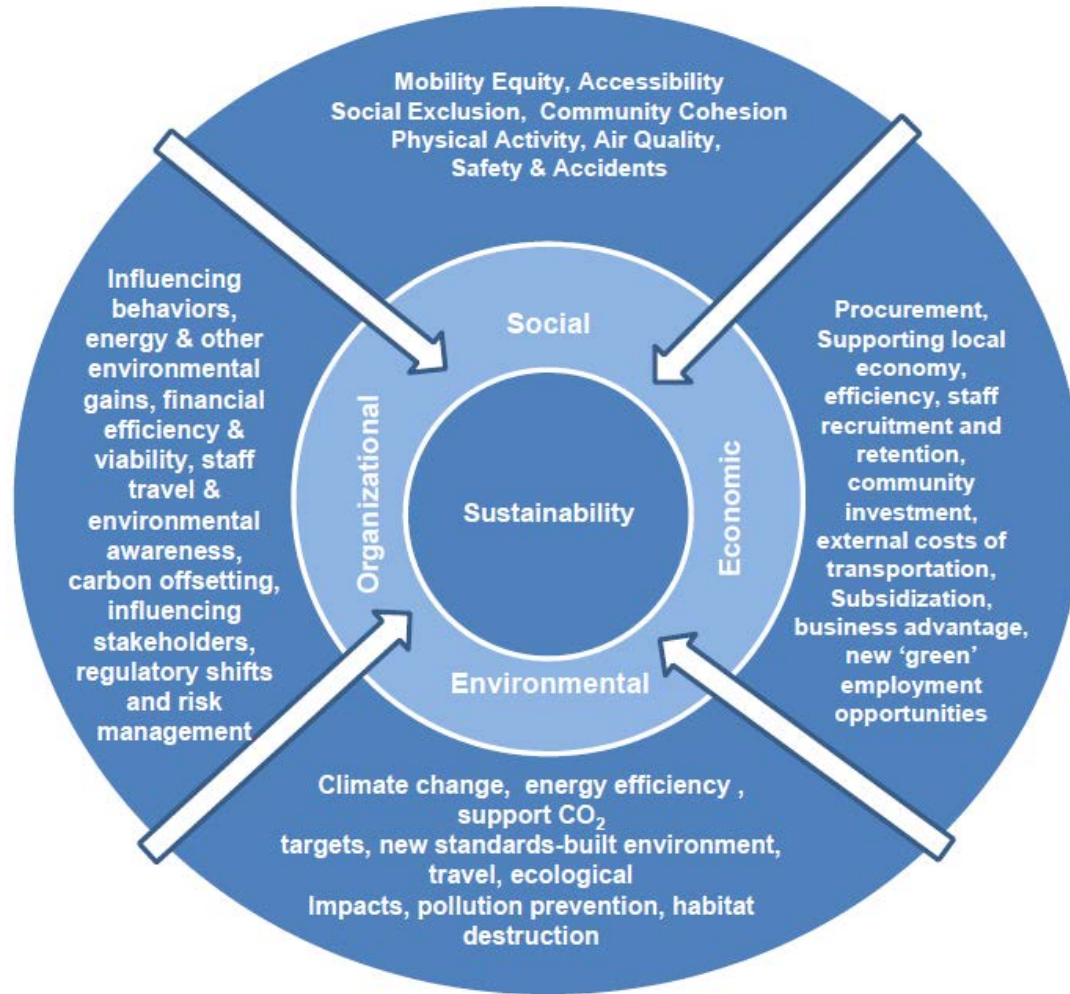
Project Background - Global Initiatives



- Population increase
- Rapid Urbanisation of cities
- **Motorisation**
- **Energy Consumption**
- **Pollution**
- **Climate Change**
- **Road safety**
- **Accessibility and Affordability**
- **Pressure on services**

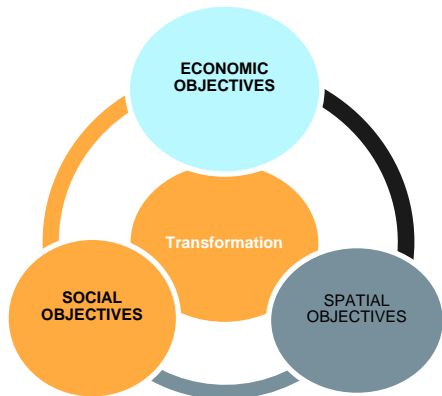


Project Background - Sustainability Strategy for Transport



To take advantage of this approach, the eThekweni Transport Authority (ETA) is formulating business strategies that drive long-term organisational growth by mandating the inclusion of environmental, social and economic facets of sustainability into its business model.

Project Background - Alignment with National & Local Objectives



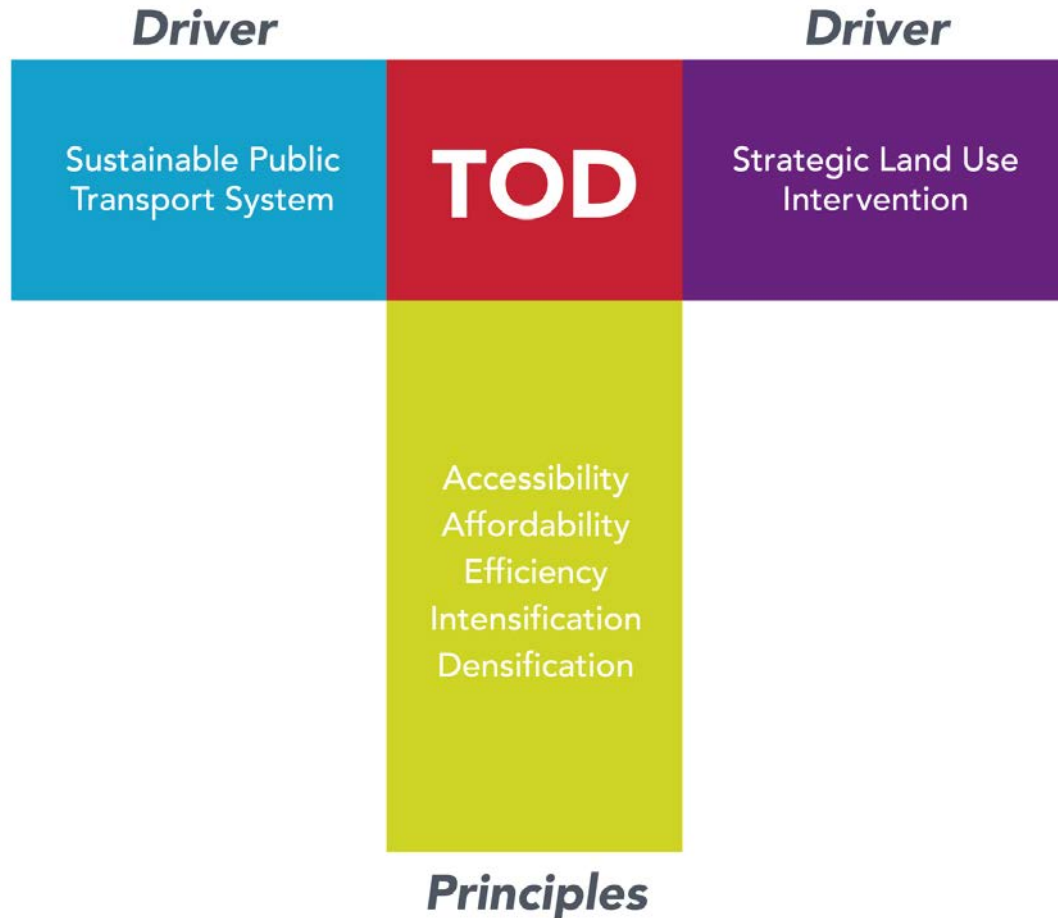
- The NDP 2030 Vision, its spatial component the IUDF - **emphasises the importance of spatial transformation**;
 - recommends **spatially-focused** approach;
 - that encourages **integrated investment**;
 - emphasis on the **location of infrastructure and human settlements**;
 - resulting spatial form of cities.

- The UNS is a Transit-Oriented Development (TOD) investment planning, development and management approach.
- Key is **spatial targeting**.
 - **Approach to leverage private sector investment**
 - Spatially targeted interventions
 - Application of financial, non-financial and regulatory instruments



- Positive impact on spatial transformation
- Accessible to all communities via efficient PT
- Spatially efficient and inclusive
- Well located land for human settlements
- Reduce cost of living
- Cost of doing business
- Unlocking investment
- Boost economy and job creation

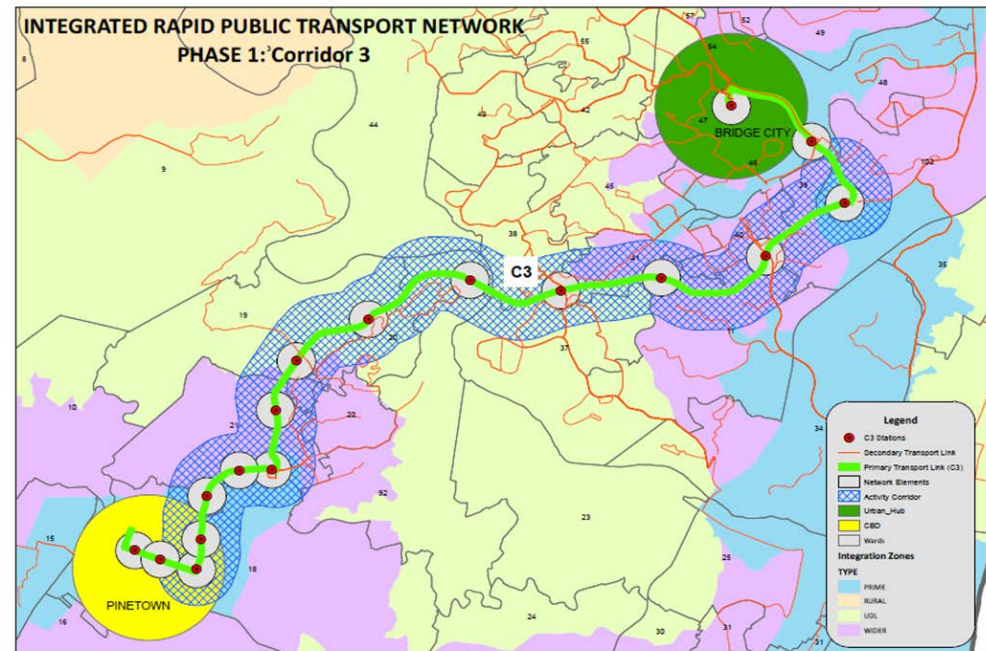
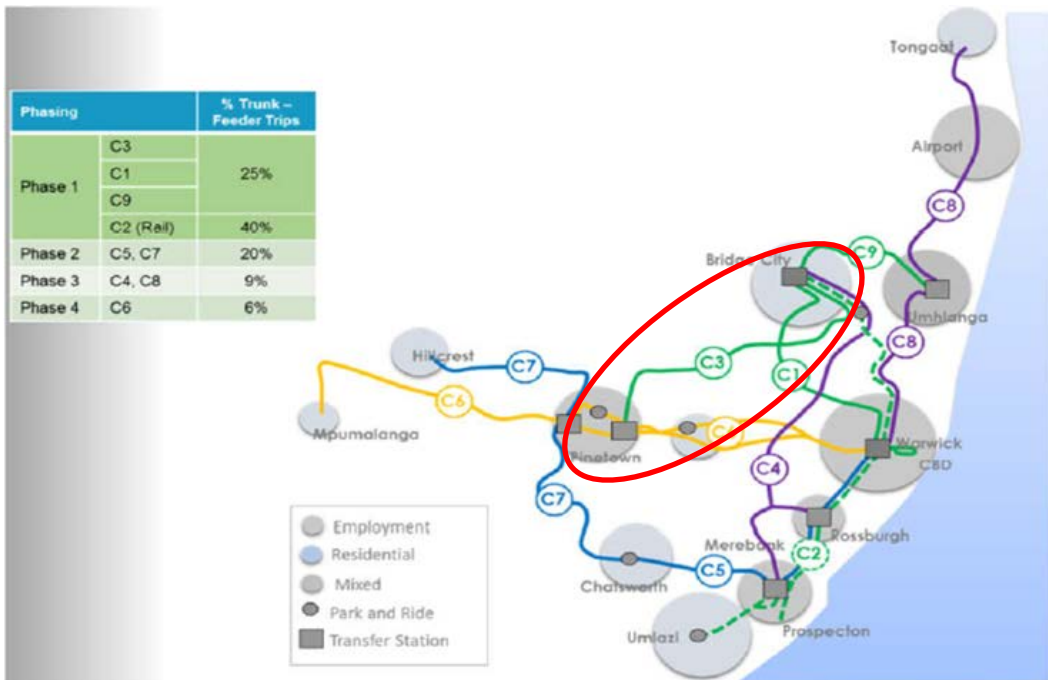
Project Background - TOD Concept



Transit-oriented development, or TOD, is a type of **community development** that includes a **mixture of housing, office, retail and/or other amenities** integrated into a **walkable neighbourhood** and located within a half-km of **quality public transportation**.

Primary Objective

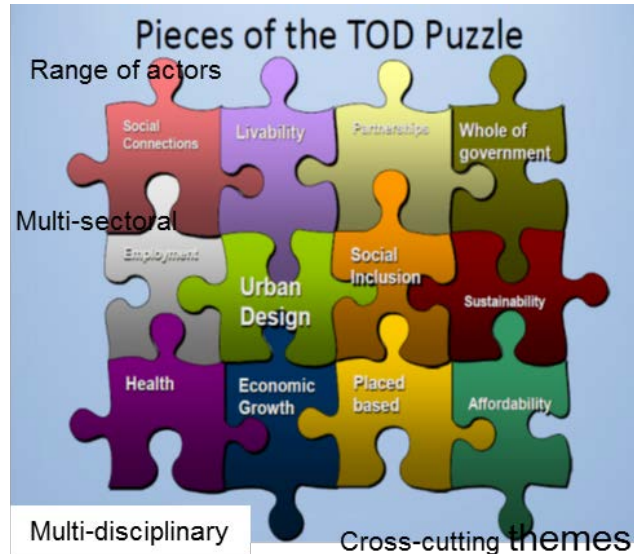
- The primary objective of ETOD is to help design institutional, financial and economic models which the City can use to operationalise its pipeline of projects along corridors and nodes of its public transport network to realise spatial transformation, achieving financial sustainability of the network infrastructure.
- The project will create an enabling environment for the Implementation of Transit Oriented Development. The land-transport-housing platform should encourage and enable intensification of development along and around the new Integrated Public Transport Network.



Spatial and PT Restructuring

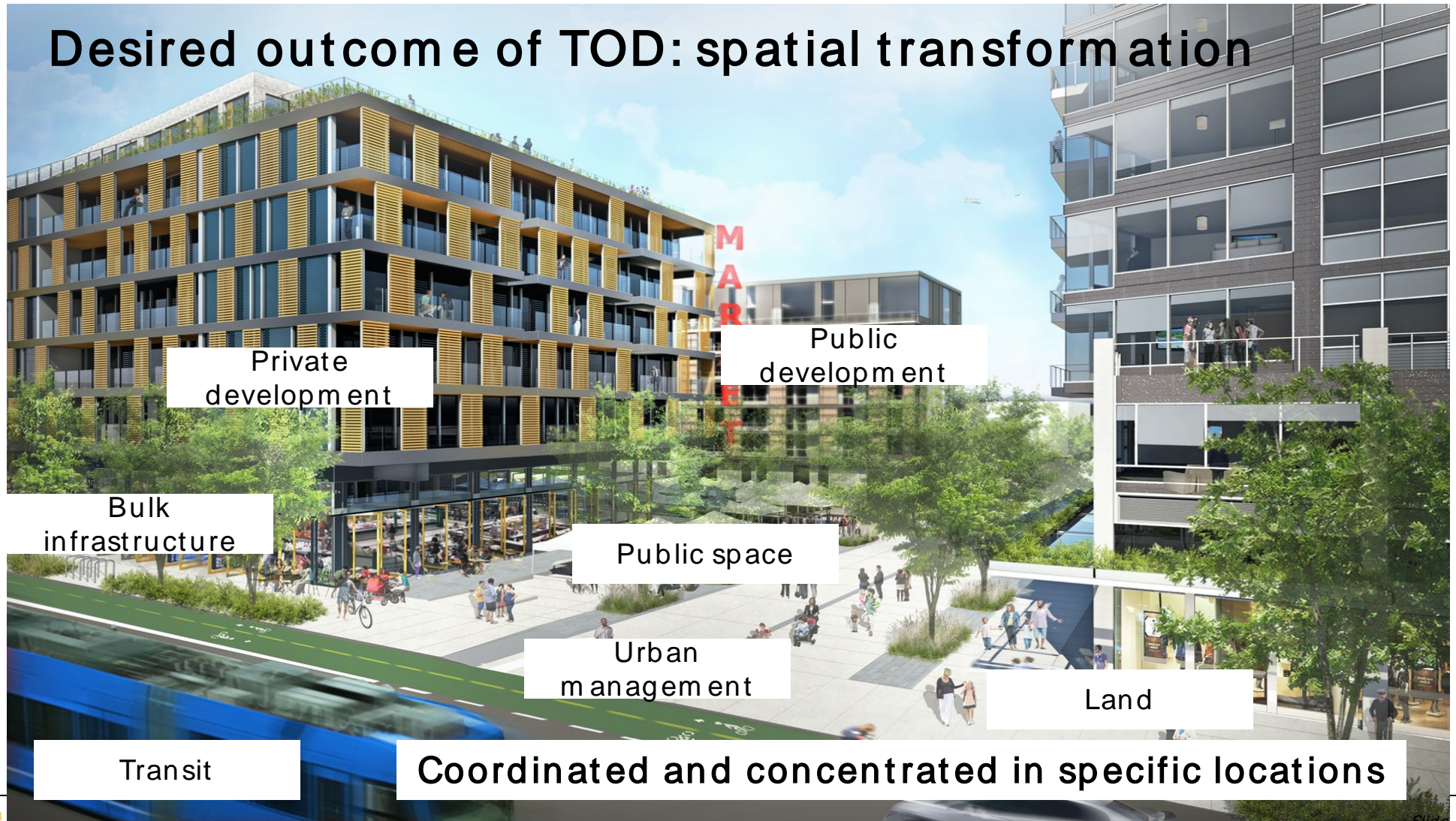
Objectives

- To develop a **multi-sectoral institutional model** that acts as a co-ordinating tool for the planning, implementation and operationalisation of the TOD;
- To **formulate a change management process** to foster the alignment of stakeholder plans (both public – internal to the city and intergovernmental and private sector);
- To develop a **mainstreaming approach for urban regeneration, densification and transport corridor** development in line with the urban network strategy elements;
- To **enhance spatial targeting of public investment**, to maximize current spend in fixed line public transport and to harness private investment;
- To **accelerate spatial integration and service delivery** along the corridors and nodes, in particular township nodes and CBDs;



- To provide **seamless interconnectivity** for all through an integrated, intermodal transport system. **economic development imperatives; regulatory instruments**, such as development incentives and tax rebates for developers and investors
- to **develop an organizational structure and operational polices** and supportive professional policies and standards by identifying sector/stakeholder roles and responsibilities in planning, implementing and managing TOD within the municipality, and the lead and coordinating function for alignment of inter-governmental and private sector initiatives;
- To identify **overarching strategy and policy statements** for TOD for Phase 1 of the GO!Durban IPTN (C1, C2, C3 and C9) corridors.

Desired outcome of TOD: spatial transformation



Desired outcome and Impacts - Theory of Change

The stated impact of the programme is:

Safe, affordable, sustainable transport systems: Increased mobility through greater access to safe, affordable, sustainable transport systems for all, especially the elderly, poor men and women, disabled persons and other vulnerable groups, in accordance with SDGs 1, 5, 9, 10 and 11, South Africa's National Development Plan (NDP) chapter 8 and the Integrated Urban Development Framework (IUDF)

Integrated urban planning: Well-governed, spatially efficient, technologically innovative, inclusive and integrated urban development and management that results in more equitable economic opportunities for citizens, in accordance with SDGs 1, 5, 9, 10 and 11, South Africa's National Development Plan (NDP) chapter 8 and the Integrated Urban Development Framework (IUDF)

- Theory of change describes the results chain of how the project interventions contribute to the intended programme impact.
- The logframe, it sets out the contextual factors that influence the change, the relevant stakeholders that benefit or contribute to the change, and the time taken to deliver the benefits, based on a set of clearly defined assumptions.
- These then contribute to the programme's outcome indicators of an improved regulatory and policy environment, increased investment and a pipeline of projects.
- The impact statement aligns directly to the two pillars of the Global Future Cities programme that the programme is working to, which are:
 - **"Pillar 1: Safe, affordable, sustainable transport systems"** and **"Pillar 2: Integrated urban planning"**.
 - The impact statement also aligns to important national development strategies of South Africa, specifically the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF) and the SDGs 1, 5, 9, 10 and 11.
 - The programme also contributes to an overall long-term impact of "inclusive economic growth, poverty reduction, reduced gender and social inequality, and international investment
 - This resonates with the ambitions of national urban development strategies in South Africa and the primary benefit of the FCO Global Future Cities programme.

Desired Outcome and Impacts - Project Impacts

A. Impact statement

Achieving inclusive economic development and social justice

B. Outcomes (Beneficiary improvements)

Community access to opportunities and amenities, including an appropriate housing mix, a range of job opportunities,

Sustainability and resilience, including financial, social stability, climate change, resilience, natural resources, air quality, urban footprint

Improved quality of life, including travel time savings, reduced travel cost, improved mobility, safer environment, spatial transformation

Private sector and rest of government investment in designated TOD built environment through productivity increase and good return on investment opportunities

C. Intermediate outcomes (City initiatives)

Investor friendly **enablers and approvals processes and functions in place** to perform TOD friendly regulatory and statutory regulation and controls.
Integrated cross departmental TOD delivery facilitation framework (e.g. dedicated TOD desk) combined with behaviour change in government to work together

Mechanisms in place to ensure a secure source of infrastructure investment funding generated through, e.g. through land value sharing and service delivery

Government sponsored infrastructure rollout pipeline for designated TODs, e.g. housing, education, health care facilities.

City's actions and activities to promoting private sector participation through e.g. investor conferences, development forums, promotional agencies.

D. Outputs (FCSA Team)

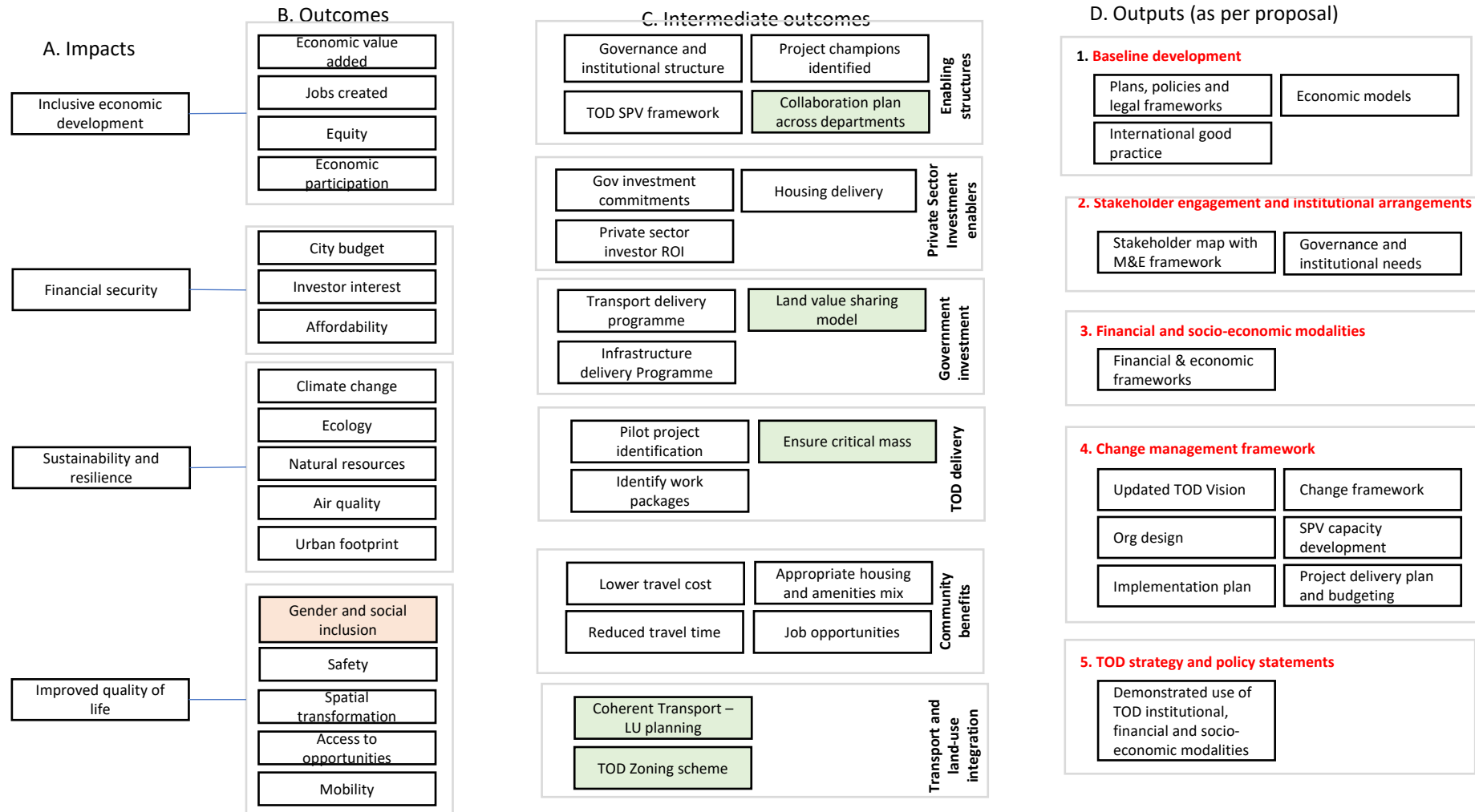
TOD vision, intervention area identification prioritization and pilot project selection

TOD SPV framework, including Governance, institutional, and G&SI structure allowing collaboration across departments. Project champions identified

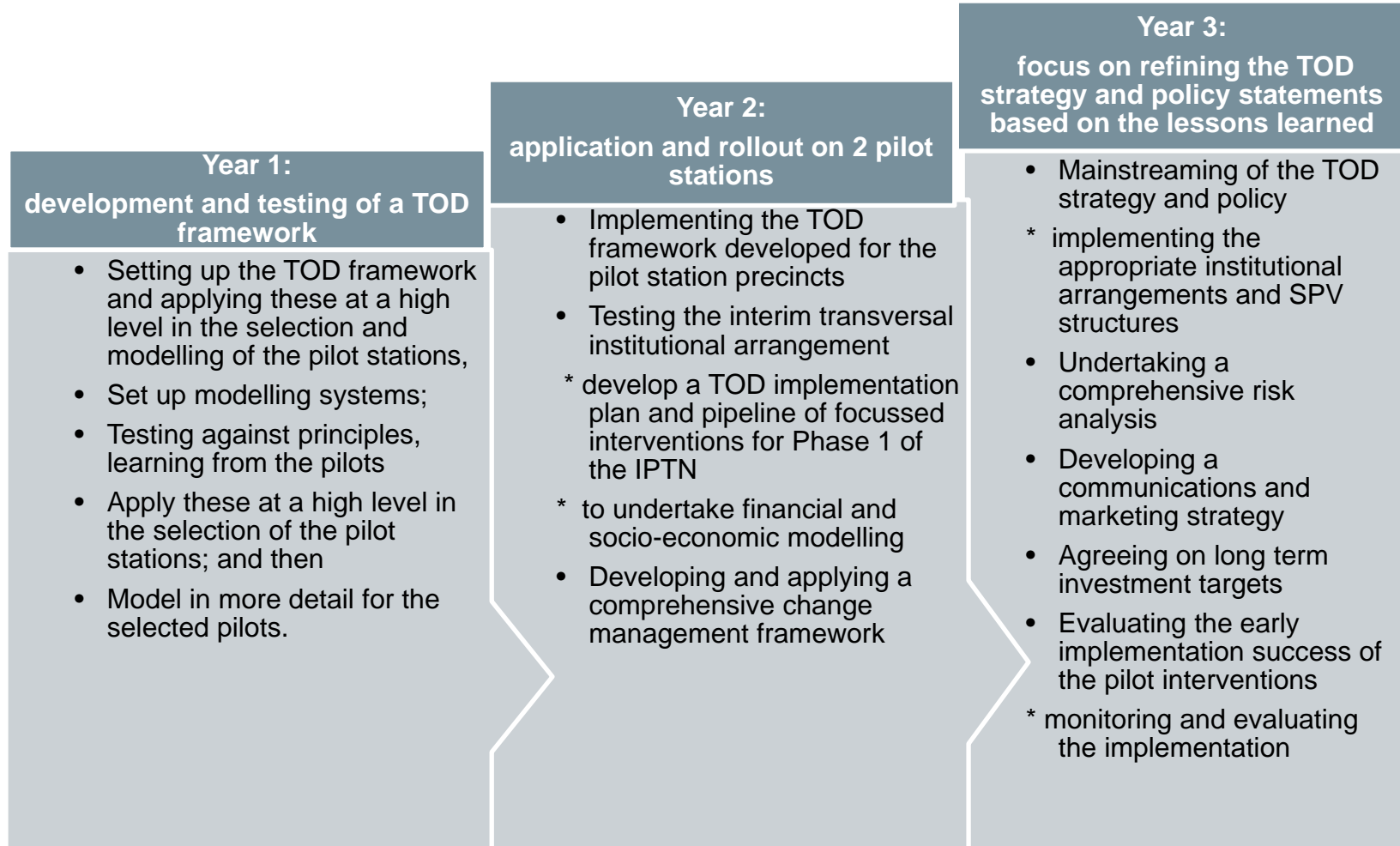
Zoning scheme framework for TOD based on a coherent Transport – LU planning principles and TOD Vision incorporating cross-cutting issues

Transport and supporting infrastructure project **delivery pipeline programme required for successful TOD intervention**

Desired Outcome and Impacts - Project Outcomes



Project Scope: 3 year work plan



Current Status

Deliverable	Milestone
Governance structures and Transversal Management to support ETOD Project	The Transit Oriented Development Advisory (TODAY) Reference Group has been established for the ETOD Project. The role of the TODAY group is to provide support and input on the ETOD Project activities and input on the project deliverables. The TODAY Group has been engaged regularly in order to secure input and feedback on the project activities. An ETOD Oversight Committee has also been established to provide approval and final sign off on all project related deliverables and activities.
Developing a TOD Vision	A draft TOD Vision has been developed. Further consultation is still required in order to adopt and endorse the TOD Vision.
Baseline development and forecasting	Data and information is needed to inform decision making in relation to planning and implementation priorities in the TOD corridors, and also to monitor the longer-term impact of TOD interventions. Baseline data for the transport corridors and precincts has been identified, collected and used in initial modelling and forecasting work.
Pilot station precinct selection	Through a consultation process, three Pilot Station Precincts have been selected to pilot the implementation of TOD principles. These include Bridge City, Pinetown Central cluster (includes: Moodie, Civic and Bevis Station) and Queen Nandi as a greenfield station precinct.
Pilot station planning, design and testing:	The economic and financial modelling framework, and landuse model have been prepared for testing in the pilot station precincts. These tools are being used to assess the development options in station precincts and the potential outcomes in relation to socio-economic and environmental objectives. This includes considering the potential contribution of land value capture to ensure financial sustainability of land development, transport network and precinct management.
Interim transversal management arrangement	Through a consultative process, an interim transversal management arrangement to implement TOD has been proposed. Further consultation is currently underway to secure support for the proposed interim transversal arrangement
Stakeholder engagement	Stakeholder engagement has been undertaken with the TODAY group and Oversight Committee in order to endorse the key deliverables outlined above. However, further engagement with the private sector and communities is still needed once the work focuses at a precinct level.
Funding and Financing	: Options are being explored on financing TOD and the recommended institutional model to implement TOD in the city.

Cross cutting issues

Gender and Social Inclusion

- Mainstream G&SI into TOD project through stakeholder participation, technical work streams and change management activities
- Ensuring appropriate gender representation in stakeholder identification, and throughout the engagement process
- Reviewing policies and processes through a G&SI lens
- Developing decision support tools that are structured to include G&SI objectives

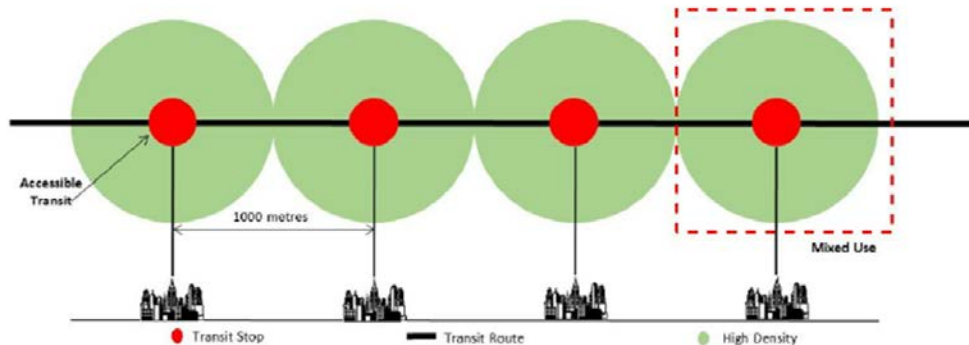
Sustainable Development Goals

- As part of the collaboration within the GFPC, UN Habitat are facilitating the customisation and implementation of the Sustainable Development Goals (SDG) Project Assessment Tool during the course of project implementation.
- Customisation of the SDG Project Assessment Tool for the project, UN Habitat led participatory workshop with representatives from the Project Sponsor, Delivery Partner and City to select a range of principles from the Tool which are being used to assess the project.

Current Status – Unpacking The Governance and Institutional Arrangements

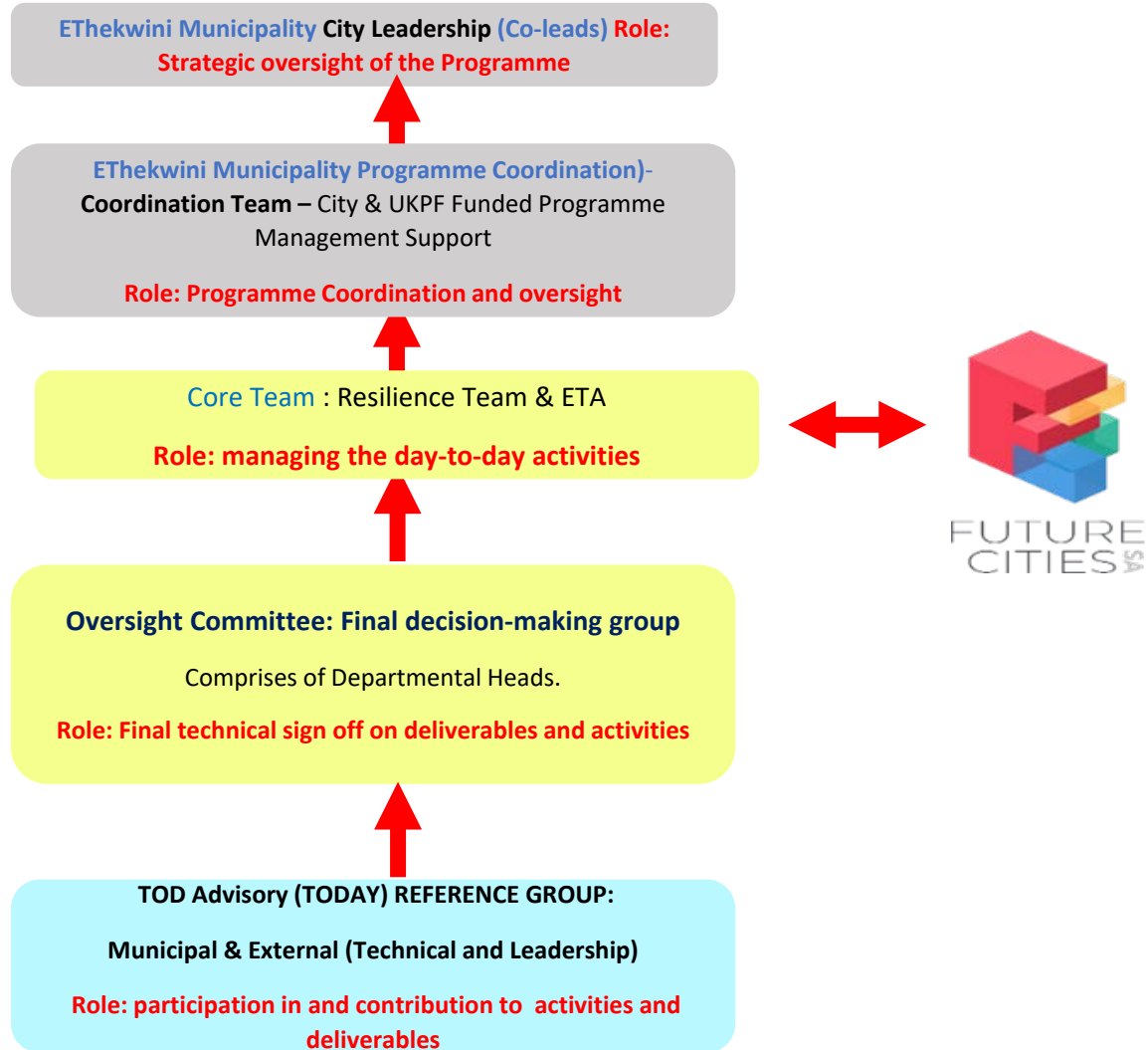
Enhanced institutional and governance coordination for supporting alignments of stakeholder plans working on Transit-Oriented Development (TOD).

Short Title: eThekweni Transit Oriented Development (eTOD Project)

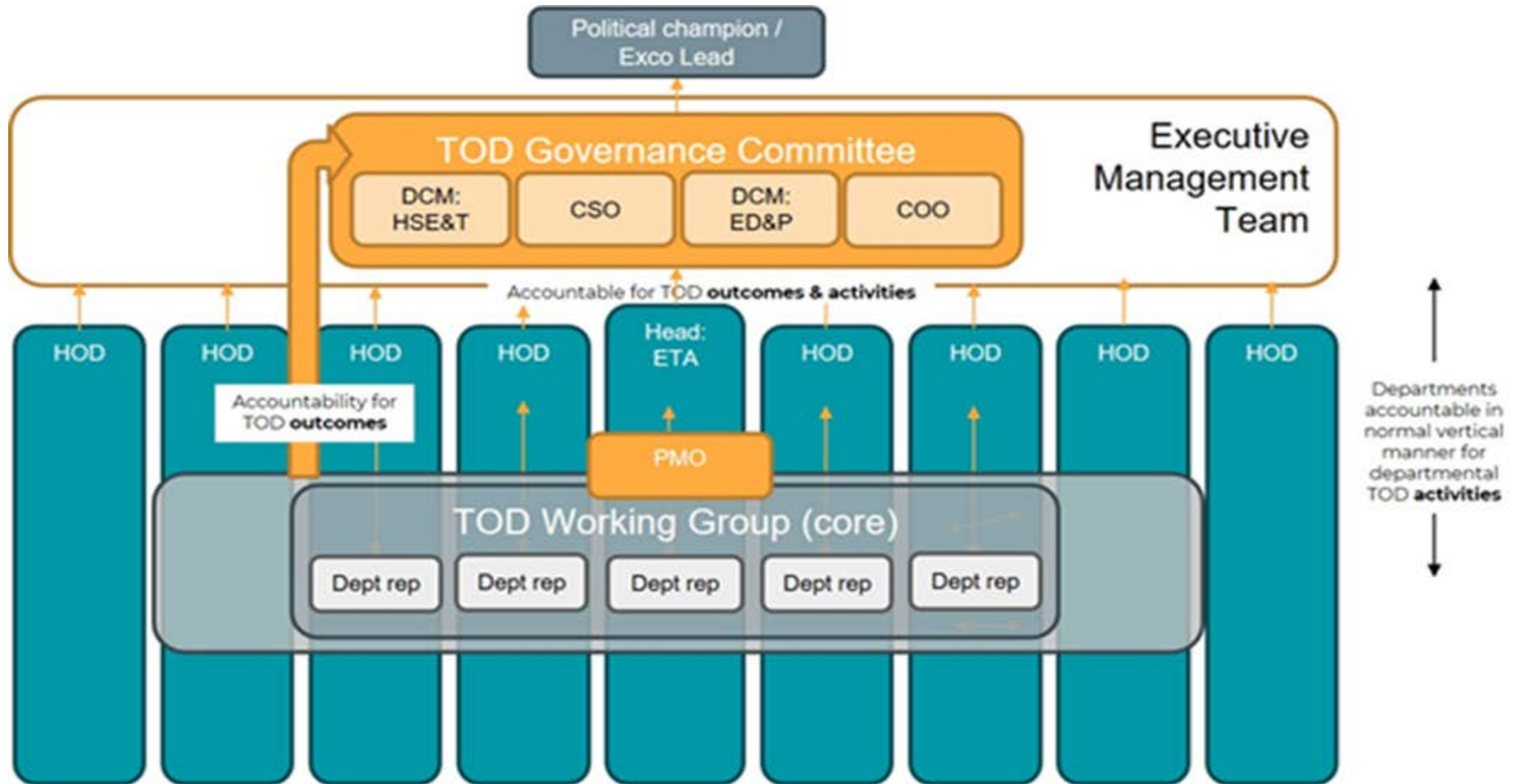


Current Status – Managing the FCSA Team

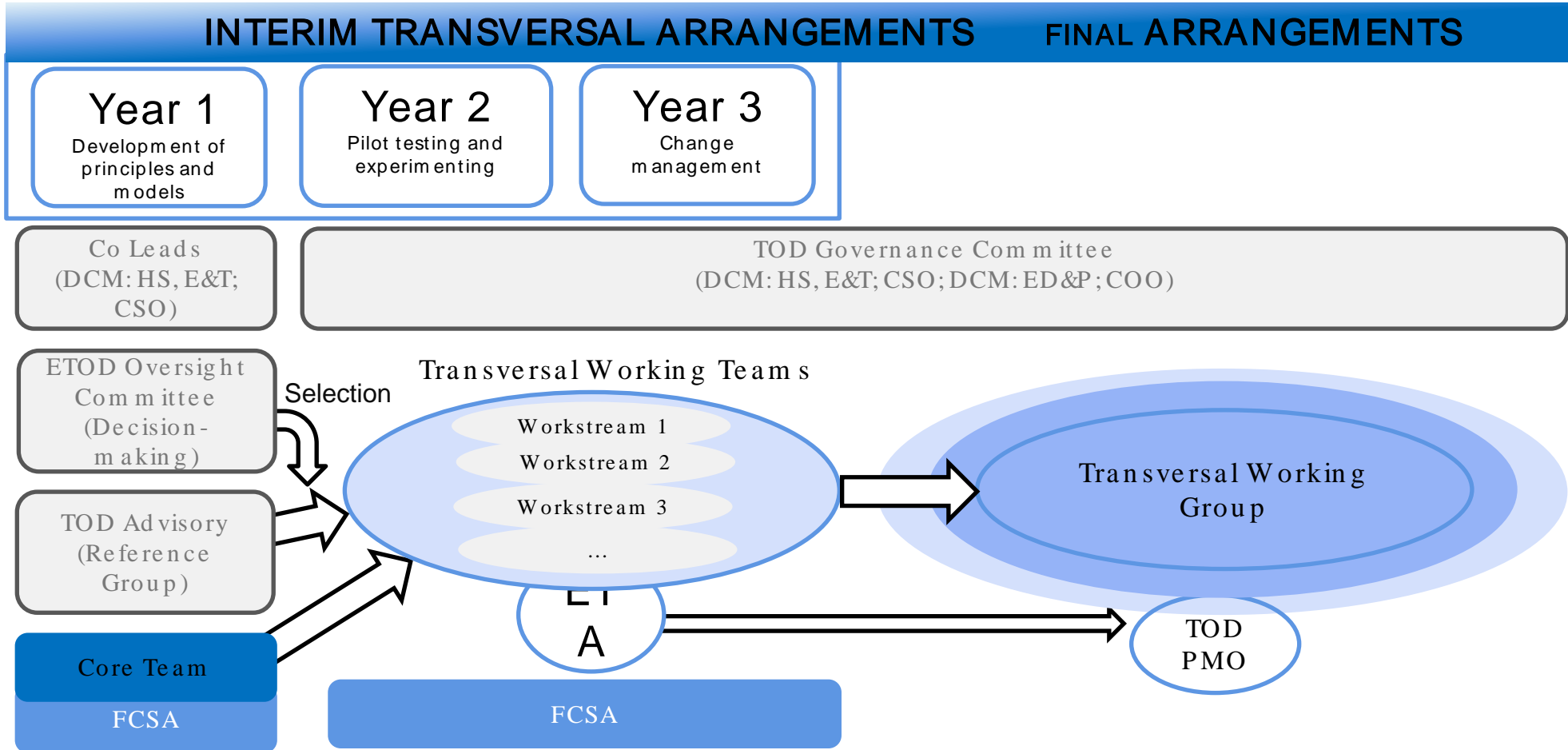
In Project Governance Structure



Current Status - Institutional framework



Current Status - Institutional progression



Current Status – Institutional alignment

Align TOD with strategic goals & objectives

- IDP
- SDF
- Climate Action Plan
- SDG Goals
- CSP KPIs
- Budget alignment & prioritisation

Invest Durban

Environment & Climate

Finance

Human Settlements

CIC

CSO

Corridor modelling & analysis

- Status quo - data
- Transport modelling
- Economic modelling
- Land use density & mix
- Financial modelling (cross-subsidising)
- Bulk infrastructure plan & implement (incl. BRT)

ETA

Real Estate

Spatial Planning

Roads

W&S

Finance

Precinct planning & design

- Land use mix & density
- Open space & Urban design
- NMT & parking plan
- Services

Roads

LUM

Electricity

Catalytic projects

Project design & implementation

- Site layout
- Green tech
- Project finance
- Building /site approval

LUM

Architecture

Business support

Urban design

Precinct management

- Security
- Cleansing
- Data collection
- LED
- Events

Security Management

Cleansing & SW

ABM

Business support

LED interventions

Parks, Rec & Culture

Interim Manager TOD

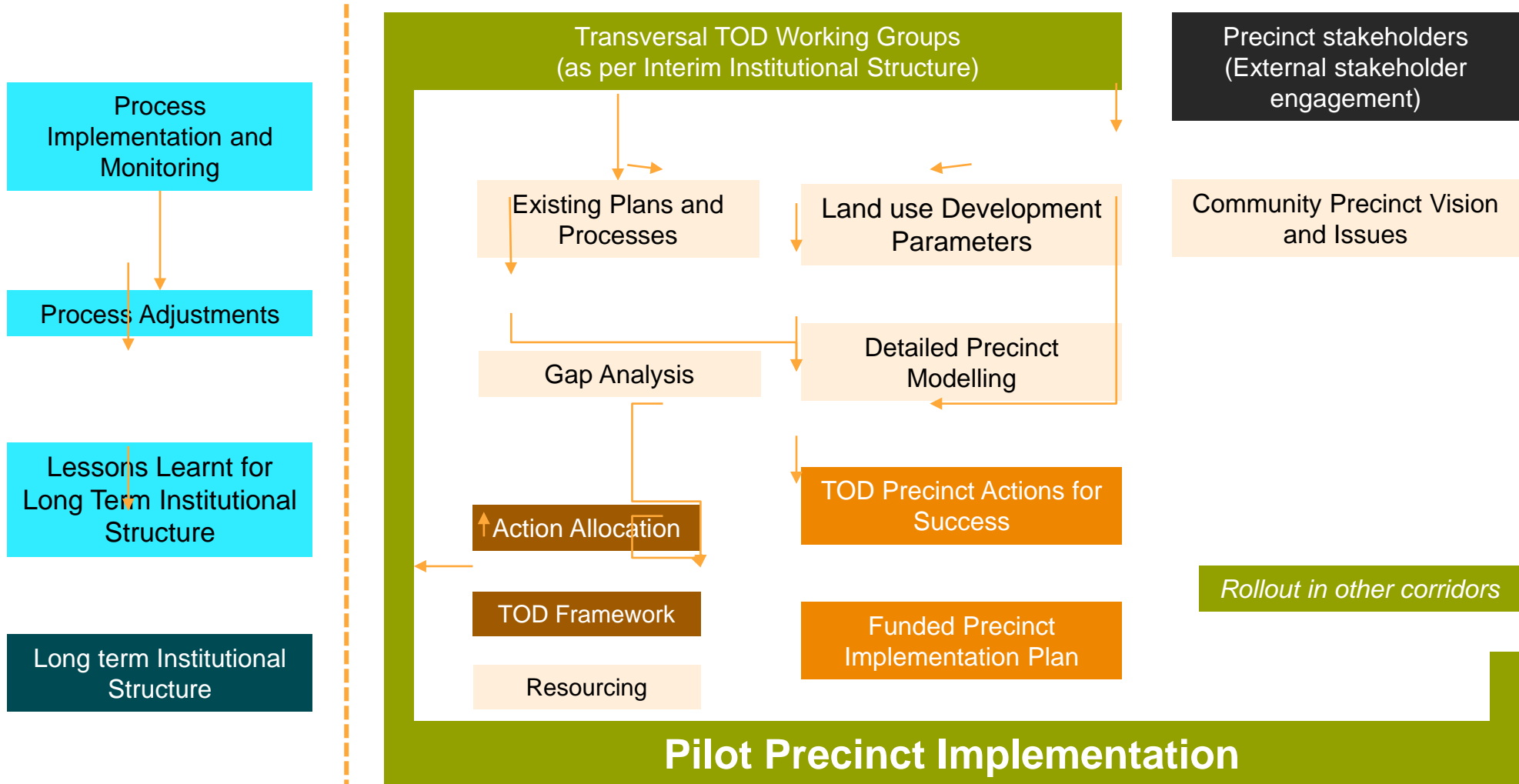
Lead: Data, Tech & Project Management

Lead: Corridor design & planning

Lead: Precinct planning & design

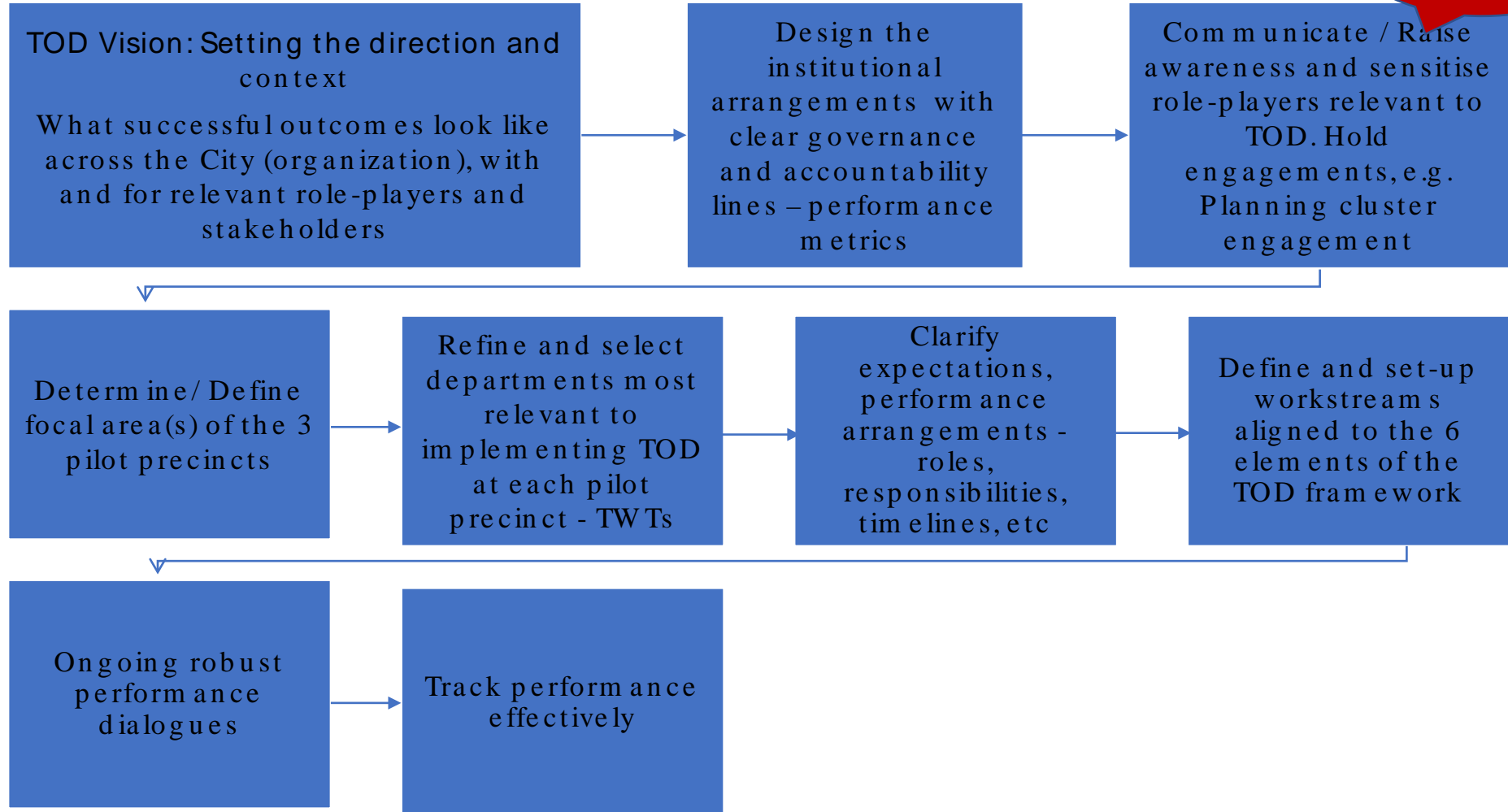
Lead: Precinct implementation & management

Current Status - Project Delivery Framework



Process map

We are here



Challenges to implementing TOD

- Lack of appropriate transversal coordination
- Lack of political will to support spatial targeting of investment
- Inability to convert transit accessibility into land value increase
- Difficulty in demonstrating value of transit orientation without an operational transit system
- Poor relationship and understanding between developers and the Municipality
- Tension between the need to subsidise transport operations and spatial transformation objectives
- Structural constraints in the national housing programme
- Constraints to implementing innovative financing instruments
- Suppressed economic growth

Benefits of Transversal Management of TOD

- TOD involves the coordinated and concentrated delivery of transit, land, bulk infrastructure, public and private development and urban management in specific locations
- These are the functions of many (if not most) different departments in the municipality.
- Alignment of the activities necessary for TOD cannot happen unless the correct incentives, systems, structures and lines of accountability are put in place.
- Transversal management can achieve this, without the institutional disruption of a separate entity that duplicates these functions.

Lessons learnt and key risks

- Evidence from case studies and the literature
 - Clear, unambiguous and sustained political support
 - An appropriate institutional structure with strong transversal coordination across all functions related to TOD and executive powers to implement decisions.
 - Evidence to prove the value created by the operational, high-quality IPTN
 - Buy in to the vision from all stakeholders
 - Strong spatial regulation, free from political influence
 - Formal partnerships and forums for engagement between all stakeholders around TOD
 - Adequate and appropriate financing for the required investments

Thank You