



Mogale City
Local Municipality



WEST RAND DISTRICT MUNICIPALITY

REGIONAL GROWTH AND DEVELOPMENT STRATEGY

WEST RAND DISTRICT MUNICIPALITY

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WEST RAND DISTRICT MUNICIPALITY REGIONAL GROWTH AND DEVELOPMENT STRATEGY

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SECTION 1: PREAMBLE

In September 2007, a Growth and Development Strategy was developed by the West Rand District Municipality. As part of the process of developing the Regional GDS, a Summit was held on the 16th of October 2006. In order for the Regional Growth and Development Strategy to address the current issues within the District and ensure economic growth with regards to the current advantages, it has become necessary to review the Regional GDS. Various changes have also come into play that will affect the District's Regional Growth and Development Strategy, such as the National Growth Path (2010), the Gauteng Employment Growth and Development Strategy (2010) and the 2016 Vision Strategic Framework (2011). The West Rand District Municipality being one of the poorest regions in the Province needs to be repositioned through the Regional Growth and Development Strategy.

The 2016 Vision Strategic Framework, which was finalized in August 2011, aims at developing strategies towards the District becoming a Unicity by 2016 and ultimately becoming a Metropolitan Municipality. In essence, the District envisions becoming a single governance structure for a particular geographic area with integrated governance powers and functions.

Subsequently, the West Rand District Municipality, in cooperation with the four local municipalities embarked on a process to compile a comprehensive Regional Growth and Development Strategy for the District. The Regional Growth and Development Strategy is developed to bring all strategies and programmes of the District together and to promote inclusive development and growth. Growth and development strategies serve to define a chosen growth/development path, providing a foundation for:

- Pragmatically confronting complex challenges and defining long term strategic choices
- Framing medium-term operational plans
- Allowing for the timeous conceptualisation and initiation of projects requiring long-term development
- Linking long-term District-wide outcomes with operational outputs
- Stimulating public interest in and action towards agreed future outcomes.

The vision of the West Rand District Regional Growth and Development Strategy is to “develop and sustain an integrated, socio-economically and economically thriving and green environment with a unified society.” This will be achieved by focusing on the following key strategic priorities:

- Spatial Integration
- Physical Infrastructure
- Economic Development
- Environmental Management
- Social Development
- Good Governance

SECTION 2: POLICY CONTENT

The West Rand District Regional Growth and Development Strategy needs to be aligned and set within the context of national and provincial policy frameworks, goals and challenges. The Regional GDS is therefore informed by the following policies, amongst others:

- National Policies and Programmes:
 - National Spatial Development Perspective (2006)
 - The National Growth Path (2010)
 - The National Development Plan: Vision for 2030
 - Regional Industrial Development Strategy
 - Industrial Policy Action Plans (IPAP1 & IPAP2)
- Provincial Policies and Programmes:
 - Gauteng Employment Growth and Development Strategy
 - Gauteng Tourism Sector Strategy
 - The Gauteng Global City Region Strategy
 - The Gauteng Trade and Industry Strategy
 - The Gauteng Spatial Development Framework
- District Policies and Programmes:
 - Vision 2016 and the Green IQ
 - The WRDM Spatial Development Framework
 - The WRDM Local Economic Development Strategy
 - The WRDM Tourism Sector Strategy
- Neighbouring Municipalities Growth and Development Strategies:
 - City of Johannesburg GDS
 - City of Tshwane GDS

Each of the above mentioned policies/programmes and strategies are discussed in the following subsections.

2.1 NATIONAL POLICIES AND PROGRAMMES:

2.1.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (2006)

The National Spatial Development Perspective (NSDP) 2003 provided a spatial vision and framework to steer detailed policies and investment decisions towards the achievement of common national objectives.

The NSDP 2006 support and advances the realization of this vision by providing a systematic overview and framework for understanding and interpreting the national space economy. It furthermore provides a far finer-grained analysis to enhance its role as providing a basis for strategic dialogue with government about where to focus infrastructure investment and development spending and optimize inter-governmental impact within specific localities. This it can of course only do if it is used as such by all government in all forms of planning, budgeting and implementation.

The NSDP should be understood both as a policy directive in terms of its methodology and an indicative tool in terms of its content. That is:

- The principles and methodology of the NSDP should inform the development plans, policies and programmes of all spheres and agencies of government as a matter of policy
- The details of economic potential and demographic patterns in localities to be the subject of ongoing dialogue amongst state and non-state actors; and
- Districts and metropolitan areas should be positioned as the geographical units for building an understanding of the nature of distribution of potential and demographic patterns across the country.

In order to contribute to the broader growth and development policy objectives of government, the NSDP puts forward a set of five normative principles:

- Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key
- Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities), wherever they reside
- Principle 3: Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate economic activities and to create long term employment opportunities
- Principle 4: Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities
- Principles 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community (SADC) region to create regional getaways to the global economy.

2.1.2 THE NATIONAL GROWTH PATH (2010)

The National Growth Path (NGP) sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that end, it combines macro-economic and micro-economic interventions. The NGP proposes strategies:

- To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution; and
- To widen the market for South African goods and services through stronger focus on exports to the region and other rapidly growing economies

The NGP identifies areas with the potential for creating employment on a large scale ("job drivers") as follows:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy
- Targeting more labour absorbing activities across the main economic sector – the agricultural and mining value chains, manufacturing and services
- Taking advantage of new opportunities in the knowledge and green economies
- Leveraging social capital in the social economy and the public services
- Fostering rural development and regional integration

2.1.3 REGIONAL INDUSTRIAL DEVELOPMENT STRATEGY (RIDS)

The RIDS calls on all regions to build their industrial economies based on local competitive advantages and opportunities. It aims to bridge the first-second economy gap in South Africa based on the spatial development principles of the NSDP. Such a strategy focuses fundamentally on addressing the key obstacles to the functioning of the economy, primarily through infrastructural interventions which will better enable all regions to access markets and resources.

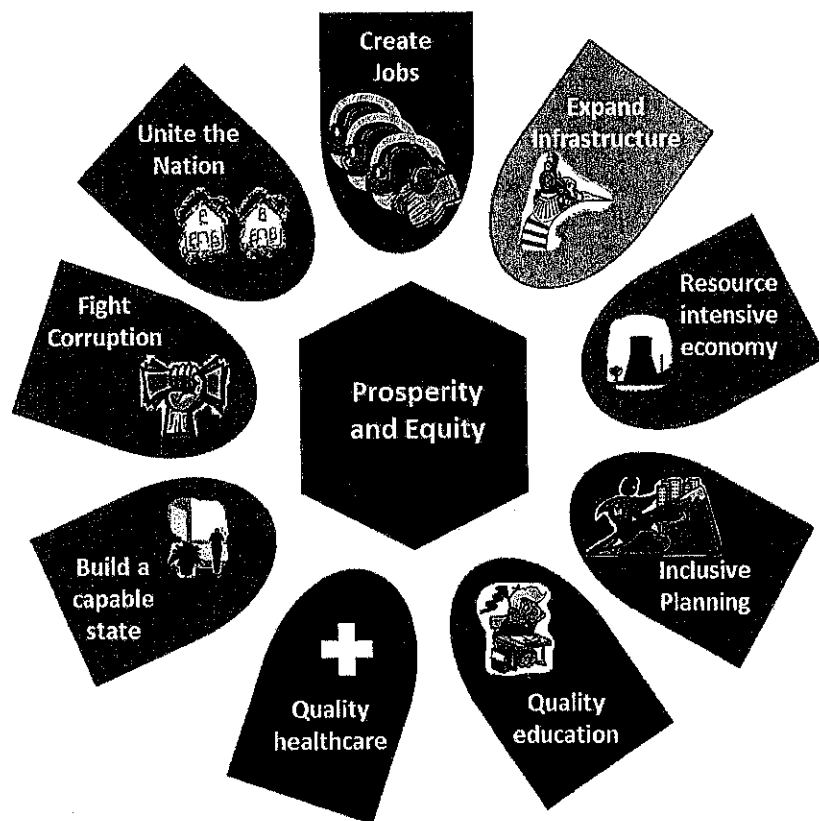
The strategic objectives may be summarized as follows:

- Attempt, as far as possible, to reduce economic disparities between regions, address the needs of both the first and second economies, and narrow the gap between them
- Pay particular attention to the needs of those regions which are lagging behind the national norms
- Enhance current regional strengths and lead sectors of the economy
- Promote sustainable economic growth and employment in provinces and municipalities
- Build regional competitive capabilities and firm-level support measures
- Enhance regional performance in attracting foreign direct investment

2.1.4 THE NATIONAL DEVELOPMENT PLAN: VISION FOR 2030

The National Planning Commission has recently created the draft National Development Plan 2030. The Plan focusses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality by 2030. The plan is illustrated in Figure 2.1.

FIGURE 2.1 THE NATIONAL DEVELOPMENT PLAN



2.1.5 INDUSTRIAL POLICY ACTION PLANS (IPAP1 & IPAP2)

The Industrial Policy Action Plan 2012/13 to 2014/15 or the Revised IPAP2 as it has become known builds on the National Industrial Policy Framework (NIPF), the 2007/08 IPAP (IPAP1) and the 2011/12 IPAP2. Successive iterations of IPAP seeks to scale up key interventions over a rolling three-year period, with a 10-year outlook on desired economic outcomes. The NIPF has the following core objectives:

- To facilitate diversification beyond the economy's current reliance on traditional commodities and non-tradable services that require the promotion of value-addition, characterised particularly by the movement into non-traditional tradable goods and services that compete in export markets and against imports,

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- To ensure long-term intensification of South Africa's industrialization process and movement towards a knowledge economy,
- To promote a labour-absorbing industrialisation path, with the emphasis on tradable labour-absorbing goods and services and economic linkages that create employment
- To promote industrialisation, characterised by the increased participation of historically disadvantaged people and marginalised regions in the industrial economy, and
- To contribute towards industrial development in Africa with a strong emphasis on building the continent's productive capacity and secure regional economic integration

Significant achievements in implementing transformative industrial policy actions plans at the sectoral level and the development of stronger transversal platforms set the basis for further strengthening of industrial policy interventions. Special emphasis will be placed on three sectors that are particularly well placed for scaling up through leveraging market growth and associated upgrading of supply capacity and capabilities. These are:

- **Green industries:** In particular, the manufacture of components for the 17,8GW renewable energy generation programme and the production of solar heaters and components and a range of other goods and services that arise from the requirements of higher energy efficiency in the economy
- **Agro-processing:** In particular, the expediting of regulatory and support mechanisms to create a large-scale bio-fuels industry, the identification and promotion of export market opportunities to major net food-importing countries; and investment, production development and standards support.
- **Metal fabrication, capital and transport equipment:** Significant opportunities arise from the leveraging of large public procurements in rail and electricity, the provision of associated investment and upgrading support, and exploitation of opportunities arising from mining capital equipment investment in South Africa and on the rest of the continent.

The key sectors that the 2012/13 – 2014/15 IPAP will focus on are clustered into three groups:

- **Cluster 1 – Qualitatively new areas of focus:**
 - Realising the potential of the metal fabrication, capital and transport equipment sectors, particularly arising from large public investments
 - Upstream Oil and Gas
 - "Green" and energy-saving industries
 - Agro-processing, linked to food security and food pricing imperatives
 - Boatbuilding
- **Cluster 2 – Scaled-up and broadened interventions in existing IPAP sectors:**
 - Automotive products and components, and medium and heavy commercial vehicles
 - Plastics, pharmaceuticals and chemicals
 - Clothing, textiles, footwear and leather
 - Biofuels

- Forestry, paper, pulp and furniture
- Creative and cultural industries
- Business process services
- **Cluster 3 – Sectors with potential for long-term advanced capabilities:**
 - Nuclear
 - Advanced materials
 - Aerospace, Defence, and
 - Electrotechnical and ICT

2.2 PROVINCIAL POLICIES AND PROGRAMMES

2.2.1 GAUTENG EMPLOYMENT GROWTH AND DEVELOPMENT STRATEGY

The Gauteng Employment Growth and Development Strategy (GEGDS) for 2009 – 2014 focuses on the first strategic priority of the Gauteng MTSF, namely to *“create decent work and build a growing, inclusive economy”*. While there have been great strides forward since the end of apartheid, there remains significant, structural challenges that need to be addressed on the road ahead. A primary imperative is the need to ensure more inclusive and sustainable economic growth forward. The vision of the GEGDS is therefore: *“An inclusive and sustainable Gauteng City Region that promotes a developmental and equitable society.”*

In trying to reach the destination of being an inclusive and sustainable economy, Gauteng will need to tread a particular path. This “growth path” will be one that necessitates profound structural changes in the provincial economy. Gauteng envisages that the economy will need to shift, as rapidly as possible, to an endogenous economic growth trajectory that is based primarily on *“innovation”, “green growth”* and *“inclusivity”*. To elaborate further, Gauteng will not have an economy that provides decent work and economic opportunities for all, unless it can become:

- An *innovating* economy, which ensures that economic energies are unlocked, that existing resources are used more productively, and that the knowledge-based economy is continually strengthened and intensified. ‘Innovating’ is used in the broad sense of the word. It is necessary to encourage science and technology innovation, socio-economic innovation, environmental innovation and even the innovating spirit of the everyday entrepreneur in both formal and informal sectors of the economy.
- A *green*, environmentally friendly economy, which capitalizes on the enormous economic value to be gained by investing in green processes and products, and which uses existing resources in a more efficient and sustainable manner, thus reducing the carbon footprint of Gauteng. Gauteng needs an economy based on green technologies, green jobs, green energy and green production processes that reduce the ever higher input costs stemming from unsustainable resource use.
- An *“inclusive”* economy, that dramatically expands access to economic opportunities to all historically marginalized and excluded economic actors, either as workers or

entrepreneurs. An inclusive economy depends on a number of factors. An example is community-led local economic development that stimulates and affirms the entrepreneurial energy and spirit in communities, thereby enabling the economy to grow 'from the bottom up'. However, above all else, an inclusive economy depends on the accessibility, connectivity and interaction made possible by infrastructure investments that are: *strategic* (including transport and ICT); *socio-economic* (relating to education and health); and *bulk* (energy, water, waste and sanitation, transport and rail, information and communication technology, and so forth). Infrastructure, understood in this way, will make the largest impact in creating opportunities for work, access to income and economic participation.

The GEGDS explains the strategic interventions by which Gauteng will work to make this innovating, green and inclusive economy a reality. The strategic interventions are organised into 5 'strategic pillars'. The five pillars are:

- Transforming the provincial economy through improved efficiency (economic dimension)
- Sustainable employment creation (economic dimension)
- Increasing economic equity and ownership (equality dimension)
- Investing in people (social dimension), and
- Sustainable communities and social cohesion (social dimension)

These 5 pillars are designed to ensure convergence between the economic and social strategies of government, underpinned by environmental strategies to ensure sustainable resource usage. These pillars refer to what is expected from other strategies in order for the province to achieve the right kind of economic development.

2.2.2 GAUTENG TOURISM SECTOR STRATEGY

The Gauteng Tourism Sector Strategy (2011) has the vision of Gauteng becoming Africa's must see, vibrant, big city visitor's experience. This will be achieved through the following:

- The provision of a wide-range of world-class, customer-focused and vibrant visitors experiences located throughout the province, which appeal to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents
- Being a destination of choice for global, regional, national and local events
- The public sector, private sector and communities working in partnership to achieve our goals
- Focusing on sustaining existing jobs and creating new jobs through a (continued) growing contribution to the provincial economy
- Being a transformed industry sector that acts responsibly for the benefit of the economy, environment, employees, communities and society as a whole
- Offering a safe and secure destination for visitors and all our citizens

- Providing world-class infrastructure that supports the tourism industry as well as frameworks to guide investment and operations in the sector.

The strategic objectives for the Gauteng Tourism Sector Strategy have been categorised into three themes as illustrated by Figure 2.1.

FIGURE 2.1 GAUTENG TOURISM SECTOR STRATEGY – STRATEGIC OBJECTIVES

Tourism Growth and the Economy	Visitor Experience and the Brand	Sustainability and Good Governance
<ul style="list-style-type: none"> • To grow the travel and tourism sector's absolute contribution to the economy • To provide excellent people development and decent work within the tourism sector • To increase domestic tourism's contribution to the tourism economy • To contribute to the regional tourism economy 	<ul style="list-style-type: none"> • To entrench a culture of travel amongst South Africans • To deliver a world-class visitors experience • To position South Africa as a globally recognised destination brand 	<ul style="list-style-type: none"> • To achieve transformation within the tourism sector • To address the issue of geographic, seasonal and rural spread • To promote 'responsible tourism' practices within the sector • To unlock tourism economic development at a provincial and local government level

Source: Gauteng Tourism Sector Strategy

2.2.3 THE GAUTENG GLOBAL CITY REGION STRATEGY

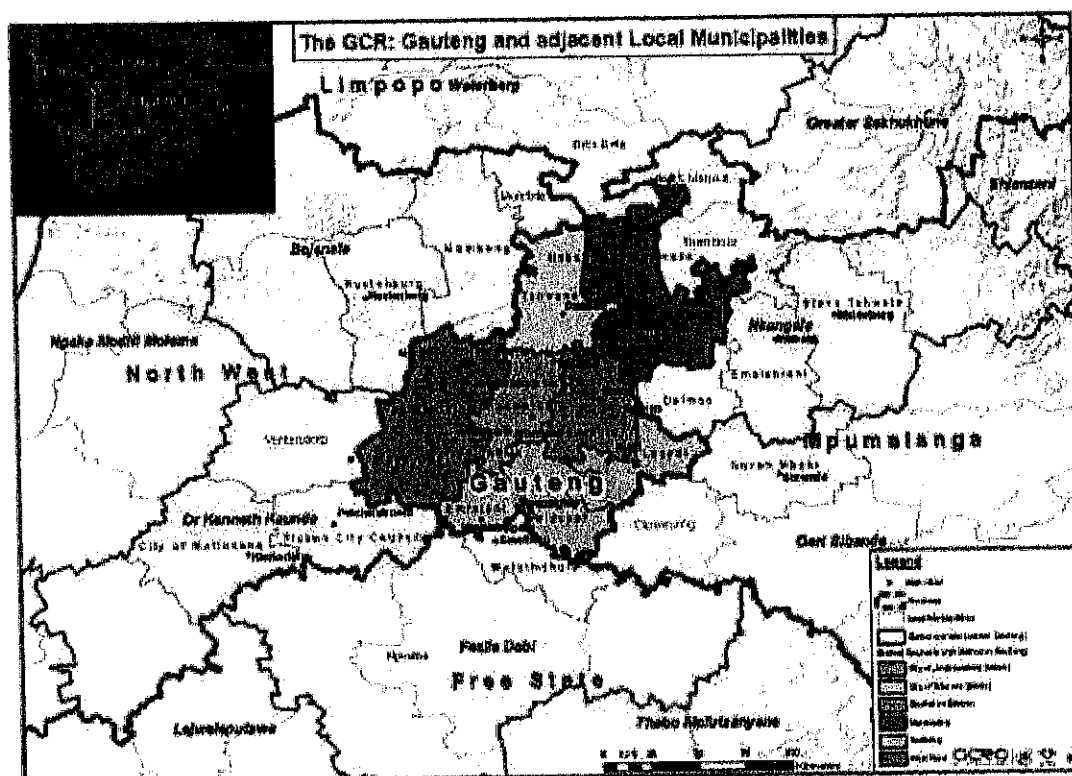
The primary objective of the Global City Region (as highlighted in the Gauteng Growth and Development Strategy) is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city region. The main aim of this is to encourage great internal coherence and cooperation within the Province, for greater external competitiveness.

The strategy seeks to align the various planning instruments, structures and sectors in Gauteng in order to realize the "Global City Region". Gauteng's rapid economic growth and expanded social service delivery has accelerated in-migration and placed increasing pressure on the environment.

The growing social and environmental challenges are an increasing burden on Gauteng's stability and sustainability. Unless these challenges are addressed they will pose a significant complication for the future prosperity and development of the Province. Thus issues of environmental planning integrated waste management and pollution abatement must be addressed as essential ingredients of Gauteng's sustainable development.

The Gauteng City-Region is an integrated cluster of cities, towns and urban nodes that together make up the economic heartland of South Africa. Please refer to Figure 2.2 for the Gauteng City Region illustration of Gauteng and its adjacent Local Municipalities.

FIGURE 2.2 THE GCR – GAUTENG AND ADJACENT LOCAL MUNICIPALITIES



Source: Gauteng City Region Observatory (www.gcro.ac.za)

The Gauteng City-Region contributes a significant proportion of South Africa's economic output, with its different areas, focused variously on mining, manufacturing, financial and business services, innovation and trade, working together to constitute a functionally integrated urban economy and single labour market.

It's relative economic weight in the country and the subcontinent means that the Gauteng City-Region has advantages over other parts of the country. There is a widespread perception that better work and education opportunities are available here. In comparative perspective, Gauteng seems to offer higher levels of access to good housing and essential household infrastructures, greater proximity to urban amenities, and generally better standards of living. As such it is a growing pole of attraction for migrants from South Africa's rural areas and other urban centres, as well as immigrants from the continent. The entrance of newcomers gives it an increasingly cosmopolitan character and vibrant social and economic life. This in turn adds continuously to its dynamism, and attractiveness to opportunity seekers.

Despite its importance, the Gauteng City-Region faces many challenges. These include high levels of poverty, unemployment and social exclusion. South Africa is one of the most unequal societies in the world, and this stark reality is particularly evident in Gauteng cities and towns. There remain spatial concentrations of huge wealth alongside large informal settlements. And although there is gradual integration the concentration of different population groups in specific areas previously designated for them by apartheid remains to this day.

While the Gauteng City-Region has a diverse and fast growing economy, the labour market is not yet dynamic enough to accommodate the aspirations of all prospective workers. Economic activity is still patterned by assumptions and interactions inherited from the apartheid era that often limit the opportunities for new market entrants, especially young work-seekers. The result is a quality of life for some that matches, and often exceeds, that enjoyed by residents of developed world cities, but high levels of frustration and marginalisation for many others. In turn, dynamism and cosmopolitanism have flip sides in simmering resentment of those who have succeeded, and antipathy to newcomers, especially foreign migrants.

Key to building on its potential and meeting its challenges is how the Gauteng City-Region is governed. At the local level, the urban region within Gauteng is governed by three metropolitan municipalities and, outside of these, a number of two-tier local government structures comprising both district and local municipalities. The local sphere carries some functional areas of responsibility; the provincial sphere, represented by the Gauteng Provincial Government, carries others. Outside the boundaries of Gauteng, other municipalities and other provincial governments are responsible for the emergent cities and smaller towns making up the wider urban region. Various national departments, and large state-owned entities and parastatals also play a role, particularly in the areas of water and power provision, and freight and air transport.

It is appropriate that government responsibilities are distributed in this way: the city-region is so large, complex and dynamic that no one government authority could possibly encompass the whole. But to address the region's challenges and ensure that it reaches its full potential, the different parts of government must work together. Improved intergovernmental co-operation, and greater collaboration between government, business and civil society, so that the cities and towns stretching across and beyond the boundaries of the Gauteng province can be made to work better as a more integrated, productive and sustainable whole, is at the heart of the idea of a Gauteng City-Region.

2.2.4 THE GAUTENG TRADE AND INDUSTRY STRATEGY

The Gauteng Trade and Industry Strategy (GTIS), 2003, adopts a broad approach to the economic development of the province and is comprised of five strategic thrusts:

1. The re-alignment of the manufacturing sector towards more sophisticated and value-added production
2. The development of Gauteng province as the smart 'capital' of South Africa
3. The development of the finance and business tourism sectors
4. Encouragement of new business activity to draw in participants in ownership and management levels from a wide spectrum of people
5. Employment generation and the benefits of this in income redistribution and poverty alleviation.

The GTIS identifies two strong economic sectors in Gauteng, which are a pivotal focus for the growth strategy, namely the financial services sector and business tourism.

2.2.5 THE GAUTENG SPATIAL DEVELOPMENT FRAMEWORK

Gauteng Province has adopted the Gauteng Spatial Development Framework (GSDF) as the core policy framework intended to guide decisions relating to the location and nature of physical development in Gauteng. The five critical factors which have been identified to direct future spatial development in Gauteng are:

1. Resource-based economic development: Three strategic thrusts have been formulated to guide future economic development:
 - a. The re-alignment of the manufacturing sector towards high value added activities
 - b. The development of the province as the smart centre of the country; and
 - c. The development of the finance and business services sectors with emphasis on financial services and technology, auxiliary business services, corporate head office location and business tourism
2. Contained urban growth through the implementation of the urban edge as vehicle, which is determined at a provincial level and informed by local government
3. Re-direction of urban growth, which aims to implement the principles of planning legislation and policy where the integration of residential areas with areas of employment opportunities take place.
4. Rural development beyond the urban edge (the greenbelt) to achieve a more balanced growth system
5. Mobility and accessibility, which underpin the principles of development. Hence, road and rail development should be geared at implementation to above proposals.

2.3 DISTRICT POLICIES AND PROGRAMMES

2.3.1 VISION 2016 AND THE GREEN IQ

Vision 2016 entails dissolving the four local municipalities with the District, into a single municipality by 2016. This vision includes a holistic approach to environmental concerns, involving recycling, renewable energy and beautification of our streets and parks by planting 10 000 trees.

There are opportunities for developing economies to benefit from climate change mitigation strategies and the Region will be making a strong case for private investors to assist in the growth of green and sustainable industries. Renewable power generation is our priority sector. We are currently investigating the replacement of street lights with more sustainable and affordable alternatives as well as the installation of alternative energy sources in our housing developments.

The Green IQ is a commitment to make the West Rand District the greenest district in South Africa and to provide an African example of how sustainable development is not just a good

choice for development, but the best choice. The Green IQ is a comprehensive strategy, built on 5 pillars, namely:

1. PEOPLE....Our goals is to create a place where people come first, a place characterized by equity, dignity and possibility; where everyone has the opportunity to build a better life for themselves, their children and their children's children
2. ECONOMY....Our economy will be restructured to seize the opportunities of tomorrow; to foster local resilience; to serve the people of the West Rand and to be an example of participatory prosperity
3. ENVIRONMENT....We will ensure that our precious natural resources are available for future generations; create a low-carbon built environment dedicated to quality of life; and regenerate rural areas with a new sense of purpose
4. ENERGY....We will facilitate the creation of new independent power producers to generate renewable, affordable and reliable energy to power new industries and create competitive advantages
5. INNOVATION...The West Rand will establish itself as a centre of excellence in green technology and green living; we will attract the best minds; and we will encourage and support the industries of the future.

The Green IQ is a vision of a new and better way of living and we owe it to future generations to seize the opportunity to make it real. A "Green IQ Strategy" will be further developed and rolled out to achieve this goal. Every department and every unit of our municipalities will unite behind this objective.

2.3.2 WRDM SPATIAL DEVELOPMENT FRAMEWORK

The purpose of the West Rand District Municipality's Regional Spatial Development Framework (RSDF), *West Rand 2020*, is to chart a way forward for the current and future development of the region. The key strategies summarize the approach that is needed to develop the district area and are as follows:

- Managing the growth of the district:
 - Urban edge
 - Infrastructure provision and management
 - Managing suburban and rural development
- Developing quality place
 - Activity centres and nodes
 - Sustainable neighbourhoods and housing
- Promoting and managing regional and local accessibility
 - Road linkages
 - Public transport
 - Pedestrians
- Providing and managing environmental areas and an open space network.

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The principles of the RSDF are integral to the manner in which the RSDF should be implemented and ought to shape the RSDF and guide decisions on planning transport and infrastructure investment. These principles are:

1. Inclusive growth and development – where everybody shares in the benefits from a multi-sector and diverse economy and quality developments
2. Quality designed developments and environments – where new and re-developed developments contribute positively to creating better urban and rural environments
3. Clean and safe environments – where people can enjoy and partake in social and recreation events, be proud of their communities and business are willing to invest and develop
4. Viable infrastructure and service provision – growth and development ought not to put a burden on the financial capacities of the district and infrastructure and services should be planned and developed in a manner that it is affordable for the communities as well as the district.
5. Adaptability – the district will have to monitor future and past trends in order to be prepared to adapt strategies and policies when faced with changes and unexpected situations.

2.3.3 THE WRDM LOCAL ECONOMIC DEVELOPMENT STRATEGY

The vision of the West Rand LED Strategy is to promote long-term sustainable growth within the WRDM, through job creation, the eradication of poverty and unemployment, meeting the socio-economic needs of the community and diversification of the economic base. The objectives of the West Rand LED Strategy include the following:

- Higher regional growth
- Beneficiation of primary products
- Build upon the comparative advantage of the areas
- Increase sustainable employment opportunities
- Increased labour absorption capacity of the economy
- Creation of competitive skills base
- Aid the improvement of annual household income
- Improved living standards
- Implementing support services
- Increase SMME opportunities
- Increase economic linkages in the region
- Increase municipal capacity building
- Building partnerships for economic growth and development
- Promote Broad Based Black Economic Empowerment (BBBEE)

The West Rand LED identified the following strategic thrusts:

- Thrust 1: Expansion of the Agricultural Sector

- Thrust 2: Industrial and Beneficiation Development
- Thrust 3: Waste Recycling/Processing
- Thrust 4: SMME Development and Support Centre
- Thrust 5: Human Resource Development
- Thrust 6: Tourism Development

2.3.4 WEST RAND DISTRICT MUNICIPALITY TOURISM SECTOR STRATEGY

The vision of the 2011 WRDM Tourism Sector Strategy is that by 2016 the West Rand will be Gauteng's most preferred nature and heritage visitor experience. The mission of the WRDM Tourism Sector Strategy is as follows:

- Geographically spreading the benefits of the visitor economy throughout the district
- Focused (prioritized) tourism development growing from the core of the Cradle
- Growing both overnight and day visitor numbers and visitor yields
- Superlative customer experiences – safe, quality, authentic and service excellence
- Public and private sector collaboration
- Demand-led development meeting market potential and needs, related to experiences
- Responsible Tourism ensuring sustainability and benefits for all

The vision as outlined above will be achieved through the following key actions:

- Focus on visitors not tourists – because we all understand visitors and how to treat them
- We will sell experiences and not geographic destinations
- We will do “call to action” marketing rather than “destination awareness” marketing. Each marketing activity has a visitor target.
- All municipalities/areas within the district are not equal in tourism
- Tourism development will be focused then allow growth to create spill over and spread
- Alignment to GTSS as well as NTSS & New Growth Path
- Tourism must be an integral component of district IDP and have a strong political champion
- Alignment to provincial and district economic and spatial objectives and economic growth paths

2.4 NEIGHBOURING MUNICIPALITY'S GDS'S

2.4.1 CITY OF JOHANNESBURG GDS

The City of Johannesburg Growth and Development Strategy envisions Johannesburg as a world class African city of the future – a vibrant, economically inclusive and multi-cultural African city; a city that provides real quality of life, for all its citizens. A city that is a symbol of learning – well established, globally competitive, innovative and networked. A city that inspires active citizenry.

WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

The GDS 2040 of the City of Johannesburg Metropolitan Municipality is summarised in the following table.

TABLE 2.1 CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY GDS

Focus	Goals
Health & Poverty	Reduce poverty & improve health & well-being of inhabitants
Economic Growth	Enabling & growing job intensive competitive economy
Natural resources	Conserving water for future generations
	Transition to a low carbon economy
	Building a recycling economy
	Building adaptive capacities for climate change
Transport	Building an efficient & reliable mass public transport system
Liveable Communities	Building liveable communities & thereby improving the health & well-being of all
Community safety	Everyone must feel & be safe in our city
Smart City	Build a smart city for rapid socio-economic development
Governance	Enhance effective decision-making, oversight, accountability & inclusive governance processes

2.4.2 CITY OF TSHWANE GDS

The Growth and Development Strategy of the City of Tshwane envisions Tshwane to be the leading international African Capital City of excellence that empowers the community to prosper in a safe and healthy environment. The GDS of Tshwane is summarised in the following table.

TABLE 2.2 CITY OF TSHWANE METROPOLITAN MUNICIPALITY GDS

Key objectives	Key strategic levers
<ul style="list-style-type: none"> Develop a common Strategy on achieving a shared accelerated economy Determine the Cities contribution to provincial economic growth (8%) Reduce unemployment by 50% by the year 2014 Ensure a more balance sharing of benefits of economic growth between the 1st & 2nd economies Mainstreaming gender & equality by creating an environment for more equitable sharing of benefits Develop a Joint Monitoring & Evaluation Mechanism Mainstream a gender-focussed agenda Develop & implement strategies to mitigate against risk 	<ul style="list-style-type: none"> Trade, Industry & Investment Infrastructure, Services & Integrated Transport System, Regional Integration & Global competitiveness Human Resource Development (Skills Development & support) Information & Communication Technology, Science Technology & Innovation 2010 and Beyond Spatial Development Initiatives Co-operatives Tourism & Creative Industries SMME development Empowerment & Growth Programme

The following section outlines the Physical Development Status quo in order to create a development profile for the West Rand District Municipality.

SECTION 3: PHYSICAL DEVELOPMENT STATUS QUO

The physical development status quo encompasses aspects such as the current settlement patterns and land uses; transportation links and infrastructural services, as well as the physical environment.

3.1 SPATIAL PLANNING AND LAND USE

The West Rand District Municipality is a Category C District Municipality. It covers approximately 2,442.4 km² in extent and has a population of 791,273. Figure 3.1 illustrates the Local Municipalities that constitute the WRDM, i.e.:

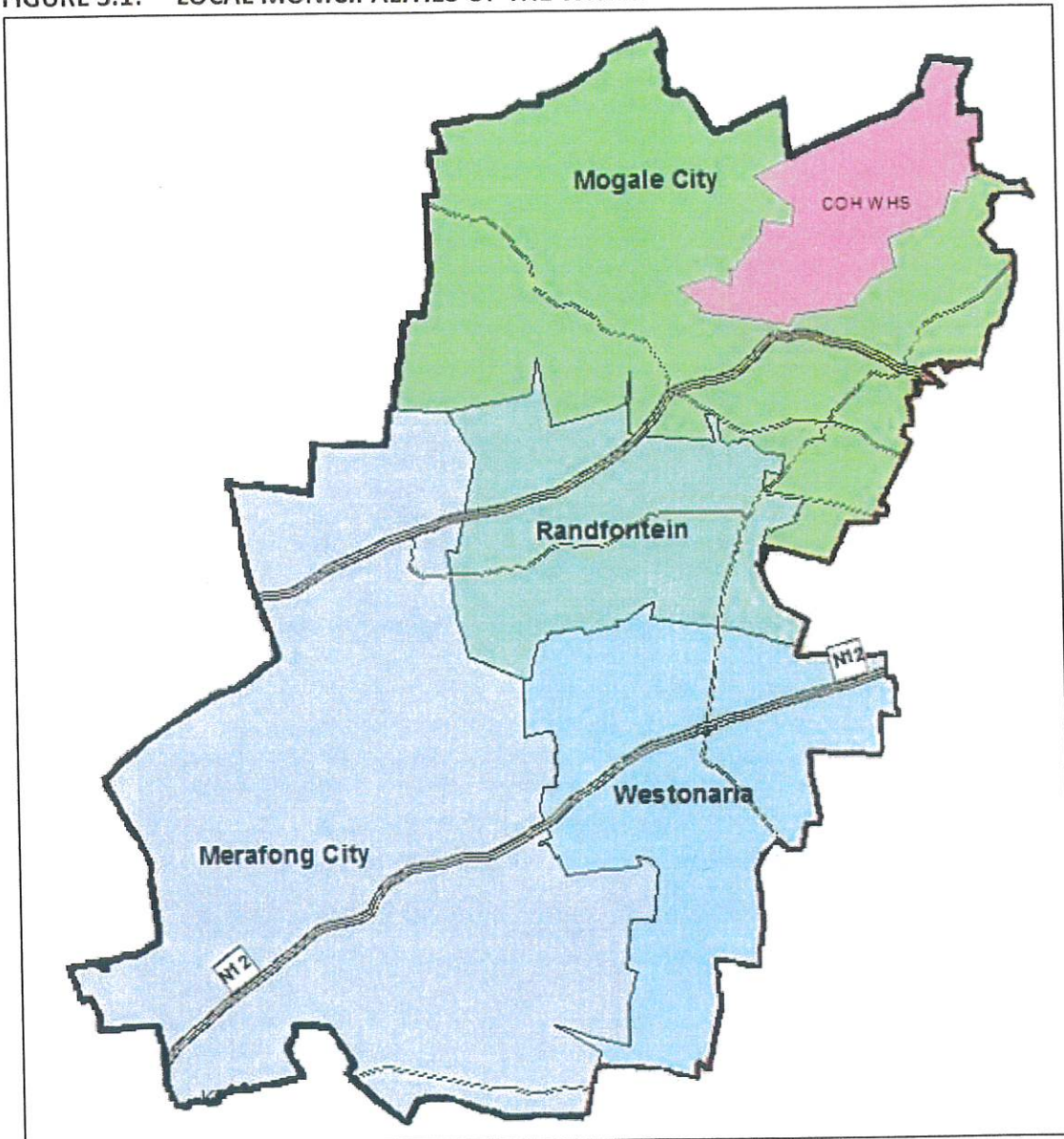
- Mogale City Local Municipality, covering a total area of 1120 km²,
- Westonaria Local Municipality, covering a total area of 637.6 km²,
- Merafong City Local Municipality, covering a total area of 1630.57 km²,
- Randfontein Local Municipality, covering a total area of 442.4 km², and
- The Cradle of Humankind World Heritage Site (under management of the Gauteng Tourism Authority), covering a total area of 242.4 km².

The spatial structure of the district is predominantly rural. The main areas of economic activity in the West Rand District are Krugersdorp, Randfontein and Westonaria. The dominant land uses include residential, mining and agriculture. The following spatial and physical characteristics are common throughout the District (refer to Figure 3.2):

- The main structuring elements in the district is N14 and N12, cutting parallel to each other, forming a strong south-east to north-west linkage. R28 act as a seam in the context of the District connecting the main movement lines in a north-south direction.
- The R500 provides the north south direction connecting to the N14 to the north
- The R512 (Malibongwe drive) provides access to Lanseria Airport
- The 559 creates a linkage between Randfontein and Soweto
- The district is characterised by the mountain ranges of Magaliesberg to the north west
- Development and settlements are concentrated towards the east of the district
- Due to mining activities and their development buffer zones in the district, the main economic centres in the district display a dispersed and fragmented form.
- The district is largely dolomitic, which acts as a structuring element/restrictive factor in terms of land use patterns
- Tourism and conservation opportunities exist in most of the Local Municipality areas, especially in the north and north-east, including the Cradle of Humankind WHS.
- Agriculture is a potentially important sector, predominating on the western side of the district (agricultural holdings)
- The settlement patterns of the area are a reflection of development dynamics and include historical residential patterns and trends, the related social and economic profile of the population, the economy and concentration of economic activity spatially,

transportation infrastructure, engineering infrastructure, land availability and planning initiatives.

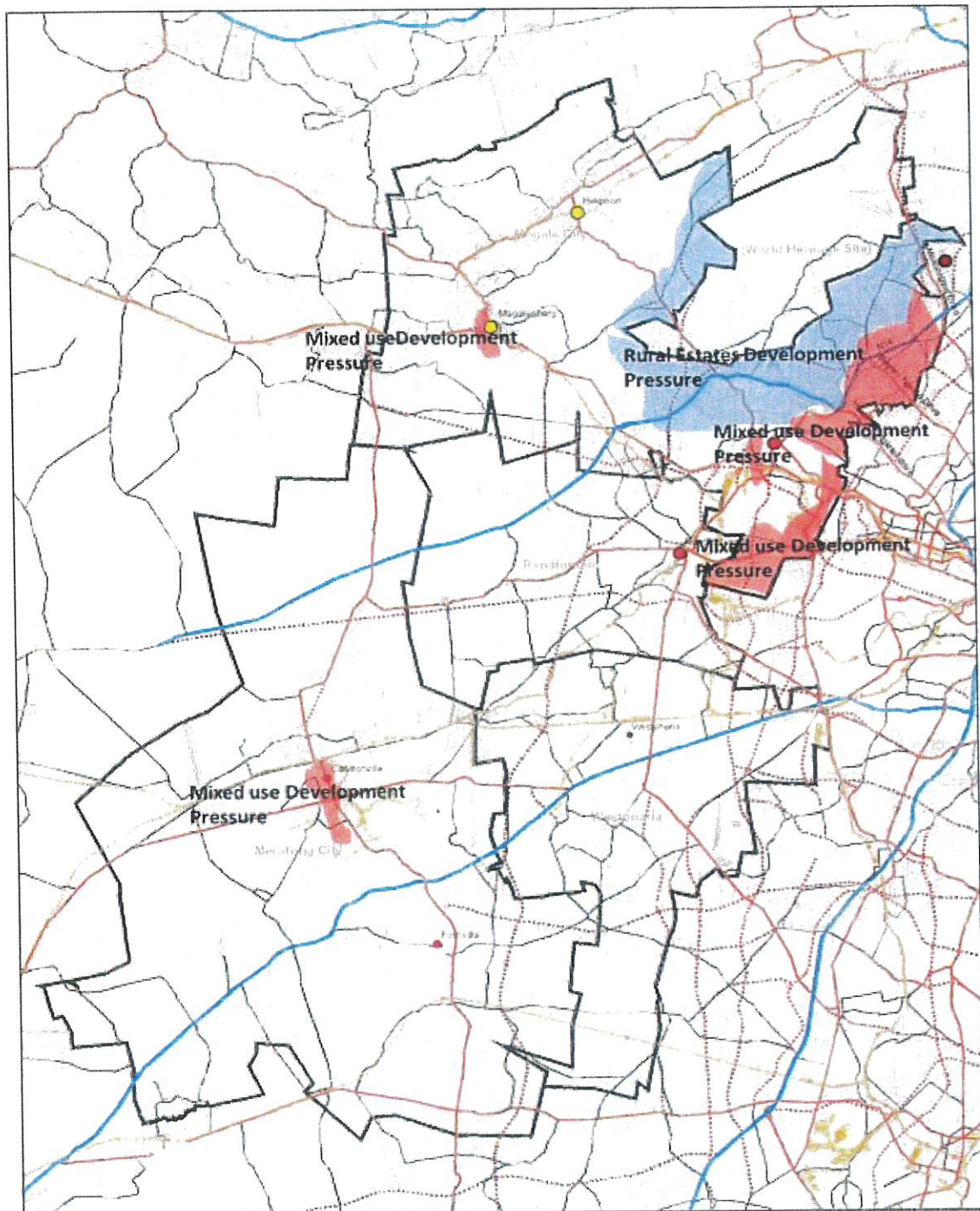
FIGURE 3.1: LOCAL MUNICIPALITIES OF THE WRDM



Source: Kayamandi, 2012

- Development pressure translates into a continuous sprawl of development into the rural areas, which needs to be controlled to preserve and maintain the rural character of the area.
- Dolomite, slopes, red data species, mining activities, nature reserves and undermined areas are environmental issues to be considered.
- Specific roads and rail routes act as conduits of development and to link development zones with each other and with areas beyond the WRDM.

FIGURE 3.2: KEY SPATIAL CHARACTERISTICS OF THE WRDM



Source: WRDM Regional Spatial Development Framework, 2010

WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

- The district is characterised by a significant amount of mine dumps, otherwise referred to as “Golden Sand”, bearing witness to the significant impact of mining in the district and Gauteng.

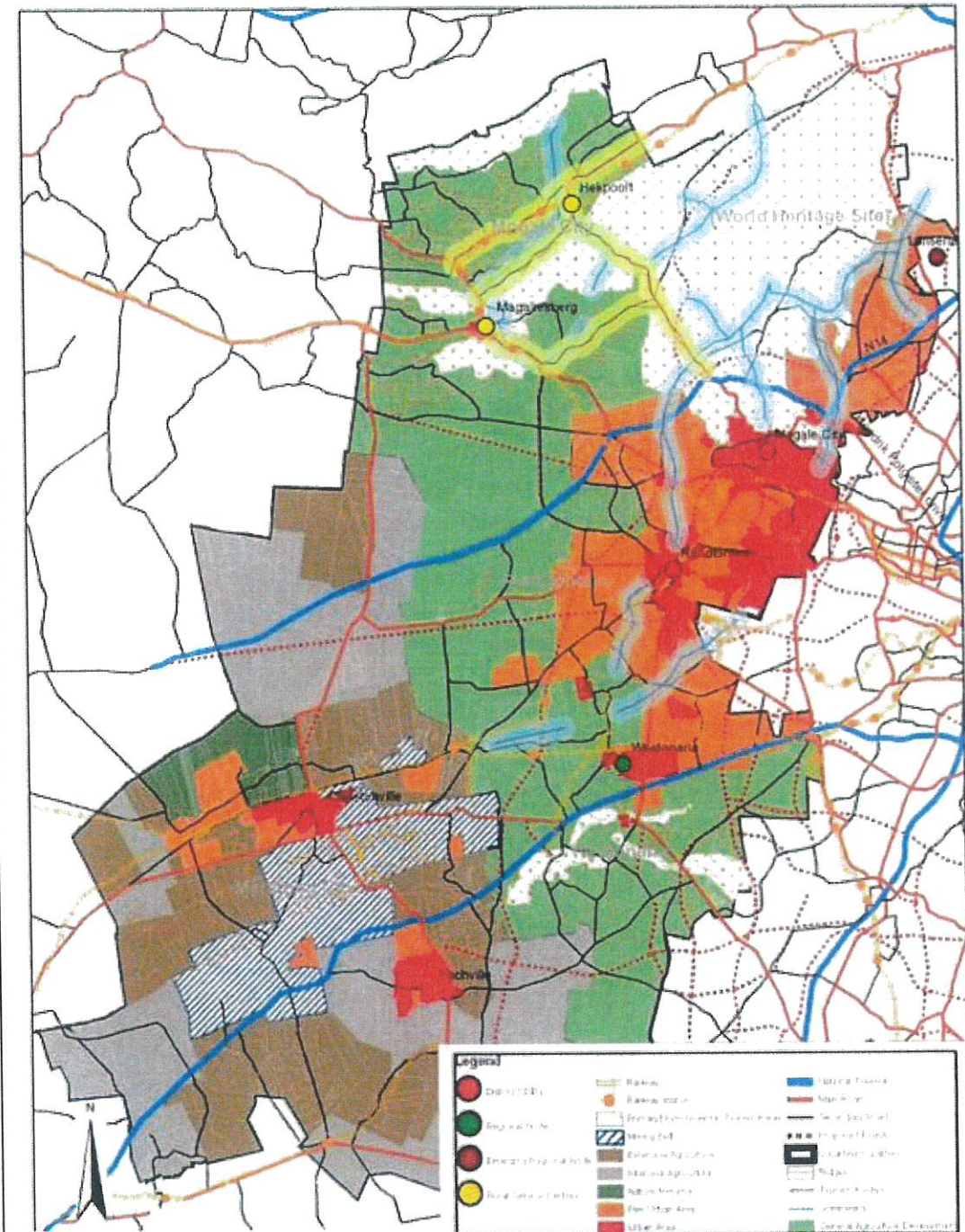
The following key strategies summarise the approach that is needed to spatially develop the district area:

- Managing the growth of the district
 - Urban edge
 - Infrastructure provision and management
 - Managing sub-urban and rural development
- Developing quality places
 - Activity centres and nodes
 - Sustainable neighbourhoods and housing
- Promoting and managing regional and local accessibility
 - Road linkages
 - Public transport
 - Pedestrians
- Providing and managing environmental areas and an open space network

Figure 3.3 illustrates the conceptual development framework for the district. The key activity nodes and centres identified within the WRDM Regional SDF are outlined in Table 3.1. Local and emerging local nodes as well as rural service centres are identified in the local municipal SDFs.

TABLE 3.1 WRDM ACTIVITY NODES AND CENTRES

Node	Existing/Proposed function and guidelines
District CBDs: <ul style="list-style-type: none"> • Krugersdorp • Randfontein 	<ul style="list-style-type: none"> • Primary node – mixed use economic node • Of district importance in terms of attracting people beyond the municipal boundaries
Regional nodes: <ul style="list-style-type: none"> • Westonaria • Muldersdrift 	<ul style="list-style-type: none"> • Secondary and emerging secondary nodes – mixed use economic node • Serve specific sub municipal regions and fulfils a variety of functions
Local nodes: <ul style="list-style-type: none"> • Randgate • Greenhills • Etc. 	<ul style="list-style-type: none"> • Serves on or more neighbourhoods or settlements • Fulfils a variety of functions with a sufficient mix of uses • Uses are predominantly of a local nature
Rural service centres: <ul style="list-style-type: none"> • Fochville • Tarlton • Hekpoort • Etc. 	<ul style="list-style-type: none"> • Serves specific sub municipal regions and specifically rural communities • Contains the sprawl of periphery settlements



Source: WRDM Regional Spatial Development Framework, 2010

Figure 3.4 presents illustrates the change in urban edge within the West Rand District Municipality since 2002, as determined by the Gauteng City Region Observatory. From the figure it is evident that there has been quite some growth towards the West Rand District's direction since 2002.

FIGURE 3.4 THE GCR – URBAN EDGE



Source: Gauteng City Region Observatory Interactive Maps, 2012

3.2. TRANSPORTATION LINKAGES AND INFRASTRUCTURE

The WRDM is serviced by National, Provincial and Local roads. The N12 and N14 are the two National roads that cross the district in a west to north eastern direction. These routes generally provide good regional access between the WRDM and Johannesburg to the east, Pretoria to the north and the NW Province to the north-west.

Road infrastructure in the residential areas is generally poor because of e.g. lack of maintenance, improper rehabilitation and pressure from new developments. According to available data, the extent of the provincial road network within the jurisdiction of the WRDM is 1 529.8 km. The majority of the roads are provincial tertiary roads with an inter-district mobility function.

Movement linkages are essential as they increase a region's connectivity and access to economic and learning opportunities. The district is well serviced in terms of east-west regional linkages and these directly link the WRDM to the northern and central Gauteng economic powerhouses to its east and the agricultural and mining zones of the North West Province to its west. The economic and developmental benefits that these linkages have added to the district itself so far are still relatively minimal.

On the other hand the district has not at all been able to create and sustain strong north-south linkages that centralise it between the Free State Province and the eastern parts of the North West Province such as the Bojanala Local Municipality.

Taxis dominate the public transport operations in the District. Bus transport in the district is very limited with no subsidised commuter services, apart from contracted learner transport services that are provided in the predominantly rural area.

The West Rand District Municipality does not own any rail infrastructure. The commuter rail services operating in the West Rand belong to the South African Rail Commuter Corporation (SARCC). The SARCC, which is an agency of the National Department of Transport (NDoT) owns all of the rail commuter lines and all of the rolling stock. The station buildings are the property of Intersite which is a property division of the SARCC.

The commuter rail services are operated by MetroRail, a division of Transnet Limited. Metrorail operates all rail commuter services throughout the country on a concession basis. It is important to note that the rail planning function is a national responsibility. Apart from the railway line network and layout, the signalling system has a major impact on the performance possible by train services operated on the network.

According to the latest available information from the *Gauteng Rail Passenger Transport Status Quo Overview* only two main rail commuter services operated within the jurisdictional area of the West Rand. These commuter services are:

- Midway – Oberholzer – Johannesburg
- Langlaagte – Randfontein – Johannesburg

The main issues of rail commuter services in the West Rand are summarised as follows:

- The main stations such as at Krugersdorp and Randfontein stations generally have their amenities in good conditions, while at the minor stations the conditions range from fair to poor.
- Integration between rails stations and road based passenger transport needs to be enhanced
- Control and regulation of the minibus-taxi industry need to be put in place urgently
- The service frequency on the Randfontein – Johannesburg service is about 15 – 20 minutes during peak hour
- Currently there is an unusual high growth in excess of 10% per annum in the low income areas mainly as a result of the Urbanisation process. The majority of these passengers are entirely dependent on taxi-services
- No effective subsidized mass transport system is available to the masses that cannot afford private transport. The modal split is not in balance with minibus-taxis as the most expensive form of transport dominating the market.
- A need for a transport institutional structure on local level to effectively take charge of managing the public transport function
- Current land use developments are not directed to existing mass transport systems (rail) referring to utilisation of existing capacity.

The Integrated Development Plan of the West Rand District Municipality, specifically with regards to the Nodal Development Strategy, identifies the Lanseria Airport Node as an important Strategic Project and Programme.

The Lanseria airport node is an important development for the Cradle of Humankind. The airport could influence the development of the K29 road with the development of Cosmo City. The K29 road serves as a regional corridor between Johannesburg area and Rustenburg area and it also connects with the Platinum toll road as spatial corridor.

3.3 ENGINEERING AND TRADING SERVICES INFRASTRUCTURE

3.3.1 ELECTRICITY DISTRIBUTION

Due to the expansion of the economic activities that sustain the district municipality, the areas that are in greater need of electricity supply and maintenance are mainly the urban areas of Randfontein and Mogale City. This is particularly due to the population densities found in these areas coupled with the various land uses that range from residential to commercial and industrial. These are all land uses that require a greater supply of electricity compared to those agricultural areas found mainly in the south to north western parts of the municipality.

3.3.2 POTABLE WATER SUPPLY

The main water supplier in the municipality is Rand Water; the water is pumped from the Vaal River into local reservoirs. The local councils own and manage the local distribution of infrastructure. Water supply in WRDM can be considered to be fairly good, particularly in the urban areas. According to the 2007 Community Survey data, most households, 81.1% receive their water either from piped water sources to dwelling or from piped water sources to the yard.

3.3.3 SEWERAGE (SANITATION)

Sanitation is fairly good in the urban areas of the WRDM, however in Mogale City LM there is a need for improvement. The RDP sets the minimum standards for the provision of sanitation. The RDP refers to a minimum of an “adequate safe sanitation facility per site”. This is interpreted in the national sanitation policy as being “a ventilated improved pit (VIP) toilet in a variety of forms, or equivalent, as long as it meets certain criteria in terms of cost, sturdiness, health benefits and environmental impact”.

3.3.4 SOLID WASTE DISPOSAL

The District has a relatively high percentage of weekly refuse removal services, and this is most evident in the urban areas of Mogale City, Randfontein and Westonaria. Approximately 5% of the district however does not have any refuse removal, which is a great concern due to health hazards. Through regular and efficient refuse removal a healthy living environment is created as well as an environment that is conducive for conducting business.

3.4 ENVIRONMENTAL MANAGEMENT

3.4.1 MAJOR ENVIRONMENTAL CONSTRAINTS

The West Rand District has certain environmental issues which constraints development within the area. The major environmental constraints include:

- Dolomitic areas
- Air pollution
- Acid Mine Drainage

Each of these constraints will be discussed in more detail in the following subsections.

3.4.1.1 DOLOMITIC AREAS

Approximately 183 000 hectares (of the total 406 640 hectares encompassing the entire WRDM) is located on dolomite land (land where dolomite is located at or near [less than 100m] surface). Figure 3.5 depicts the dolomite land map for the WDRM based on the Gauteng Dolomite Land Map produced by the Council of Geoscience. Such material is prone to sinkhole development and karst landscapes. The West Rand District is pitted with sinkholes and dolines, particularly in the central areas. Mining and human habitation has further accelerated the development of

sinkholes and dolines in the West Rand through the pumping of water from subterranean aquifers. Apart from the doline and sinkhole formation risks that occur in bad dolomitic zones, the ground water pollution potential in dolomitic areas is also regarded as high.

3.4.1.2 AIR POLLUTION

Due to a lack of adequate historical data, an assessment of the ambient air quality in the area cannot be done. It is however possible to indicate the pollutants that may have an impact in the area from experience in similar district and other studies.

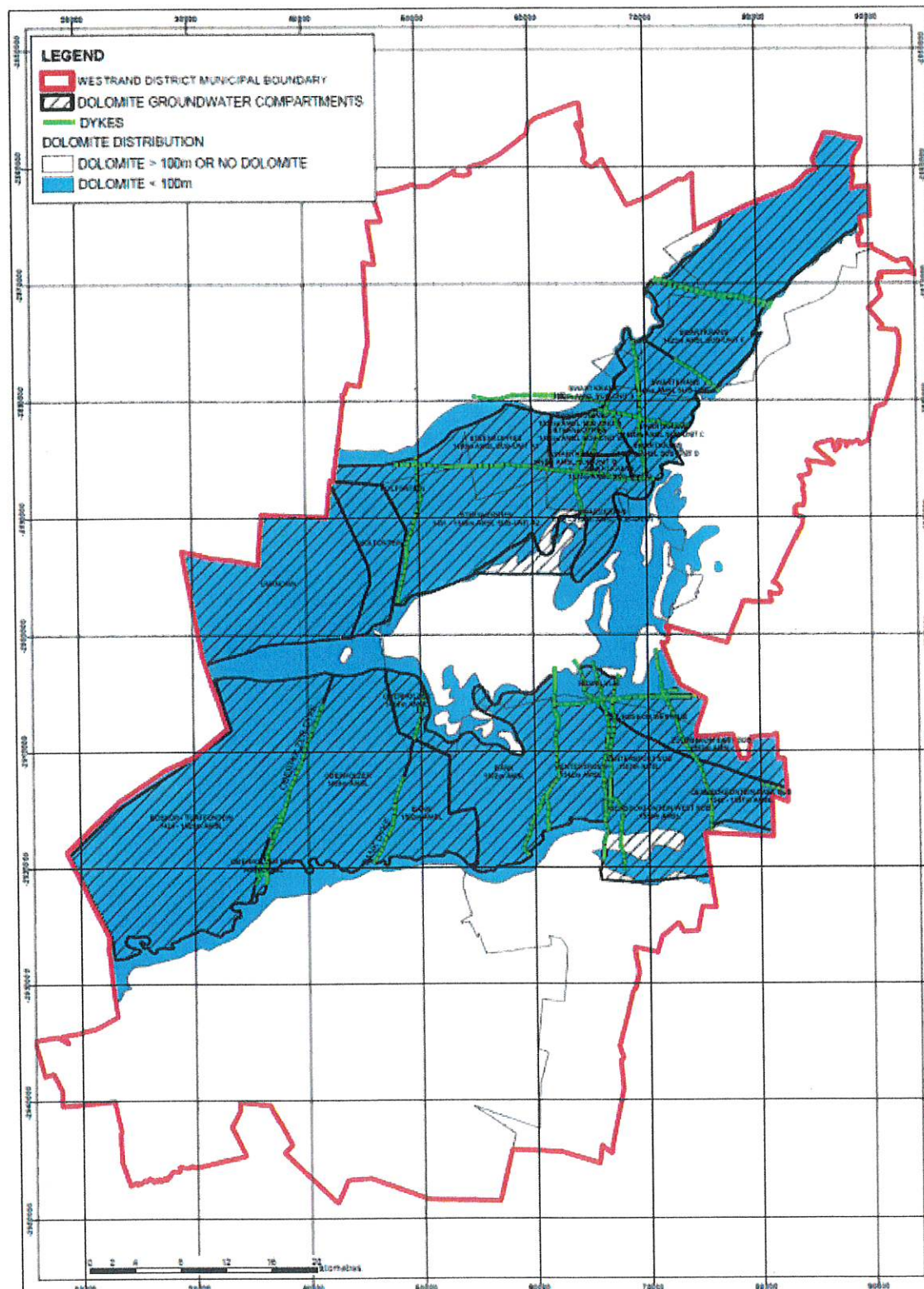
It is expected that airborne concentrations of particulates and dust fallout will be the main concern in this area originating from exposed or partially exposed tailings dams, unpaved roads, mining and industrial activities, such as crushing and screening, material handling, temporary storage piles, as well as other sources, such as biomass (veld) burning and informal biomass or refuse burning. Significant health impacts and associated health costs have found to be associated with exposures to fine particulates. Fine particulate concentrations have been found to be elevated throughout areas with a high concentration of mining and industrial activities and even in areas more remote from heavy industrial and domestic coal burning areas. Although the lenient current SA guidelines are not exceeded at such locations, international best practice guidelines are exceeded on a frequent basis. In the event that SA guidelines are brought in line with international best practice, it is expected that some areas of the West Rand would be classified as being in non-compliance.

Other pollutant concentrations, such as ground level ozone (O₃), nitrogen dioxide (NO₂) and sulphur dioxide (SO₂), have been found to be present at elevated levels in other areas. Ozone (O₃) and nitrogen dioxide (NO₂) have been found to occur in close proximity to busy roadways but do not exceed guidelines in other studies.

Ambient sulphur dioxide (SO₂) concentrations have been found to exceed SA guidelines in industrial areas.

Emissions of hazardous air pollutants (HAPs), including various toxins, teratogens, mutagens and carcinogens are frequently associated with waste disposal facility operations and certain industrial activities. These pollutants, despite their being emitted in trace amounts, present significant health risks in instances where residential settlements are located in close proximity to sources. The potential also exists for the bio-accumulation of certain substances (e.g. mercury) and for increased exposure due to other exposure pathways, primarily ingestion. The main sources of concern include industrial operations associated with HAP releases, domestic coal burning, and incineration and landfill operations.

FIGURE 3.5: DOLOMITE LAND IN THE WEST RAND DISTRICT MUNICIPALITY



Source: WRDM: Dolomite Risk Management Strategy, Vol. 1/5, June 2009

3.4.1.3 ACID MINE DRAINAGE (AMD)

A major environmental problem relating to mining in the WRDM is uncontrolled discharge of contaminated water (or decant) from abandoned mines (Banks *et al*, 1997, Pulles *et al*, 2005). Commonly known as Acid Mine Drainage (AMD), there is a wide acceptance that this phenomenon is responsible for costly environmental and socio-economic impacts.

AMD is characterized by low pH (high activity), high salinity levels, elevated concentrations of sulphate, iron, aluminium and manganese, raised levels of toxic heavy metals such as cadmium, cobalt, copper, molybdenum and zinc, and possibly even radio nuclides. The acidic water dissolves salts and mobilizes metals from mine workings and residue deposits. Dark, reddish brown water and pH values as low as 2.5 persist at the site (Akcil and Koldas, 2006). AMD is not only associated with surface and groundwater pollution, but is also responsible for the degradation of soil quality, aquatic habitats and for allowing heavy metals to seep into the environment (Adler and Rascher, 2007). An exacerbating characteristic of AMD is its persistence, it is extremely difficult to rectify.

Acid mine water started to decant from the defunct (closed) flooded underground mine workings in the West Rand in August 2002. "Decant has subsequently been manifested at various mine shafts and diffuse surface seeps in the area. Up until early 2005, and completion of storage and pumping facilities to contain and manage on average of 15 Mega-Litres per day (ML/D) of decant, the AMD found its way into an adjoining natural water course and flowed northward through a game reserve, and towards the Cradle of Humankind World Heritage Site". (Oelofse *et al*, 2007).

In April 2005, the media drew attention to the West Rand basin with news headlines such as "A rising acid tide" and "Acid River rocks Cradle of Humankind". The reports went to state that "South Africa's renowned Cradle of Humankind in Gauteng, home to one of the world's richest hominid fossil sites, is under threat from highly acidic water pollution..." (Independent online, 14 April 2005) and "It is also threatening to drown the Sterkfontein caves". (Mail and Guardian, 12 April 2005). The Mail and Guardian also accused scientists, mining companies and government of reluctance to discuss the mine water decant and its impact publicly "...and yet it is the start of a problem of such magnitude that it will affect our environment and health for decades to come" (Mail and Guardian, 12 April 2005).

The potential impacts of mining on the water environment are subdivided (ERMITE, 2004a) into those associated with phases of mining operations, namely:

- The act of mining itself
- Seepage of contaminated water from mine residue deposits (waste rock dumps and tailings dams) resulting from mineral processing/beneficiation
- Dewatering of active water operations, and
- Re-watering (flooding) of defunct/closed mine voids and discharge of untreated mine water.

A definition of “mine water” after ERMITE (2004b) reads “Mine water is water in mined ground including waste rock/tailings depositories and/or draining into an adjoining body of water including streams, lakes, aquifers, wetlands, and oceans”. Sulphide minerals such as pyrite occur in most metal sulphide deposits and associated mining waste. The oxidation of these minerals in the presence of oxygen and water produces acid mine water which manifests as AMD. Surface sources of AMD that present the greatest threat to the environment are coal discard dumps and slurry dams, gold tailings/slimes dams and waste rock dumps, and uranium slimes dams. Subsurface impacts are generally associated with water ingress (flooding) into underground mine workings, with the attendant threat of dewatering the source (and often pristine) groundwater regime and, in the post mining phase, providing a source of acid mine water for potential migration into the groundwater environment during re-watering (Banister *et al*, 2002).

A high confidence study of the fate and pathway of heavy metals and radio nuclides associated with mine decant and AMD should be undertaken. This study will reveal where the pollution is travelling and if there is human risk involved, and therefore where management intervention is required. In addition a high confidence epidemiological study of off-mine populations impacted by mining activities is required. To date there are no reliable data on human-related impacts associated with mining activities.

The extent of mine pollution impacts need to be determined. Remediation priority areas and actions need to be identified based on location and extent of mine pollution impacts. AMD follows the same flow pathways as water, and can therefore best be controlled by controlling water entry into the site of acid formation, by diversion of surface water away from the residue storage areas, prevention of groundwater infiltration into the mine workings, prevention of hydrological seepage into the affected areas and controlled placement of acid-generating waste (Akcil and Koldas, 2006).

Research is also required on strategies to utilize the storage potential of defunct/closed underground mine voids in optimally managing the generation of AMD in order to control its potential impact on the receiving surface and groundwater environments. Research is required on the further field impacts of AMD on potentially receiving dolomitic (karst) environments and the re-activation of springs dried-up due to dewatering.

AMD is thus the single most important environmental concern from mining activities. Many mines are reaching the end of their productive life and as a result, dewatering is terminated and re-watering results in the decant of AMD, often at unpredictable locations. In addition, tailings dams and waste rock dumps constitute surface sources of AMD. The threat of AMD to the environment is not solved in the short to medium term; it is likely to persist for centuries to come. Whilst AMD threatens the scarce water resources of South Africa, and as a result also human health and food securing in mining areas, it also presents an opportunity to provide usable water through appropriate treatment technologies.

3.4.2 ENVIRONMENTAL OPPORTUNITIES

The West Rand District does however have very valuable environmental assets and opportunities, which includes the following:

- Ridges with high aesthetic and ecological values
- Agricultural potential
- Heritage

Each of these opportunities is discussed in more detail in the following subsections.

3.4.2.1 RIDGES WITH HIGH AESTHETIC AND ECOLOGICAL VALUES

The northern section of the West Rand District, including Mogale City and the Cradle of Humankind World Heritage Site, forms part of the Magaliesberg range of ridges (Figure 3.6). Ridges, due to varied topography and climate, are considered to have spatially heterogeneous, abiotic conditions that provide a greater diversity of potential niches for plants and animals than homogeneous landscapes.

Ridges are therefore considered ecologically sensitive, and their protection is critical to the sustainability of many species as well as the overall diversity of the region.

3.4.2.2 AGRICULTURAL POTENTIAL

The West Rand District has areas with significant agricultural potential, which should be regarded as an important resource. Areas with high agricultural potential should be protected.

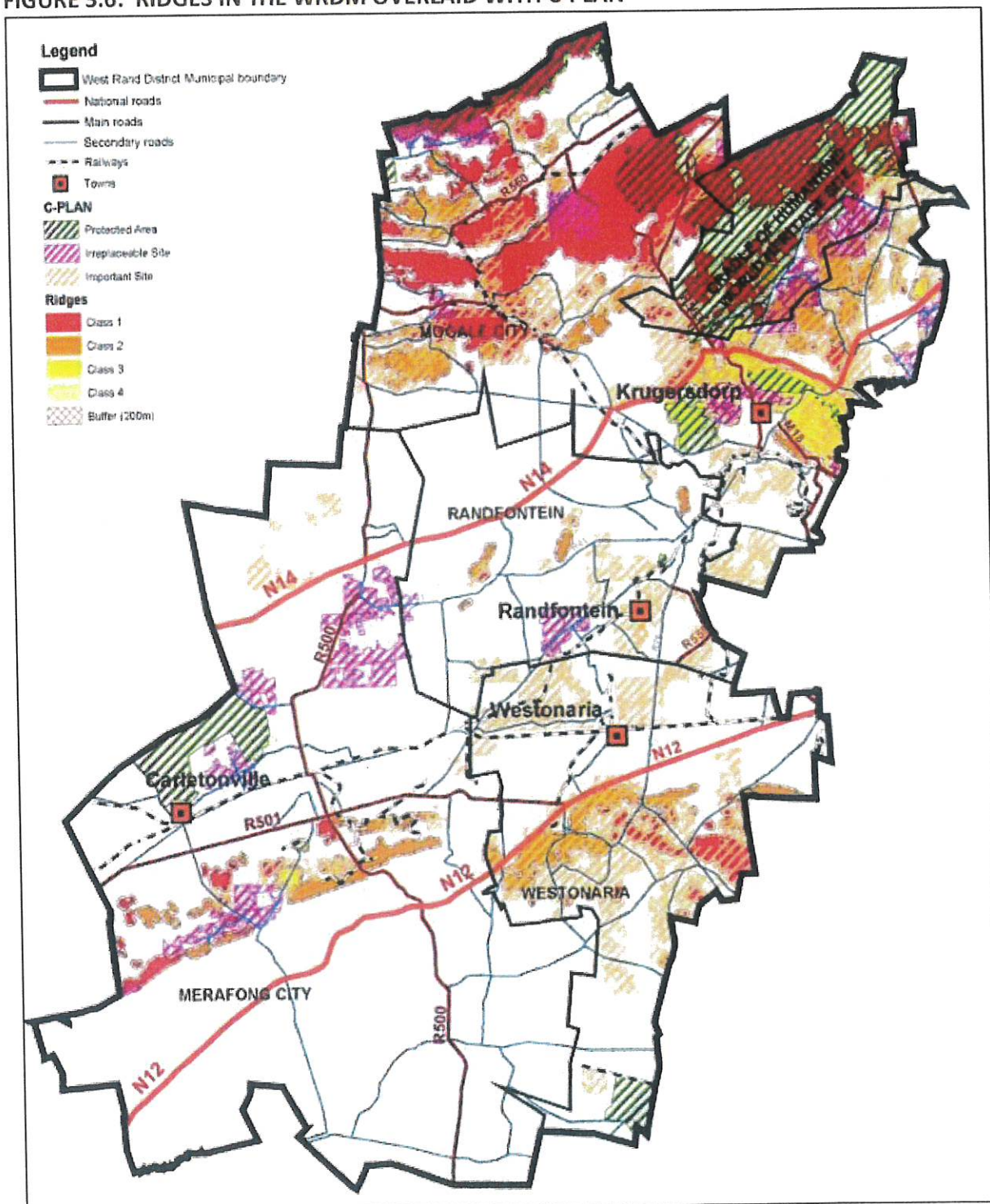
Figure 3.7 presents the areas with high or unique agricultural value within the WRDM.

3.4.2.3 HERITAGE

WRDM prides itself in having approximately 169 cultural heritage sites scattered through the various local municipalities. There are 15 SAHRA registered cultural heritage sites within the WRDM, of which the Cradle of Humankind World Heritage Site (CoH WHS) is the best known (Figure 3.8).

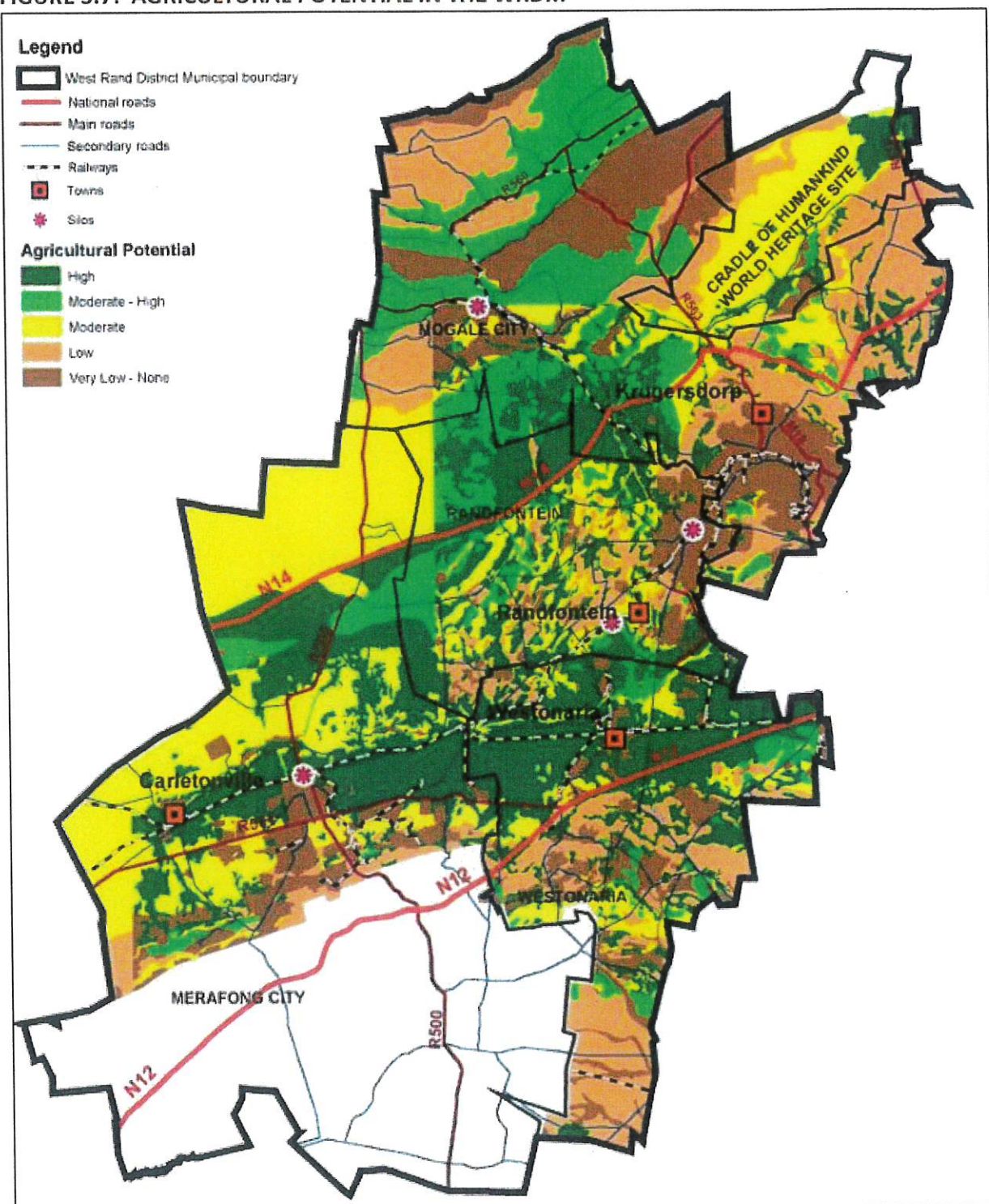
Heritage sites are predominantly found in the Cradle of Humankind World Heritage Site and Mogale City Local Municipal area. However, the West Rand District is very under researched.

FIGURE 3.6: RIDGES IN THE WRDM OVERLAID WITH C-PLAN



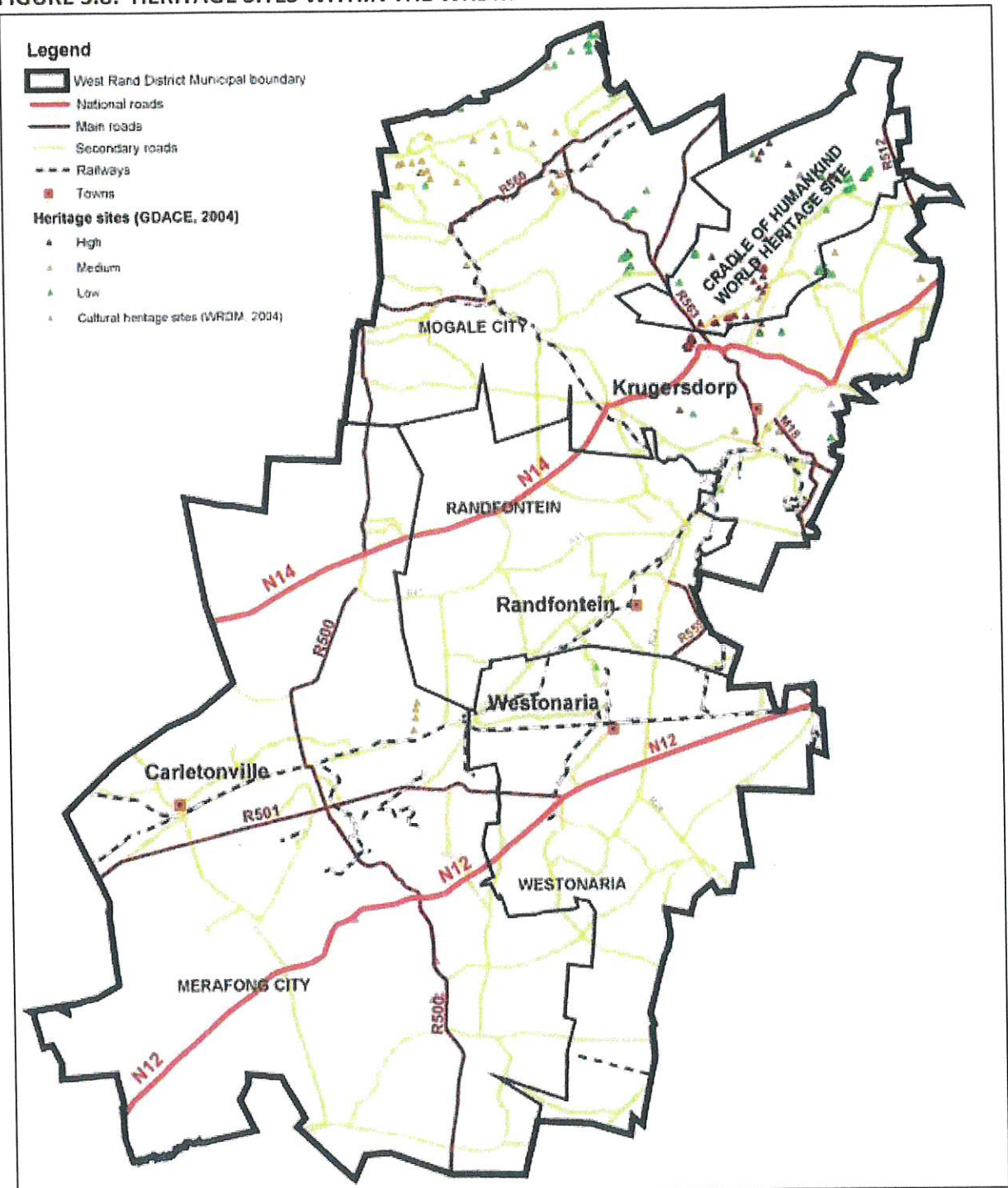
Source: WRDM Environmental Management Framework, 2006

FIGURE 3.7: AGRICULTURAL POTENTIAL IN THE WRDM



Source: WRDM Environmental Management Framework, 2006

FIGURE 3.8: HERITAGE SITES WITHIN THE WRDM



Source: WRDM Environmental Management Framework, 2006

3.5 CONCLUSION: PHYSICAL DEVELOPMENT KEY FOCUS AREAS

The following main issues derived from the physical development status quo will form the focus of the Regional Growth and Development Strategy for the West Rand District:

- Main economic centres within the district are fragmented and dispersed due to mining activities and development buffers
- The dolomitic nature of the district is a large restrictive factor for development
- Development pressure translates into a continuous sprawl of development into the rural areas, which needs to be controlled to preserve and maintain the rural character of the area
- Dolomite, slopes, red data species, mining activities, nature reserves and undermined areas are environmental issues to be considered
- Road infrastructure in the residential areas is generally poor because of e.g. lack of maintenance, improper rehabilitation and pressure from new developments
- The district is characterised by a significant amount of mine dumps, otherwise referred to as "Golden Sand", bearing witness to the significant impact of mining in the district and Gauteng. This does not only have a negative impact in terms of visual unattractiveness but also has a large impact in terms of air quality
- Acid mine drainage has significant socio-economic and environmental impacts. AMD can be detrimental to the Cradle of Humankind, which is a key tourism attraction to the district.

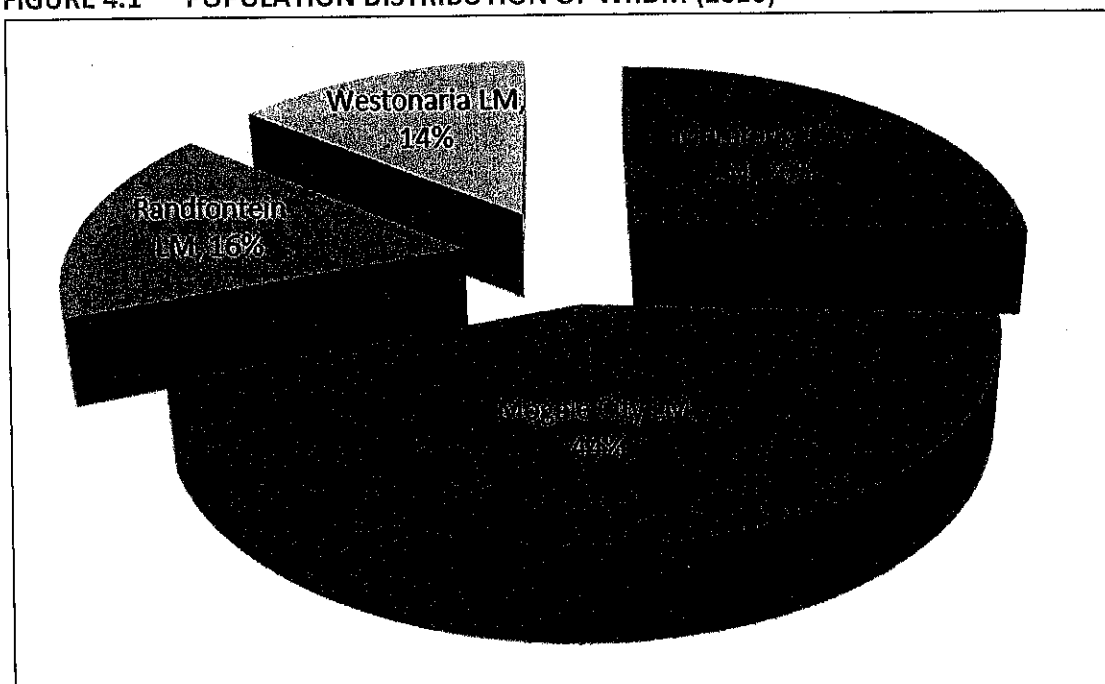
SECTION 4: SOCIAL DEVELOPMENT STATUS QUO

The Social Development Status quo encompasses the human element, including the socio-economic profile of the area and the provision of housing basic infrastructure and other community services.

4.1 DEMOGRAPHIC PROFILE

It is estimated that the total population for the West Rand District was 795 347 in 2010. Figure 4.1 illustrates the distribution of the West Rand District's population according the Local Municipal Area. It is clear that the majority of the District's population resides within Mogale City Local Municipality (44%). Westonaria Local Municipality contributes the least to the District's population (14%).

FIGURE 4.1 POPULATION DISTRIBUTION OF WRDM (2010)

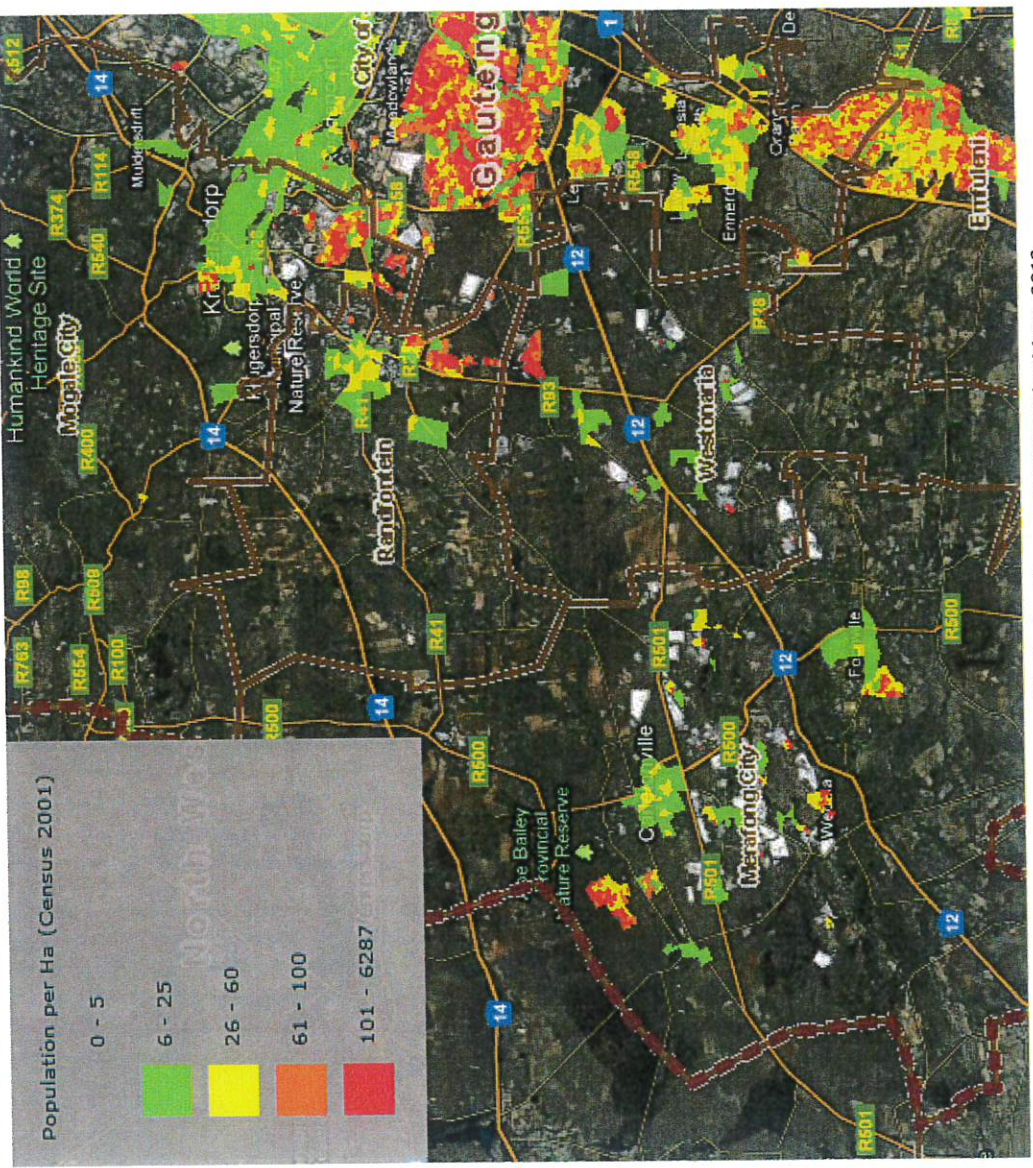


Source: Quantec Research, 2011. Standardised Regional Data.

Figure 4.2 presents the population per hectare for the area, as determined by the Gauteng City Region Observatory. It is evident from the figure that the largest population density is in the Mogale City area, followed by Randfontein and Merafong City.

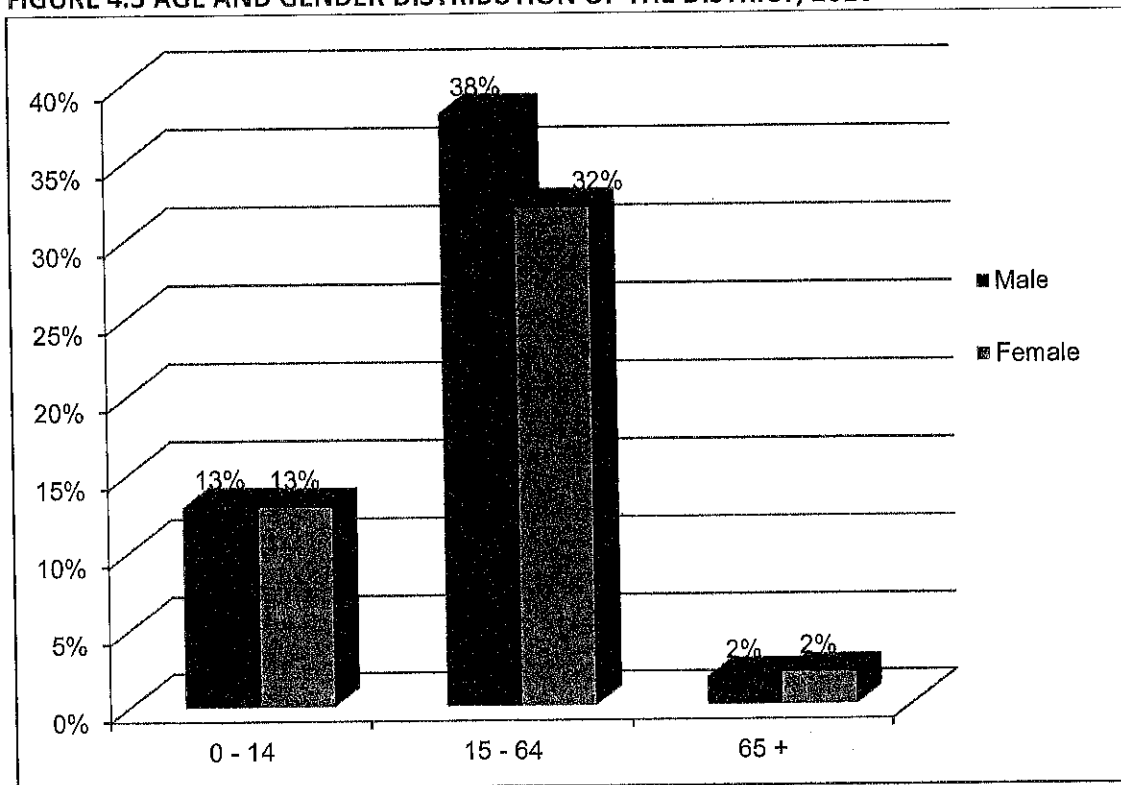
Figure 4.3 provides an indication of the population composition in terms of age and gender. The 0 – 14 age group provides an indication of those persons still dependent on their parents and that are thus not economically active, whilst the 15 – 64 year age group shows persons potentially economically active within the population. The age group 65+ gives an indication of the persons that have retired and are elderly and no longer economically active. The potentially economic active age group (15 – 64 yrs) makes up the majority of the population (70%). A very small percentage of the district's population is aged 65 or more (4%).

FIGURE 4.2: THE GCR – POPULATION DENSITIES



Source: Gauteng City Region Observatory Interactive Maps, 2012

FIGURE 4.3 AGE AND GENDER DISTRIBUTION OF THE DISTRICT, 2010



Source: Quantec Research, 2011. Standardised Regional Data.

It is clear from the above figure that the distribution in terms of gender is almost equal with a slight difference within the economic active age group. This is a positive factor for social stability, especially in a mining area where there is normally a greater disparity between the number of males and females.

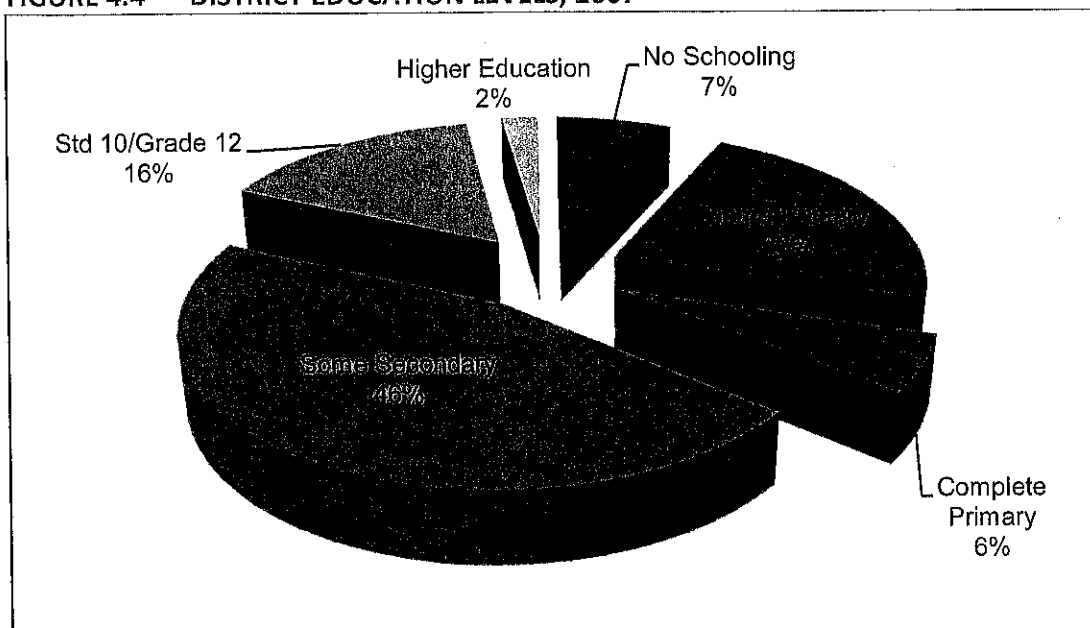
A higher number of males in mining areas often worsen social problems such as promiscuity and HIV/Aids, as the mine workers would normally have left their spouses in the rural areas to seek employment in the mines.

4.2 EDUCATION LEVELS

Figure 4.4 provides an indication of the education levels within the West Rand District for 2007 (StatsSA, Community Survey 2007). It is clear from the figure that a large portion of the population has enrolled for secondary education but has not completed Grade 12/Std 10. Only 16% of the population of the district has completed Std10/Grade 12.

This is very concerning and needs to be focused on. It is also very concerning that 7% of the population has no schooling and only 2% of the population has higher education qualifications.

FIGURE 4.4 DISTRICT EDUCATION LEVELS, 2007

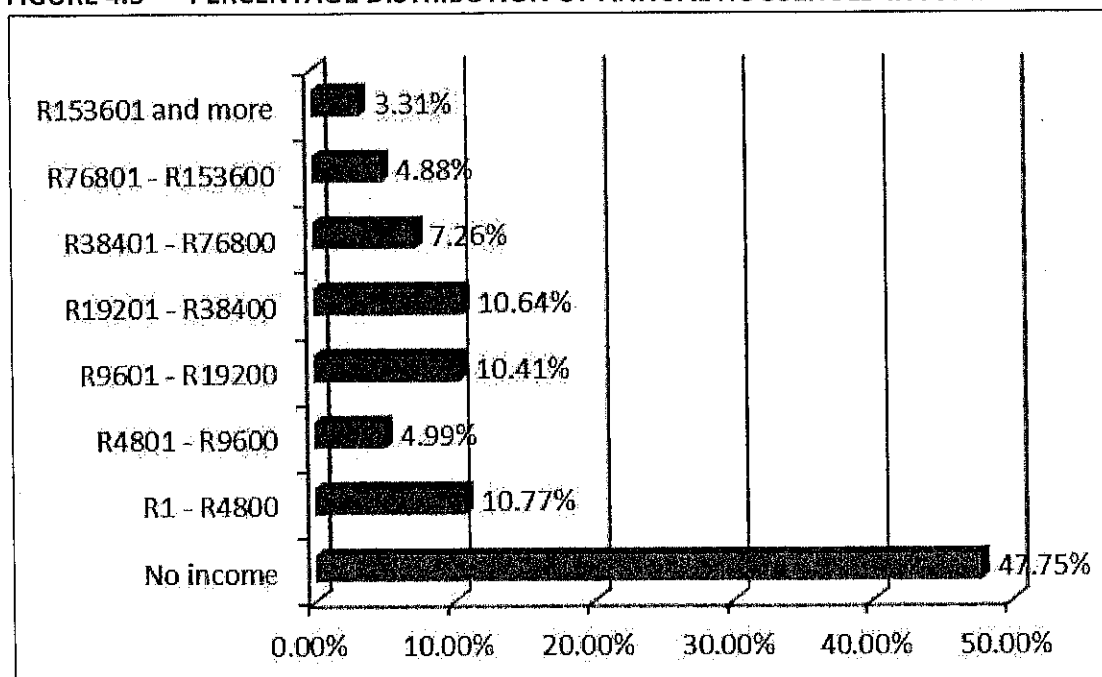


Source: StatsSA, 2011. Community Survey 2007 Data.

4.3 INCOME DISTRIBUTION

Figure 4.5 is an illustration of the distribution of annual household income within the West Rand District. It is evident from this figure that almost a tenth (7.9%) of the district population does not have any income.

FIGURE 4.5 PERCENTAGE DISTRIBUTION OF ANNUAL HOUSEHOLD INCOME



Source: StatsSA. Community Survey 2007 Data.

As previously outlined in this document, 47% of the district population is employed, and taking into consideration the information as depicted in Figure 4.5, it can only be concluded that the majority of employed persons in the district earn a low income.

With a large portion of the district's population living without any income or even very little income, it is inevitable that the communities will live in poverty and with poor quality of life. These will ultimately lead to more pressure on the government.

Households in this case can be classified as poor, when their average monthly household income equates to anything between the margins of no income to R3200 per month or R38400 per annum.

Therefore, of the total number of households in the district, 85% fall within the poverty range. This poses significant challenges when related to the quality of life of these households, not being able to afford school fees, lack of medical care, lack of food and lack of services.

4.4 ACCESS TO BASIC SERVICES

In the West Rand District, 44% of households have access to piped water within their dwellings, and 37% has access to piped water inside their own yard. Ninety-two percent (92%) of households have got access to basic water supply services in regards to minimum standards.

The majority of the households in the district have access to electricity (82.4%). Only a very small portion of the population has started using solar energy as an alternative and more sustainable energy resource (0.4%).

Seventy four percent (73%) of households in the district have their refuse removed by the local authority once a week. It is concerning that 15% of households have their own refuse dump and 4% of households have no refuse removal. This is unhygienic and can lead to various illnesses.

With regards to basic sanitation, 81% of the households in the district have access to a flush or chemical toilet and 12% has access to a pit latrine. Therefore, 7% of the population does not have access to basic sanitation services.

Forty-five percent (45%) of the district population resides in a house or brick structure on a separate stand or yard. Approximately 19% of the population still lives in informal dwellings/shacks. Clearly the building of RDP houses in the district still needs to be a key priority area.

Malnutrition, especially amongst children, remains a severe challenge, while a high rate of HIV/Aids and other poverty related diseases such as TB is experienced, especially in the peripheral townships and informal settlements. Ninety percent (90%) of all deaths in the district are HIV-related. It is therefore evident that "South Africa at large still has one of the highest per

capita HIV prevalence and infection rate and is experiencing one of the fastest growing AIDS epidemics in the world”¹.

Even though, from the above, it is evident that the majority of the households within the West Rand District has access to basic services, it should be taken into account that the households without access to these services are mostly located within rural areas or informal settlements.

4.5 PUBLIC SAFETY

Public Safety includes various aspects such as Disaster Management, Police Services, Courts, Security, Emergency Medical services, etc.

The West Rand District, like most other areas in South Africa, has high levels of crime. The fighting and prevention of crime need to be a constant focus and communities need to be educated in this regard.

Crime statistics for the region is not readily available as it is not generally published due to bad publicity. Table 4.1 however presents the crime statistic for the Gauteng Province as well as for the police sub stations found in Krugersdorp, Randfontein, Westonaria and Carletonville respectively, as published by the South African Police Services.

It is noticeable from the table provided that crime in general has decreased within the Gauteng Province. Gauteng has shown a negative growth rate from 2009/10 to 2010/11 of -4%. The growth rates for the four sub-stations are -12% for Krugersdorp, -8% for Randfontein, -9% for Westonaria, and -2% for Carletonville. What is however concerning is the high increase in Crimen injuria within the Krugersdorp area; the overall increase in drug-related crimes and driving under the influence of alcohol and drugs cases.

Figure 4.6 presents the highest levels of crime categories within the West Rand per sub stations as presented in Table 4.1. From the figure it is clear that the most prevalent crime category within Randfontein and Westonaria is contact crimes, which includes crimes such as murder, assault and robbery.

The most prevalent crimes in Krugersdorp are property related crimes (burglary & theft) as well as other serious crimes which include theft, commercial crime and shoplifting. In Carletonville the most prevalent crimes are other serious crimes, especially theft that does not form part of any of the other categories.

¹ Bureau of Marketing Research, UNISA. The Projected Economic Impact of HIV/AIDS in South Africa, 2003-2015

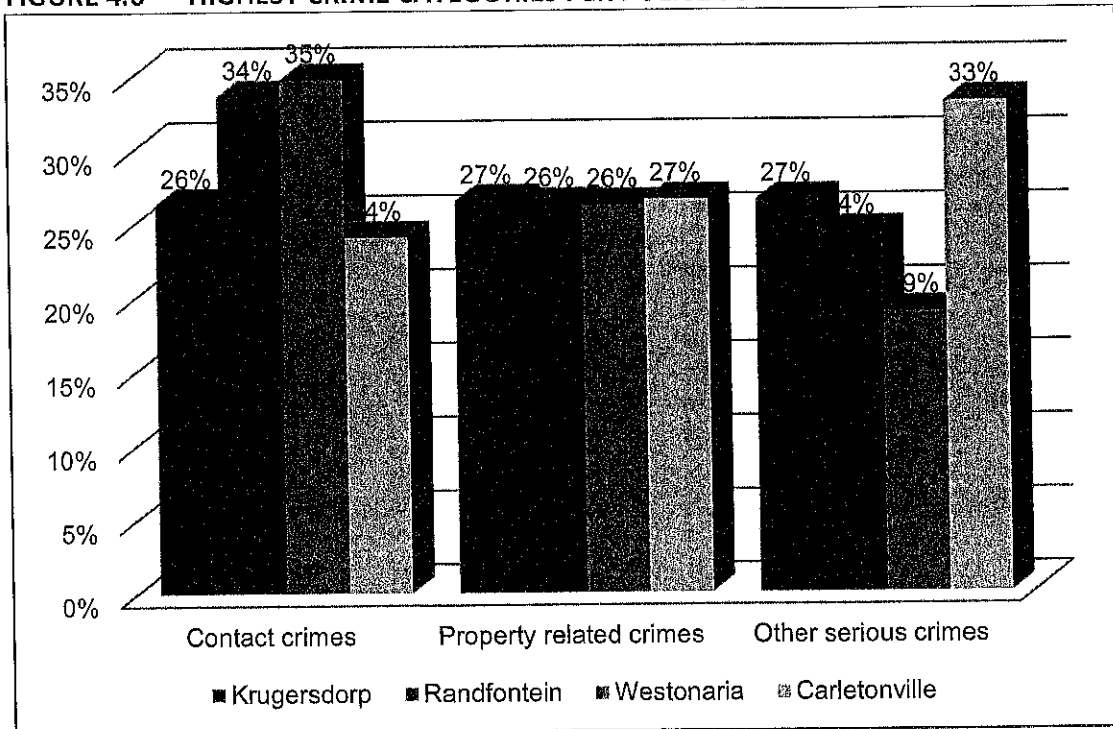
WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

TABLE 4.1 CRIME STATISTICS FOR GAUTENG AND CERTAIN WEST RAND TOWNS

Crime Category	Gauteng		Krugersdorp		Randfontein		Westonaria		Carletonville	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
CONTACT CRIMES (CRIMES AGAINST A PERSON)										
Murder	3444	3257 ↓	31	23 ↓	39	40 ↑	55	68 ↑	33	21 ↓
Total Sexual crimes	15645	13987 ↓	224	157 ↓	223	205 ↓	190	168 ↓	73	72 ↓
Attempted murder	4800	4104 ↓	38	25 ↓	52	40 ↓	39	54 ↑	12	21 ↑
Assault with the intent to inflict grievous bodily harm	49082	46600 ↓	667	611 ↓	754	730 ↓	222	215 ↓	257	256 ↓
Common assault	58956	54476 ↓	756	705 ↓	1003	913 ↓	802	692 ↓	335	259 ↓
Common robbery	20107	18207 ↓	318	280 ↓	212	149 ↓	179	165 ↓	127	147 ↑
Robbery with aggravating circumstances	47289	40052 ↓	531	452 ↓	493	391 ↓	415	374 ↓	181	161 ↓
CONTACT-RELATED CRIMES										
Arson	1597	1624 ↑	32	24 ↓	15	11 ↓	15	17 ↑	9	12 ↑
Malicious damage to property	44142	41017 ↓	810	655 ↓	601	542 ↓	367	372 ↑	227	215 ↓
PROPERTY-RELATED CRIMES										
Burglary at non-residential premises	17904	16757 ↓	382	262 ↓	163	177 ↑	177	156 ↓	183	151 ↓
Burglary at residential premises	74902	70794 ↓	1118	915 ↓	1007	904 ↓	771	739 ↓	503	468 ↓
Theft of motor vehicle and motorcycle	36337	32278 ↓	744	628 ↓	422	476 ↑	189	181 ↓	283	214 ↓
Theft out of or from motor vehicle	39133	37443 ↓	684	458 ↓	431	360 ↓	296	221 ↓	147	198 ↑
Stock-theft	886	711 ↓	12	4 ↓	40	13 ↓	10	12 ↑	9	3 ↓
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION										
Illegal possession of firearms and ammunition	4113	3665 ↓	44	14 ↓	81	42 ↓	46	39 ↓	16	16 –
Drug-related crime	14729	16457 ↑	183	189 ↑	215	204 ↓	49	99 ↑	60	101 ↑
Driving under the influence of alcohol or drugs	14910	21417 ↑	186	257 ↑	108	96 ↓	215	207 ↓	64	138 ↑
OTHER SERIOUS CRIMES										
All theft not mentioned elsewhere	117226	116518 ↓	1875	1614 ↓	1324	1319 ↓	859	738 ↓	816	773 ↓
Commercial crime	34095	34756 ↑	451	417 ↓	171	173 ↑	96	74 ↓	243	299 ↑
Shoplifting	27764	24767 ↓	320	236 ↓	371	293 ↓	199	133 ↓	219	217 ↓
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE										
Carjacking	7444	5936 ↓	65	77 ↑	53	43 ↓	46	45 ↓	26	16 ↓
Truck hijacking	860	600 ↓	13	9 ↓	13	13 –	19	13 ↓	9	3 ↓
Robbery at residential premises	8051	7039 ↓	113	79 ↓	54	60 ↑	69	61 ↓	33	37 ↑
Robbery at non-residential premises	6379	5553 ↓	73	56 ↓	74	35 ↓	73	54 ↓	29	16 ↓
OTHER CRIME CATEGORIES										
Culpable homicide	2741	2579 ↓	43	31 ↓	30	28 ↓	41	39 ↓	44	37 ↓
Public violence	311	234 ↓	1	1 –	3	2 ↓	11	4 ↓	0	0 –
Crimen injuria	7016	8040 ↑	70	339 ↑	36	37 ↑	12	30 ↑	38	28 ↓
Neglect and ill-treatment of children	1057	973 ↓	17	11 ↓	9	16 ↑	17	10 ↓	1	1 –
Kidnapping	1167	1374 ↑	7	10 ↑	15	14 ↓	8	6 ↓	3	5 ↑

Source: Crime Research and Statistics – South African Police Services

FIGURE 4.6 HIGHEST CRIME CATEGORIES PER POLICE SUB STATION



Source: Crime Research and Statistics – South African Police Services

Awareness and Educational programmes are extremely important with regards to public safety and the education of the local community in this regard.

4.6 SPORTS, RECREATION, ARTS AND CULTURE

The West Rand District has very few parks which are well-maintained and developed and accessible to the community. Natural areas are poorly protected and a conservation plan needs to be developed for the region.

There is still a backlog in regards to sport and recreational facilities in previously disadvantaged communities. Many of the facilities that do exist are degraded and in need of upgrading and renovation.

Although the Cradle of Humankind is under the management of a Management Authority, the West Rand still possess various other rich cultural heritage opportunities. The District needs to establish its role in promoting arts and culture and development and implementation of policies and programmes to enhance the arts & culture in the area.

The Gauteng Department of Sports, Recreation, Arts and Culture is involved and funds various different sports, recreational and cultural projects within the West Rand District. Some of these projects include the Sophikisa Cultural Shield, Ziyabuya Emzantsi Entertainment and Pale Ya Rona Children's Carnival.

4.7 CONCLUSION: SOCIAL DEVELOPMENT KEY FOCUS AREAS

The following main issues derived from the economic development status quo will form the focus of the Regional Growth and Development Strategy for the West Rand District:

- The WRDM needs to focus and address the high levels of poverty and unemployment in the district
- A large percentage of the district's population resides in informal settlements and does not have adequate access to social infrastructure and services
- High levels of HIV/Aids and other poverty-related diseases are experienced in previously disadvantaged communities and access to the necessary health care is inadequate
- High crime rates and challenges with regards to public safety is faced and a higher level of safety and security for all inhabitants of the district should be pursued
- The District does not have adequate Sports, Recreational, Arts and Culture facilities. Upgrading and renovation of current facilities is also key.

SECTION 5: ECONOMIC DEVELOPMENT STATUS QUO

The economic development status quo encompasses economic productive activity and aspects related to the sustainable development in the area.

In order to enhance the analysis of the economic components within the West Rand District, as well as define in which sectors the municipality has a comparative advantage, several analysis techniques are used. To provide a better understanding of these techniques, the terminologies associated with these techniques are defined below:

- **Gross Domestic Product (GDP)** is defined as the market value of all final goods and services produced within a country in a given period of time. The higher the Gross Domestic Product the higher the income in the Region. The size of an economy is usually measured by its gross domestic product (GDP). This value is equal to the economic wealth of the country, all the things of economic value that can be bought or sold that have been produced in the region in one year. This includes all goods, such as bread, maize, cars and gold, as well as all services, such as taxi rides, telephone units, haircuts, hotel rooms and tickets to soccer matches.
- **Gross Value Added (GVA)** is a measure of the value of goods and services produced in an area, industry or sector of an economy. In national accounts GVA is output minus intermediate consumption, it is a balancing item of the national accounts' production account. GVA is linked as a measurement to (GDP), as both are measures of output. The relationship is defined as: $GVA + \text{taxes on products} - \text{subsidies on products} = GDP$. As the total aggregates of taxes on products and subsidies on products are only available at whole economy level, Gross Value Added is used for measuring the **Gross Regional Domestic Product (GDPR)** and other measures of the output of entities smaller than a whole economy. GDPR of a region is the total value of all final goods and services produced within the boundaries of a region in a particular period.
- **Multiplier Effect** is a measure of the Indirect and Induced employment that is created by increasing employment in a Sector by one.
- **Location Quotient (LQ)** is a means of comparing the performance of regions against a benchmark region, usually the Province or the Nation. It compares how a sector is performing in a region, compared to the performance of the same sector in the benchmark region. A Location Quotient of 1 means that the regions are performing equally, whereas a Location Quotient of less than 1 means that the study region is not performing as well.
- **Industrial Mix (IM)** measures the share of regional economic change that could be attributed to the benchmark region's industry mix. It reflects the degree to which the local region specialises in industries that are fast or slow growing in the benchmark economy. A positive industry mix reveals that a region specialises in provincially fast growing industries, whereas a negative mix reveals that the region specialises in provincially declining industries.

- **Differential Share (DS)** is reflected in the difference between the industry's local regional growth rate (or rate of decline) and the industry's benchmark region growth rate. Some regions and some industries generally grow faster than others, even during times of overall prosperity.
- **Carvalho Scale** combines the Location Quotient, Industrial Mix and Differential Share to give a sectoral breakdown of a region's potential for growth and its potential strengths and weaknesses. The Location Quotient is used to provide information on concentration of employment or GDP, while the Industrial Mix and Differential Share components provide assessment of sector capacity for growth/decline, compared to Provincial trends (in that Sector). Therefore, the Carvalho Scale combines the two in order to classify the past growth of the economic sectors of a region into one of nine categories, based on whether it had a High, Medium or Low Location Quotient and whether it had a Leading or Lagging IM and DS.

The nine classifications are outlined in Table 5.1.

TABLE 5.1 CARVALHO CLASSIFICATIONS

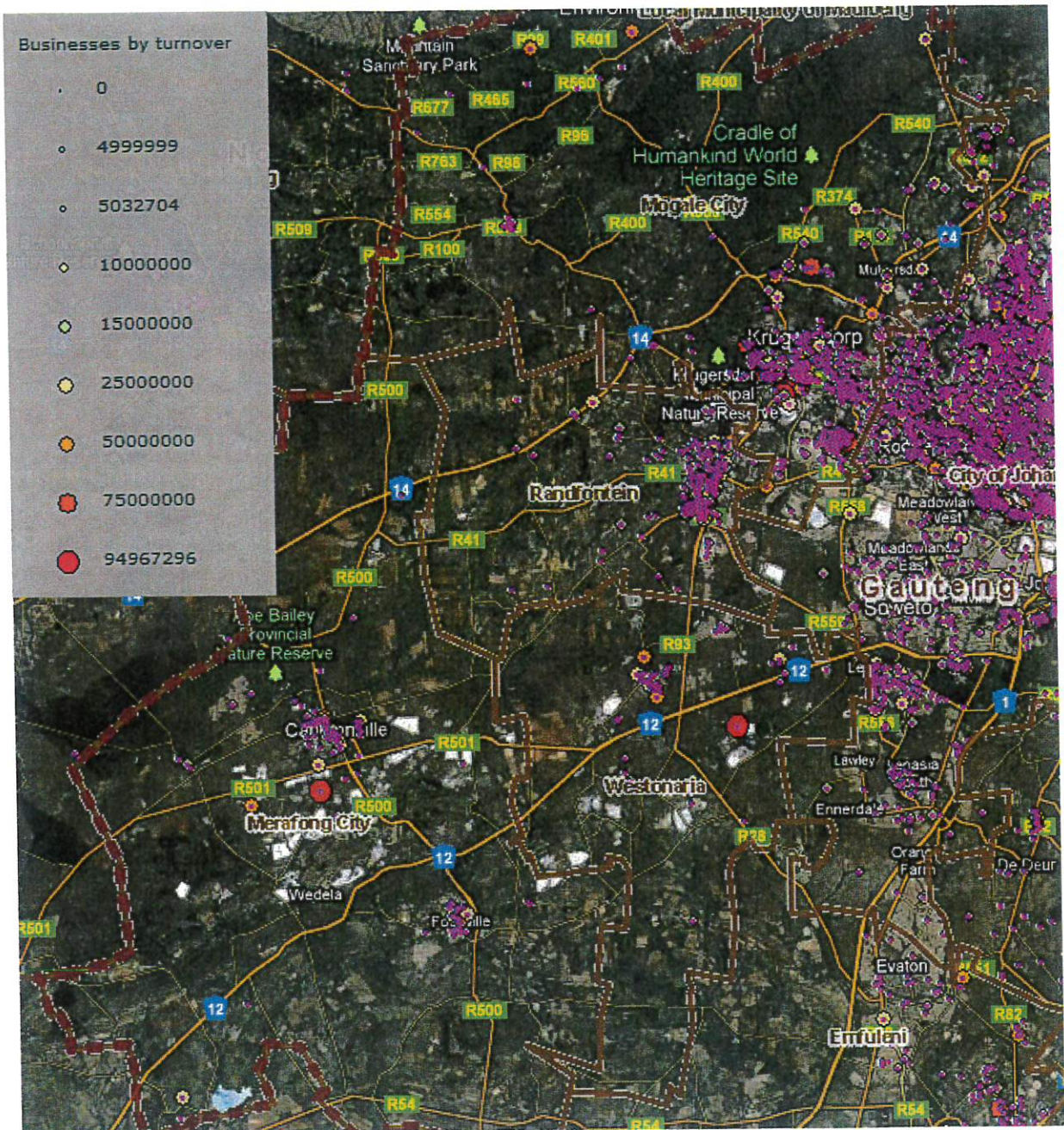
Location Quotient	Provincial Sector Relative Growth	Local Sector Relative Growth	Carvalho Classification	Industry Targeting Classification
	IM	DS		
> 1.25 (High)	Leading	Leading	Driving	Current strength
0.75 – 1.25 (Medium)	Leading	Leading	Accelerating	
< 0.75 (Low)	Leading	Leading	Rising	Emerging strength
> 1.25 (High)	Lagging	Leading	Evolving	Prospects limited by external trends
0.75 – 1.25 (Medium)	Lagging	Leading	Transitional	
< 0.75 (Low)	Lagging	Leading	Moderate	Prospects limited by weak base & external trends
> 1.25 (High)	Leading	Lagging	Promising	High priority retention target
0.75 – 1.25 (Medium)	Leading	Lagging	Yielding	
< 0.75 (Low)	Leading	Lagging	Modest	Prospects limited by weak base & declining competitiveness
> 1.25 (High)	Lagging	Lagging	Challenging	Prospects limited by external trends & declining competitiveness
0.75 – 1.25 (Medium)	Lagging	Lagging	Vulnerable	
< 0.75 (Low)	Lagging	Lagging	Marginal	Prospects limited overall

Source: Newkirk, R.S, 2002

5.1 ECONOMIC PERFORMANCE

Figure 5.1 presents the businesses per turnover in the West Rand area as determined by the Gauteng City Region Observatory. It is evident from the figure that the area has some major businesses and role-players in the area. It is also evident that the most businesses are located within the Krugersdorp and Randfontein areas.

FIGURE 5.1 THE GCR – BUSINESSES BY TURNOVER



Source: Gauteng City Region Observatory Interactive Maps, 2012

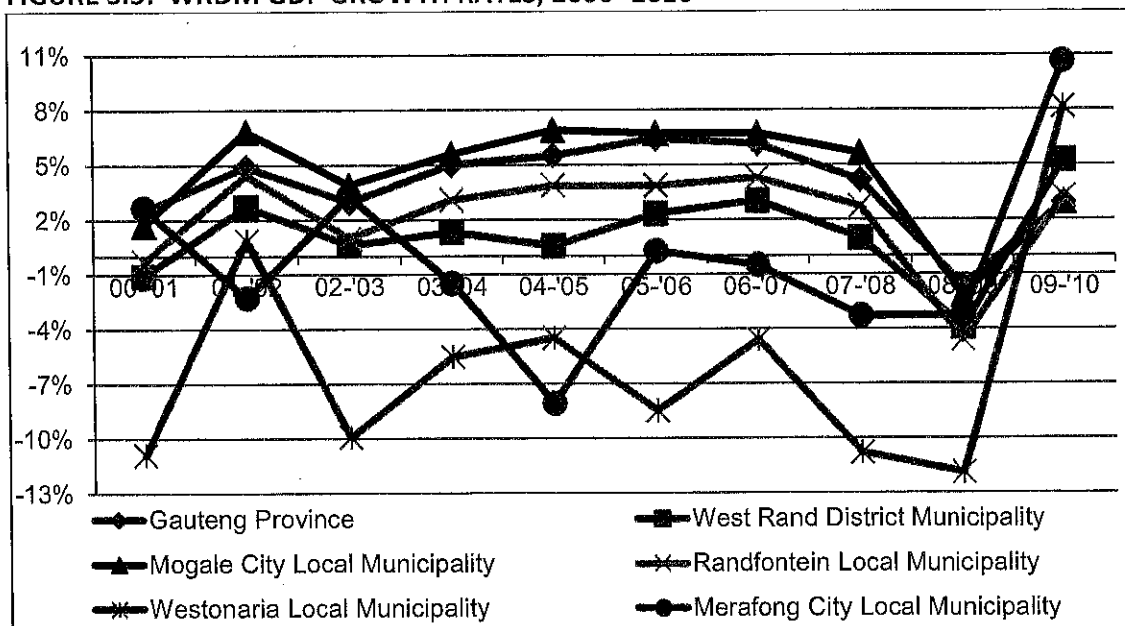
Figure 5.2 presents the economic activity within the West Rand District as determined by the Gauteng City Region Observatory. It is evident from the figure that the most economic activity takes place in and around Krugersdorp, situated in Mogale City Local Municipality, followed by Randfontein in the Randfontein Local Municipality. Westonaria, Carletonville and Fochville also shows economic activity, albeit much less than that of Krugersdorp and Randfontein.

although at a lower level. In general, the growth rate of the West Rand economy over the period 2000 – 2010 has consistently been lower than that of Gauteng. The district experienced negative annual growth rates in 2000 (-1.06%) and 2008 (-3.95%). It is evident from the figure that significant negative growth was experienced in 2008 due to the global economic recession.

Growth in the district seems to be powered mainly by the economies of Mogale City LM and Randfontein LM. The economic growth rates of Mogale City LM and Randfontein LM is generally higher than the average for the District.

Of great concern are the fluctuating economies of the Merafong City Local Municipality and Westonaria Local Municipality. This can be mainly due to their dependency on the mining industry and the fluctuating gold prices.

FIGURE 5.3: WRDM GDP GROWTH RATES, 2000- 2010



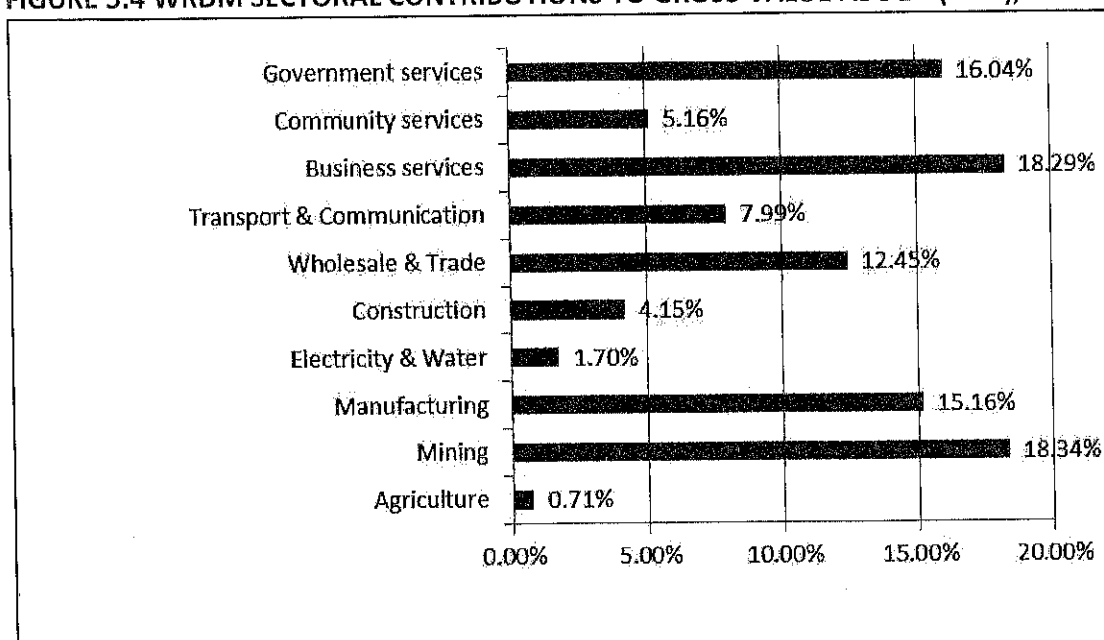
Source: Quantec Research 2011: Standardised Regional Data, GVA at basic prices

Figure 5.4 depicts the sectoral contributions to Gross Value Add (GVA). It is clear from the figure that the economy of the West Rand District is still largely dependent on the mining and quarrying sector, with this sector contributing 18.34% to the total GVA.

The other sectors that significantly contribute towards the GVA are:

- Finance, insurance, real estate and business services (18.29%)
- General government activities (16.04%)
- Manufacturing (15.16%)
- Wholesale and retail trade, catering and accommodation (12.45%)

FIGURE 5.4 WRDM SECTORAL CONTRIBUTIONS TO GROSS VALUE ADDED (GVA), 2010



Source: Quantec Research 2011: Standardised Regional Data

5.2 COMPARATIVE ADVANTAGE

Table 5.2 presents the Carvalho Classifications for each of the economic sectors for the West Rand District Municipality. The WRDM's economic sectors are compared to the Gauteng economic sectors and are based on the GDP growth between 2001 and 2010.

TABLE 5.2 CARVALHO COMPARISON OF WRDM TO GAUTENG PROVINCE, 2001 TO 2010

Industry	LQ	IM	DS	CS
Agriculture	1.79	Lagging	Lagging	Challenging
Mining	9.45	Lagging	Lagging	Challenging
Manufacturing	0.78	Lagging	Leading	Transitional
Electricity & Water	0.84	Lagging	Leading	Transitional
Construction	0.93	Leading	Lagging	Yielding
Wholesale & Trade	0.90	Lagging	Leading	Transitional
Transport and Communication	0.86	Leading	Leading	Accelerating
Business services	0.68	Leading	Leading	Rising
Community services	1.22	Lagging	Leading	Transitional
Government services	0.91	Leading	Leading	Transitional

Source: Kayamandi calculations from Quantec Research, Standardised Regional Data, 2011

The Agriculture, Mining and Community services sectors have a comparative advantage in their respective sectors as a result of them having a LQ value greater than 1. This indicates that these sectors are out performing their respective sectors at provincial level and thus play a major role in the development and growth of the district economy. The Agriculture and Mining sectors also have an LQ classification greater than 1.25, which indicates that these sectors serve a larger

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needs spectrum which extends beyond the boundaries of the district. These sectors function as the “exporting” sectors of the DM, providing not only subsistence assistance within the district municipality, but also serving or “exporting” these products and/or services to adjacent municipalities.

Due to the strategic location of the WRDM in relation to the Gauteng Province, the agriculture sector has huge potential to grow and stimulate economic development. The advantage held by farmers within the WRDM is their close proximity to the largest consumer market of perishable goods in South Africa (i.e. City of Tshwane and City of Johannesburg). The District also contains some areas with good to excellent agricultural potential. The WRDM also possesses the potential to develop agro-processing within its borders, as the majority of required resources are available. The pursuit of this opportunity would also be in line with the Provincial and National priorities. For the agriculture and agro-processing industries to be successful within the District, focus will need to be placed on reliable logistics and transport.

Mining is still a very important economic sector in the West Rand, both in terms of production and employment. The mining industry is set to play an important role in the economy of the West Rand for many years to come. With an average life span of 26 years per mine and the current favorable outlook, there is still considerable potential to utilize the mining sector as a catalyst for developing other economic activities, by strengthening local backward and forward linkages.

The Manufacturing, Electricity & Water, Construction, Wholesale & Trade, Transport & Communication and Government services sectors in this regard has a LQ which falls between 0.75 and 1.25. This in effect depicts an economy, or in this case a sector, which can provide at a subsistence level to the local community and thus is a self-sufficient unit catering for the local communities of the District.

In general, the industrial base in the District is relatively small, although it has exhibited steady growth since 2003. In 2005, the WRDM only accounted for 3.4% of the total manufacturing output in the Gauteng province, and 4.8% of formal manufacturing employment in Gauteng. It should however be noted that Mogale City and Randfontein has a relatively large number of employees per industry and large gross output in total in terms of manufacturing within the West Rand. It is therefore recommended that focus be placed on Manufacturing within the District.

The lowest performing sector in the West Rand DM is Business services, which has a LQ lower than 0.75. The data suggests that the sector is not meeting the local needs of the municipality and that the sector is importing the majority of its goods/services in order to operate. The main drive in terms of the sector would be to focus on diversification and linkage development of this sector with the other sectors. The development of backward and forward linkages within the district municipality will enhance the production and products developed by the sector and also encourage growth and development horizontally across numerous sectors.

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The WRDM has another comparative advantage namely tourism. Tourism is not an economic sector in its own, but forms part of other sectors especially the trade, transport and finance sectors. However, due to its increasing importance as an income and employment creator in South Africa (and the WRDM), it is believed that this sector should also be discussed in this section. The WRDM has various tourism opportunities/attractions, of which the most important is surely the Cradle of Humankind World Heritage Site. And even though the CoH WHS is not under the management of the West Rand District Municipality, the largest portion of the site falls within the boundaries of the WRDM (specifically Mogale City LM) and therefore bodes well for tourism development in the West Rand. The West Rand must capitalize on the consequential opportunities for tourism development that will be created, which will allow the West Rand to increase its share of international and domestic tourism arrivals and capitalize on the resultant opportunity for economic growth. The District has a number of unique selling points that needs to be promoted, which includes but are not limited to the following:

- Silver Star Casino
- Crocodile Ramble
- Magalies Meander
- Magaliesburg Express
- Magaliesburg Wilderness Area
- Krugersdorp Game Reserve

The West Rand offers a variety of tourist products and services, including hotel, conference and bed and breakfast facilities, restaurants, leisure options, heritage attractions and nature tourism options. There are however certain elements that constrain the development of the tourism industry in the District, such as inadequate marketing of the areas as a tourism destination.

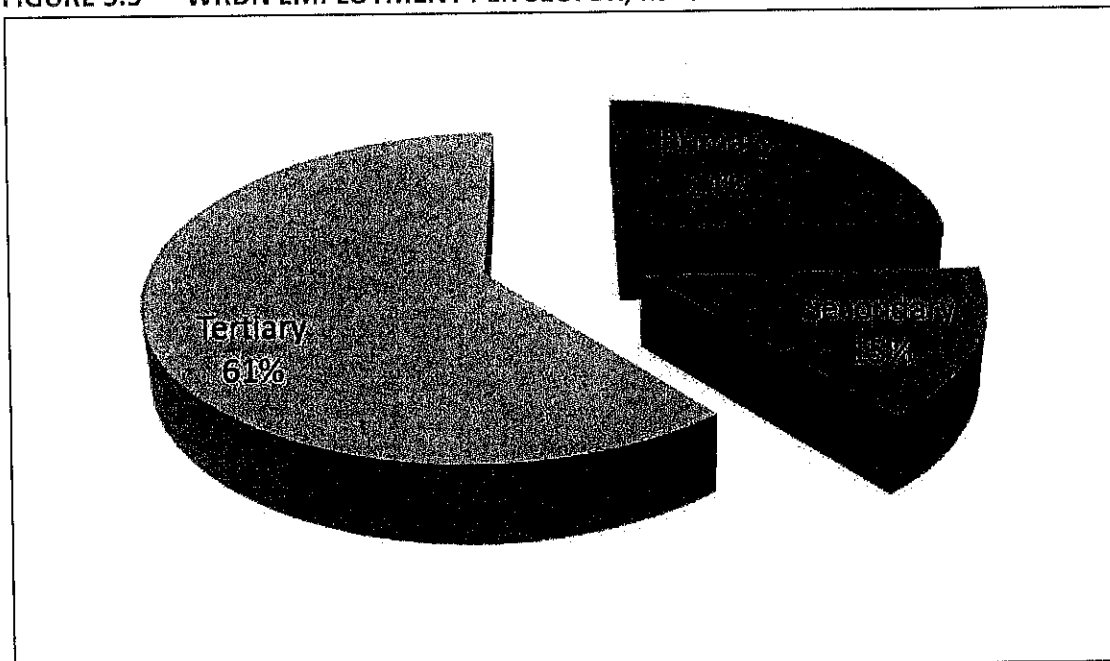
5.3 LABOUR ABSORPTION

Figure 5.5 below illustrates the employment distribution by economic sector for 2010. The major employer within the West Rand District is the tertiary sector, which has the dominant share of 61% of employment in the area. The tertiary is comprised of subsectors such as all wholesale, retail, business and government services.

The second largest employer in the district is the primary sector which contributes roughly 24% to the total employment of the district. The mining sector within the WRDM would play the largest role in this sector.

Lastly, the secondary sector provides 15% of employment within the District.

FIGURE 5.5 WRDN EMPLOYMENT PER SECTOR, 2010

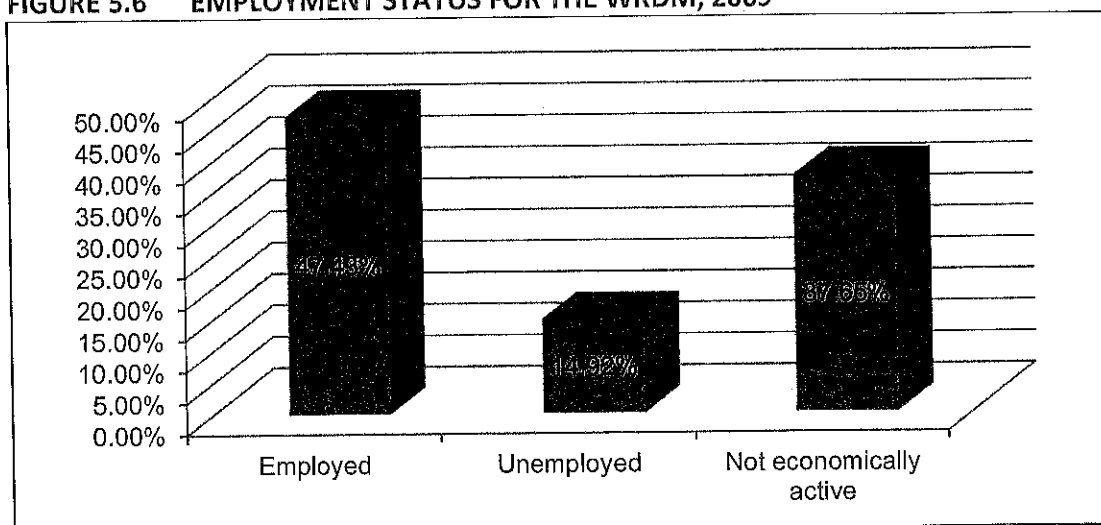


Source: Quantec Research 2011, Standardised Regional Data

Figure 5.6 shows the employment status within the West Rand District. The figure indicates that 47% of the regional population is employed and 15% is unemployed.

Comparing this data with the 70% of the population that falls within the economically active age group, it is clear that while there is a large potential labour force, it is not being fully utilized.

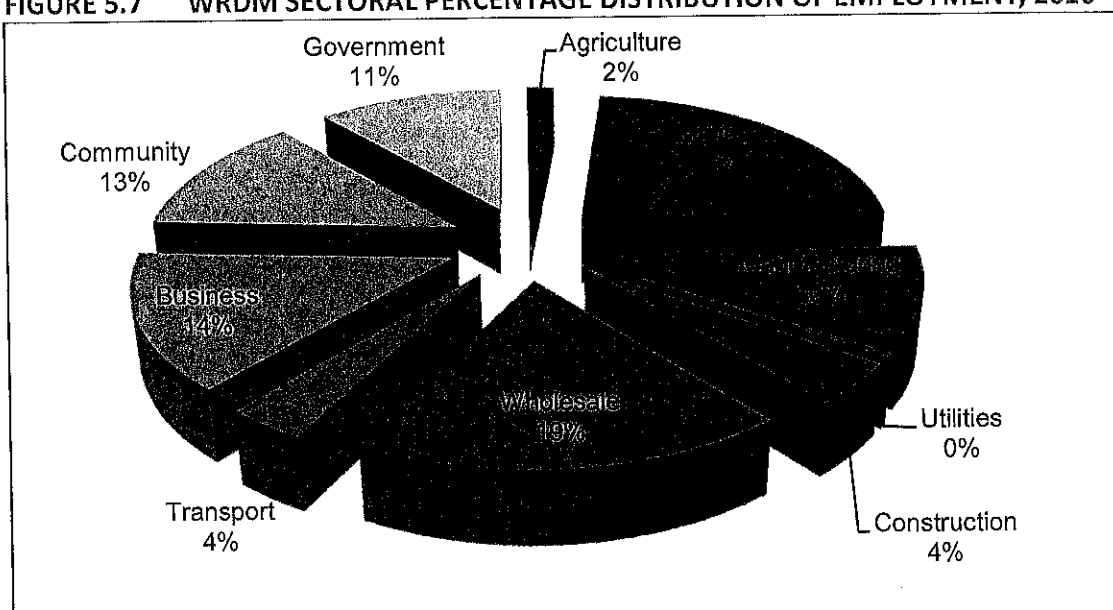
FIGURE 5.6 EMPLOYMENT STATUS FOR THE WRDM, 2009



Source: Quantec Research, 2011. Standardised Regional Data.

Figure 5.7 further illustrates the breakdown of employment within the sub-sectors of the primary, secondary and tertiary sectors.

FIGURE 5.7 WRDM SECTORAL PERCENTAGE DISTRIBUTION OF EMPLOYMENT, 2010



Source: Quantec research, 2011. Standardised Regional Data

The mining sector within the West Rand District Municipality is the dominant supplier of employment opportunities in the area, providing almost a quarter (23%) of all employment in the area. The mining industry is also the major contributor towards GDP through GVA; and act as the main driving force to long term development. This sector is a major supplier of employment opportunities, and plays a vital role in the continued growth in employment and economic development within the district.

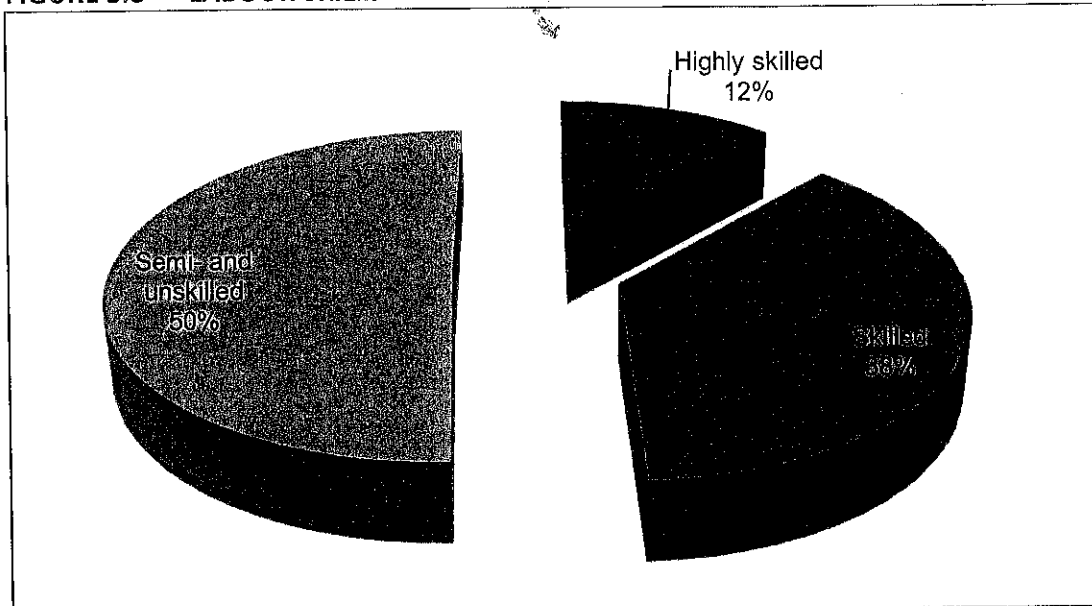
The Wholesale and Trade sector also contributes significantly to employment within the area (19%). The Wholesale & Trade sector has contributed 12% towards GDP within the district. Whilst the GDP contribution is lower than that of employment contribution, the sector is still a significant contributor towards employment and should therefore be strengthened to ensure that development opportunities can be facilitated and encouraged in the area.

Business (14%), Community (13%) and Government (11%) services sectors combined, provided roughly 38% of all employment in the area. This in essence provides an indication of the importance of government's role in providing services within the district.

Figure 5.8 below is an illustration of the labour skills profile for the West Rand District population, depicting the distribution between semi/unskilled, skilled and highly skilled labour. It is evident from the figure that more than half of the labour force (51%) in the WRDM is classified as semi or unskilled labour.

The District has a very small percentage highly skilled labour (12%). The Mining sector, which is also the main contributor towards employment in the area, generally requires skilled labour, therefore the large percentage of semi/unskilled labour is a great concern.

FIGURE 5.8 LABOUR SKILLS PROFILE OF FORMAL EMPLOYMENT IN WRDM, 2010



Source: Quantec Research, 2011. Standardised Regional Data.

Almost three-quarters (70.1%) of the population of the district falls within the economically active age group. Statistics South Africa (2004) has defined an economically active person as one who is available for work and is aged between 15 and 65 years of age, regardless of whether that person is employed or unemployed. An employed person is defined as one who works for remuneration, profit or family gain and includes employers, employees, as well as those who are self-employed or a working family member and includes the formal and informal sector. An unemployed person is defined as one that is actively looking for a job but is not in any type of paid employment. A “not economically active” person is defined as one who is not a part of the labour force, for example children, students or the aged.

5.4 CONCLUSION: ECONOMIC DEVELOPMENT FOCUS AREAS

The following main issues derived from the economic development status quo will form the focus of the Regional Growth and Development Strategy for the West Rand District:

- The economy of the WRDM is currently largely dependent on the mining industry. With mineral resources being depleted as well as fluctuating commodity prices, it is necessary for the District to diversify their economy.
- The unemployment within the WRDM is still concerning as well as the employment of economically active labour force. Policies and strategies will need to be created to encourage job creation and promote labour absorption.
- The improvement of skills levels within the WRDM is of critical importance in order to attract and support local economic growth.

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- The District needs to focus on infrastructure investment (includes physical, economic and social infrastructure) in order to grow and develop the area
- The District has various opportunities in relation to agriculture and agro-processing, as well as mineral beneficiation.

SECTION 6: DRIVING GROWTH AND DEVELOPMENT IN THE DISTRICT

The purpose of the Regional Growth and Development strategy is to reposition the District as a significant player in order to contribute towards the greater Gauteng Global City Region. Figure 6.1 presents the economic activity intensities within the Gauteng City Region area.

The West Rand District is the next developmental area for the Gauteng region, with a natural progression towards the district and the district being able to develop in any direction (as indicated in Figure 6.1) It is therefore necessary for the District to market itself as the next growth zone within Gauteng. And through this approach creating a globally competitive Unicity which is economically prosperous and thriving.

In order to achieve the 2016 Vision of becoming a Uni-City, the District needs to take the following actions:

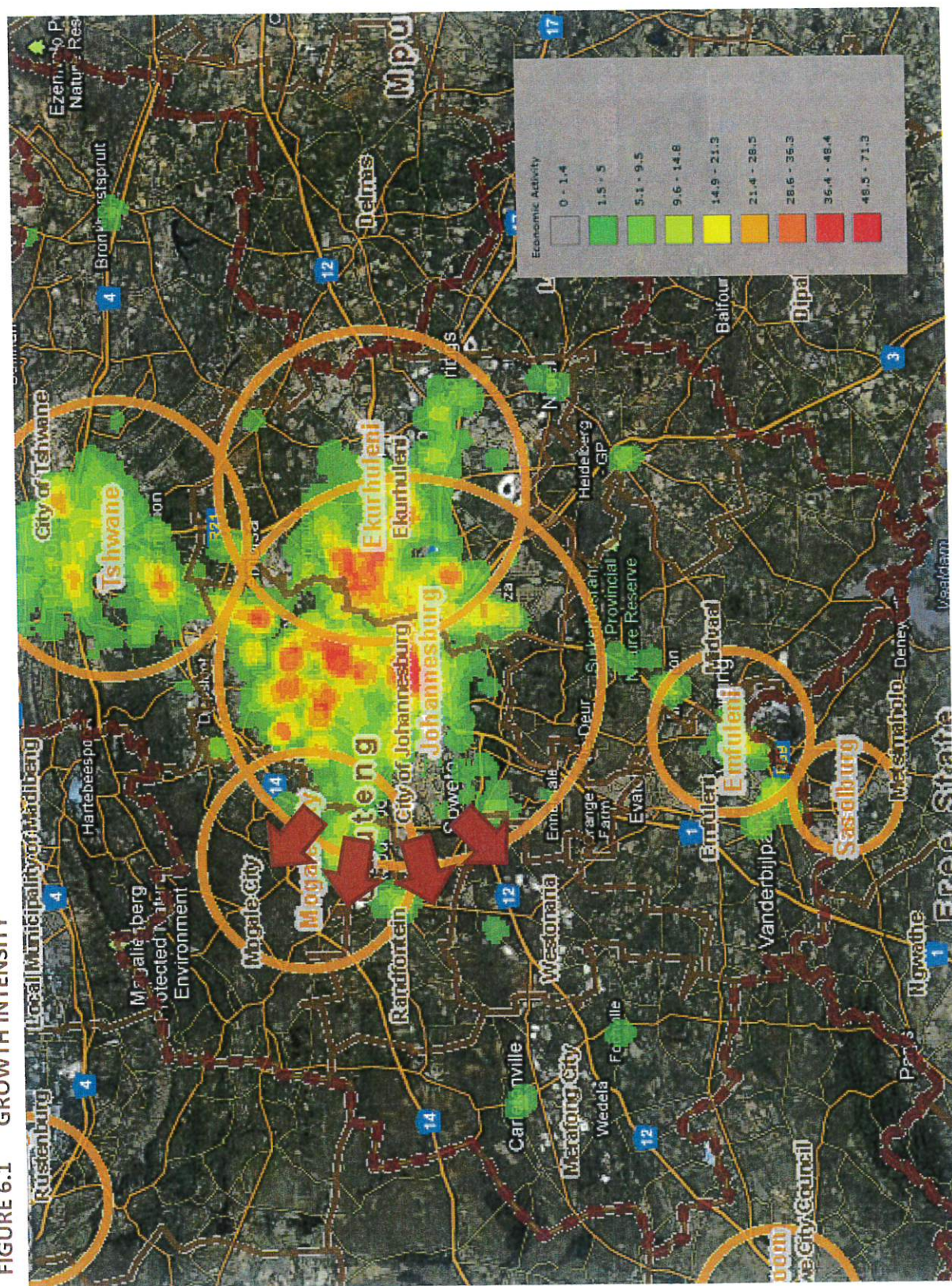
- Align resources to achieve a bigger and better impact on service delivery
- Plot lessons learned to enhance the merger effectiveness towards 2016 and the Gauteng City Region
- Set norms and standards for a more effective acquisition and use of resources to inform the 2016 vision
- Contribute to the setting of norms and standard for more effective acquisition and use of resources to inform the Gauteng Global City Region Concept.

The aim of the GCR concept is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and internationally recognised global city region.

In order to achieve this aim the GCRO have identified the following key success factors:

- Strong leadership (decision making capacity)
- A vision and strategy
- Effective institutional relations
- Strong economic clusters
- Connectivity/mobility (goods & people – internal & external)
- Spatial coalition of partners working together
- Skills and human capital
- New knowledge (higher education and research institutions)

FIGURE 6.1 GROWTH INTENSITY



Source: Gauteng City Region Observatory Interactive Maps, 2012

The Growth and Development Strategy for the region is based on the following vision, mission and core values.

6.1 VISION

The West Rand District Municipality's vision is "Integrated district governance excellence" as outlined in the WRDM IDP 2011/12 – 2015/2016.

The vision of the WRDM Regional Growth and Development Strategy is to "develop and sustain an integrated, socio-economically and economically thriving and green environment with a unified society."

6.2 MISSION

The District shall engage in the exercise of co-operative governance to ensure the development of an environment that enables social, economic and physical development. This will be achieved through the implementation of an integrated development strategy for the West Rand; and leveraging of development capital and related resources to maximize the opportunities for development in the region.

6.3 CORE VALUES

The District is guided by the following core values:

- Good working relationships built on mutual trust and with a development oriented focus
- An operating environment shaped by consultative processes and policies
- A culture of open and mutually respectful communication
- Honesty, integrity, team work and commitment
- Adherence to applicable legislation and codes of conducts pertaining to politicians and officials
- Commitment to transformation and equity as a yard stick for all organizational processes and delivery

6.4 STRATEGIC PRIORITIES

The following strategic priorities/key focus areas have been identified by the 2016 Vision for the West Rand District and will form the basis for the development of the "Strategic Priorities" for the Regional GDS:

- Spatial integration
- Physical infrastructure
- Economic development
- Environmental management
- Social development
- Governance

Each of the above mentioned strategic priorities will be discussed in the following subparagraphs.

6.4.1 SPATIAL INTEGRATION

The West Rand District Municipality's Spatial Development Framework provides a preferred development approach and the necessary guidance to achieve this. It specifies how areas should be developed and what the important issues are that should influence the time of development. The SDF objectives that need to be taken into account with regards to spatial planning and integration are:

- *Ensure the WRDM is connected* – with more people enjoying the benefits of flourishing activity centres where shops, jobs, services and recreation are within asking and travelling distance of their homes, with fast and reliable travel to and from local centres and regional opportunities, with a comprehensive, efficient and networked public transport system and pedestrian routes and access to rural and tourism areas.
- *Ensure the WRDM is attractive* – with quality urban and rural areas that are well-maintained, new developments which comply with high design standards, clean and safe environments and well-preserved heritage and natural areas.
- *Ensure the WRDM is sustainable* – with resources well managed and planned for, viable and cost-effective service provision; and where the environment is valued as a vital resource and meaningful open space is provided for all.
- *Ensure the WRDM is well managed* – where development decisions are predictable, fair and cost-effective, partnerships are developed, planning takes place on a continuous basis, formal systems for data collections are in place, and data is used to support and improve planning.

The urban edge as defined by the West Rand District Municipality's Spatial Development Framework (SDF) should be seen as a vital tool in achieving spatial integration. The challenge of urban sprawl and outward urban growth and development can be addressed through the implementation of the urban edge by focusing on densification, infill and restructuring. The urban edge should therefore not be restrictive but should be adaptable according the business principles and trends.

The WRDM SDF has a minimalistic approach which uses the existing line of urban activity as the Urban Edge, and which requires that all future urban expansion beyond the urban edge only be allowed following a formal SDF review process that complies with the IDP review criteria².

The WRDM SDF has therefore been created to guide development patterns and to contribute towards addressing the spatial imbalances that have been created in the past.

² Revised Gauteng Urban Edge Policy, 2008

WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

The challenges faced by the West Rand District with regards to spatial integration include the following:

- Dispersed and fragmented city centres
- Lack of variety of public transport modes
- Urban sprawl
- Inadequate land use management practices (including land reform, restitution, distribution)
- Lack of integrated development planning
- Urban edge limiting development
- Limited developable land (e.g. dolomite, heritage sites)

The following key strategies/processes need to be implemented in order to address the spatial challenges within the District:

- **Suitable development planning around dolomitic areas**
 - Spatial planning needs to take into account dolomitic areas and shallow undermined areas as well as high potential agricultural land. Large parts of the Districts are characterized by dolomitic land, making growth/development more costly than would be desired.
 - Investigate and promote new, exciting and unique developments on dolomitic land such as extreme sporting facilities (e.g. 4x4 and off-road sporting facility, etc.). These developments do not require large structures and construction and is therefore better suited for the dolomitic land in the area.
 - Strive towards changing the Districts limitations and challenges into strengths and opportunities.
- **Optimise opportunities/spin-offs from neighbouring areas' initiatives:**
 - E.g. Lanseria Airport (freight opportunities), Cradle of Humankind (tourism opportunities) and the North West Province (agricultural opportunities)
- **Nodal densification**
 - A multi and mixed-use approach to activity patterns in the nodes will be used to ensure high intensity of land use.
- **Corridor development and diversification**
 - Detailed planning in regards to the N14 Development corridor and future development and diversification of land uses along this route.
 - The opportunities presented by the development corridors in the area (e.g. N14) should be fully exploited and promoted
- **Mining rehabilitation to increase land availability**
 - The rehabilitation of old, degraded mining areas and associated slimes dams/mine dumps can result in general upgrading of the environment but also release developable land parcels

- **Informal Settlement Management**
 - Prevent land invasion and the spread/increase of informal settlements through fast-tracking human settlements provision. With a backlog in housing delivery, the spread of informal settlements will keep on increasing.
 - Formalise informal settlements through funding, landownership and basic service provision.
- **Development Incentive Schemes**
 - Develop and manage appropriate incentives and growth management tools and mechanisms to promote investment to the area.
- **Urban renewal and inner city rejuvenation**
 - Focus on urban renewal and inner city rejuvenation within key nodes to attract investment.

The necessary land use control and spatial strategies need to be developed and implemented to ensure the spatial integration of the region.

6.4.2 PHYSICAL INFRASTRUCTURE

The development and maintenance of essential physical infrastructure is an important ingredient for sustained economic growth and poverty reduction. Poor infrastructure can place a binding constraint on growth within the District. Emphasis is needed on equitable access to social infrastructure in remote, rural environments. Infrastructure investment can lift economic growth and support social objectives.

Health, education, and efficient water and sanitation services help lay the groundwork for a more productive, healthy population capable of contributing towards sustained economic growth. Likewise, transport infrastructure improves access to services and economic activity.

In broad terms, infrastructure can be categorised in to three main forms, namely economic, socio-economic and bulk. Economic infrastructure relates directly to the various forms of infrastructure used actively in the pursuit of economic objectives. It includes developments such as industrial clusters and precincts, transport and freight networks, as well as electronic infrastructure systems like information, communication and broadband networks. Hence, it is infrastructure investment that is sector specific. Socio-economic infrastructure (often times provided for by government) includes schools, universities, hospitals, clinics, libraries and so on. These respond to the “social goods” required by society, and are critical for a healthier, more skilled and cohesive social system. Bulk infrastructure represents the underlying set of utilities, such as water reticulation, electricity provision, telephone access, road and rail infrastructure, and so on. The delineation between the three is not always that clear, and not mutually exclusive³.

³ Gauteng Employment Growth and Development Strategy

WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

Infrastructure development, maintenance and investment can have the following advantages for the local economy⁴:

- Creating infrastructure assets that give the poor access to markets and lower their production and transaction costs. Such infrastructure will enhance economic activity and thus overall growth by increasing private investment and raising agricultural and industrial productivity
- Involving the poor directly in public works projects. By hiring the poor for construction, maintenance and delivery of infrastructure services, employment and income opportunities are created.
- Constructing social sector assets such as schools and health clinics that increase the productiveness of the poor.

It is very important to realize that infrastructure is vital to the growth and development of any economy. And it is therefore necessary to mobilise infrastructure development in order to establish the District as a viable economic development node and an alternative investment option. Various infrastructure development projects have been identified throughout the District, such as:

- The Mogale City-Rustenburg Corridor (R24)
- The District Hospital
- Agriculture University/Training Facility
- FET Centres with a focus on special skills
- Youth Rehabilitation Facility, etc.

Public infrastructure planning processes for the development and maintenance of infrastructure need to be strategic and should focus on mandates for service delivery with a medium and long term mindset.

The following challenges are faced by the District with regards to physical infrastructure:

- Ageing infrastructure
- Fragmented infrastructure plan
- Lack of uniform standards within the region
- Insufficient infrastructure maintenance
- Lack of interconnected infrastructure networks
- Inadequate infrastructure demand management planning in the region
- Inadequate funding for infrastructure development
- Inadequate enforcement capacity

⁴ Infrastructure Investment led policy scenarios of SA, DBSA, 2008

WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

The West Rand District has to focus on the following key strategies in order to ensure development and growth in the District through physical infrastructure development:

- **Promoting Information and Communication Technology (ICT)**
 - Better information and communication will further the development of the District through improving education, health, security, etc. Skills development will have to accompany the improvement of ICT infrastructure.
- **Focus on strategic economic infrastructure programmes**
 - Such as Gauteng Growth and Development Agency (GGDA) projects and other:
 - Expanding freight operations
 - Focus on multi-use nodes
 - Global City Region
 - Public Transport importance
 - Mogale City – Rustenburg corridor
 - Intermodal freight hub in the West Rand
 - Lanseria Aerotropolis
 - Intermodal taxi hub
- **Planning for current and future infrastructure**
 - Development a Bulk Infrastructure Master Plan. This plan should be based on sustainability principles for the development and maintenance of infrastructure through the prioritization of the most critical areas and needs. The plan should analyse population projections and future land use scenarios in order to forecast needs and address servicing demands. Additionally the Plan should estimate the costs of infrastructure development/maintenance and accordingly prepare a detailed implementation plan for construction and investigate alternative methodologies.
- **Maintenance of current infrastructure**
 - The District needs to prepare and plan for the maintenance of infrastructure. By not maintaining infrastructure in an effective manner, maintenance and upgrading of infrastructure can become costly and time-consuming.
- **Securing investment for infrastructure development**
 - Development an Infrastructure Investment Framework. Investment in infrastructure is part of the capital accumulation required for economic development and can have an impact on socio-economic measures of welfare. The Infrastructure Investment Framework need to be informed by the Bulk Infrastructure Master Plan. The Framework should guide government spending on infrastructure (social and economic) in order to stimulate economic growth and development.

6.4.3 ECONOMIC DEVELOPMENT

The scope of economic development includes the process and policies by which a nation improves the economic, political and social well-being of its people⁵. It is important for the District to acknowledge that an improvement in one area of economic development can adversely affect another area; this will promote organizational communication at all levels in order to avoid the silo effect. The economic development of the West Rand District should be focused on the following four broad objectives (as outlined in the WRDM LED Strategy), namely Job creation, Economic Growth, Wealth creation and the Promotion of equity and black economic empowerment.

The West Rand District Municipality has a Local Economic Development Strategy. The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment creation⁶. Local Economic Development (LED) offers local government, the private and not-for-profit sectors, and local communities the opportunities to work together to improve the local economy.

Economic Development, however, also needs to be approached from a broader perspective. This, we will refer to as Strategic Economic Development. Strategic Economic Development refers to focusing the municipality's efforts on economic activities and development opportunities which has competitive and comparative advantages. The development of a Strategic Economic Development Framework is important for the development and growth of the West Rand and should include the following:

- An assessment of all relevant economic activities and development opportunities within the main economic sectors
- Investigating issues such as mining beneficiation, agro-processing, manufacturing activities, establishment of technology centres and innovation hubs, such as:
 - Commercial Transport Hub
 - Business Property Development
 - Human Settlement Development
 - Agriculture & Rural Infrastructure Development
 - Central Business District Revival Programme
- Identification of economic development nodes/corridors
- Identification of sectors in which the West Rand has a demonstrated or potential comparative advantage

⁵ O'Sullivan, A. and Sheffrin, S.M. (2003) Economics: Principles in action. Pearson Prentice Hall, Upper Saddle River, New Jersey, 471pgs.

⁶ World Bank.org

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- Investigating the opportunities and manner in which SMMEs can benefit, especially focusing on women and the youth
- Gap analysis of the high potential industries to identify missing or inadequate elements that should be addressed in the West Rand
- Development of workable programmes and projects utilizing existing economic strengths and opportunities
- Identification of strategic projects and development of bankable business plans

The focus of the Strategic Economic Development Framework should be that of enhancing economic growth and job creation through the Green IQ and will form the basis for the 2016 Vision in terms of economic development.

The following challenges are faced by the West Rand District and can place a burden on economic development of the region:

- Accessibility to the Region
- Lack of regional human settlements development strategy
- Decline in economic activity (mining, industrial, agriculture)
- Inability to attract, retain and attain investments
- Silo approach to economic development
- Inadequate enforcement capacity

Based on the discussions regarding comparative advantages within the District (Section 5.2), the following key economic development strategies has been identified per sector to ensure growth and development within the District:

- **Expanding the Agriculture/Agro-processing industry in the District**
 - Protecting agricultural land within the District. The inappropriate subdivision of high potential agricultural land should be prevented.
 - The District needs to intensify their efforts to increase the availability of land for agricultural production, especially high or unique potential land through adopting a Public Private Partnership approach.
 - The development and support of labour-intensive agricultural projects (intensive commercial farming) in low-income communities. Job creation and food security are advantages from this approach.
 - Promotion of skills development and management training necessary for small scale sustainable farming.
 - Development of a Food Export Cluster/Agricultural Hub, with specific focus on exporting from the Lanseria Airport.
 - Introduction of new products with special focus on small-scale farming and niche markets.
 - The promotion of agro-processing focusing on a variety of products (such as the Moringa tree with high nutritional value)

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- Develop new and young upcoming agricultural entrepreneurs, SMMEs and cooperatives, and support them through local procurement.
- **Stimulating mining activity and mineral processing and -beneficiation activities in the District**
 - Skills development training for the youth, specifically focusing on mining-related skills, artisans and skills related to mineral processing and beneficiation
 - Development of a database of service providers for the mining industry within the District, to assist the mining houses with preferential procurement practices
 - Investigate and exploit the opportunities for SMMEs in terms of small-scale mining activities, especially in reworking old mine dumps, and rehabilitation activities.
 - The establishment of an International Centre of Excellence in the Gold Mining Industry, which will be able to provide training, develop innovating mining techniques and quality control measures, invest in promoting the mining value chain and monitor environmental management, as well as promote the beneficiation of mineral products.
- **Increasing manufacturing opportunities and activities in the District**
 - Development of industrial clusters around growth sectors that appears to have a (potential) comparative advantage, e.g. industries linked to the mining sector; textiles.
 - Encouragement of manufacturing opportunities in niche markets, e.g. organic food supplements and bio-medical products, SMME manufacturing, etc.
 - Expanding/Enhancing industrial areas (such as Chamdor) in attempt to attain SEZ (Special Economic Zones) status.
 - Developing manufacturing opportunities using local produce as inputs, i.e. mining product beneficiation and agro-industrial processing.
 - Promotion of further investment in currently successful manufacturing activities, e.g. Aranda textiles and metal products; and the revitalisation of old industrial areas.
 - Targeting supportive and services industries linked to the mining sector
 - Investigating innovative opportunities within the chemical waste disposal sector given the current environmental problems experienced in the District due to chemical/toxic seepage in partnership with tertiary institutions.
- **Strengthening and promoting the tourism industry in the District**
 - Marketing and branding of the West Rand District as a unique tourist destination
 - Marketing tourism in the West Rand through information distribution at points of entry such as airports.
 - Development and upgrading of tourism infrastructure and support services
 - The development of a tourism information database

- Tourism product innovation and expansion, e.g. development and improvement of current attractions, development of specific tourist routes (township tourism and the role in the path to liberation), etc.
- Establishment of a tourism forum, on which different government departments, the private sector and SMME's are represented
- Provision of tourism and hospitality skills development

6.4.4 ENVIRONMENTAL MANAGEMENT

Even though not required by South African Legislation, the WRDM has been reporting on the State of the Environment since 2005. A State of the Environment Report (SoER) provides information on the current state of the environment for a particular area. It is one of the tools that are used to monitor and assess changes in the environment and to plan for effective environmental management (DEAT, 2002). SoERs contain information that improves the understanding of environmental processes and the impact of human activities on these processes; improve the understanding of the causes and effects of environmental change (and can therefore provide recommendations for responses to such change); provide data for developing and monitoring sustainable development strategies, programmes and projects; and integrate information from various sources on different aspects of the environment.

The last SoER was done in August 2011. The information, findings and recommendations contained in this report should be used by the District to develop and update the necessary environmental management policies, programmes and projects.

It is the intention of the District (as part of the 2016 vision) to become the greenest district in South Africa, and have committed themselves to this goal through the Green IQ. Therefore, the District should focus on taking advantage of new opportunities in the knowledge and green economies as stated in the new National Growth Path. The following emerging issues were identified for consideration within the District:

- Biofuel
- Alternative energies (such as photovoltaic)
- Hazardous and new waste types
- Mine water pollution (e.g. Acid Mine Drainage)
- Nanotechnology
- Land Degradation

Despite the lack of available, accurate, up-to-date and reliable data for the District, it is encouraging to note that the District does have a large number of plans in place to address the environmental issues in the future (such as Waste Management Plan and Air Quality Management Plan). At present financial and skills resources are limiting the successful implementation of these plans in the municipality. Funding options need to be investigated to subsidise the costs to implement these plans and ensure sustainable development and improved environmental management.

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The West Rand District faces the following challenges with regards to Environmental Management:

- Lack of integrated environmental planning
- Lack of uniform environmental standards
- Lack of capacity with regards to environmental management in the Region (including compliance and enforcement)
- Inadequate enforcement capacity
- Regional acid mine drainage

The District needs to focus on the following key environmental strategies in order to ensure growth and development in the District and realise their goal of becoming the greenest District in the Gauteng Province:

- **Creating a renewable energy sector**
 - Investigating and developing a renewable energy sector within the District. Solar, wind and hydrological energy generation is not viable in the District; options such as biomass, solar and photovoltaic should be investigated and developed.
- **Managing and addressing mining-related environmental impacts**
 - Source funding and develop measures/plans to address the various issues involved with the mining activities taking place in the District, such as:
 - Water pollution (Acid Mine Drainage)
 - Air Quality
 - Mining dumps, waste and tailings
 - Investigate opportunities and technologies for the treatment of Acid Mine Drainage to purify the water which then can be utilised for agricultural purposes.
- **Waste Management and Recycling Programmes**
 - Developing innovative and sustainable technologies to deploy waste and recycle the waste to create energy and/or by-products.
 - Developing waste management projects
 - Promote landfill rehabilitation
- **Mitigate and prevent land degradation**
 - Through Land management systems, etc.

6.4.5 SOCIAL DEVELOPMENT

The following challenges have been identified by the West Rand District Municipality when dealing with social development in the region:

- Fragmented accountability between spheres of government, e.g. ambulance services, primary health care, etc.

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- Unclear role of local government in social development
- Lack of integrated planning between municipalities
- High levels of poverty in the region
- Insufficient resources for social upliftment region wide
- Fragmented law enforcement

In order to address these challenges and various other pressures experienced by the social system, the following needs to be focused on:

- **Reducing Poverty & Unemployment**

Poverty and unemployment can be reduced, if the municipality focuses on the following:

- Sustainable job creation: Innovative ideas in order to create additional, sustainable jobs.
- Skills development: The largest portion of the population that is unemployed are either unskilled or have very little skills. By providing Adults Skills Development Centres, the population can be taught in order to become employable.
- Entrepreneurship development: training and support for entrepreneurship development, SMME development, etc., and creating a conducive environment for these SMMEs and entrepreneurs.
- Food security for the poor and rural communities through agricultural training and development

- **Promoting Sustainable Human Settlements**

In order to promote social development within the District, sustainable and functional human settlements need to be promoted through focusing on aspects such as:

- Addressing the backlog in human settlement provision
- Providing all residents access to basic services (water, electricity, sanitation, etc.)
- Development and upgrading of social and engineering infrastructure in informal settlements
- Providing alternative, affordable and accessible places of residence close to key Gauteng business hubs of Johannesburg, Sandton and Pretoria. Target young new graduates, upcoming professionals, emerging entrepreneurs, and first time home-buyers to invest in residential properties in the District.

- **Ensuring adequate education and training facilities**

- Provide access to education/training facilities
- Promote the provision of skills and qualifications (such as artisans) required by the District and the rest of Gauteng.

- **Ensuring efficient Health Care and Facilities**

Access to Healthcare and facilities reduces the rates of poverty-related diseases. The District need to focus on:

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- Providing access to healthcare in rural and poor communities on a continuous and regular basis
- Upgrading and maintaining healthcare facilities in order to promote efficiency of such facilities
- Providing training and skills development to health care practitioners. Many facilities in the District are understaffed.
- **Promoting Safety and Security**

In order to ensure safer communities, the following needs to be focused on with regards to safety and security:

 - Community education and involvement is extremely important in the fight against crime. Awareness and Education Campaigns are key in educating the local communities in this regard.
 - There needs to be closer cooperation and coordination between all role-players, i.e. SAPS, Security companies, Local Municipalities, District and Province.
- **Developing Sports, Recreation, Arts and Culture (SRAC) facilities**
 - An audit of the facilities currently within the District and their current state needs to be conducted.
 - Development/upgrading of facilities need to be prioritised where needed on completion of the audit
 - Organised structures need to be put in place to implement and monitor SRAC projects. Various projects have been identified by the various IDPs and LEDs, such as Riebeeck Lake, Greenhills Sports Precinct, Donaldson Dam, Mining Museum, etc. These projects will also assist in encouraging Tourism development in the District.
 - A detailed maintenance plan needs to be developed for SRAC facilities. Vandalism is a great concern within the District with regards to social facilities.
 - Provision of Entertainment facilities and activities within the District especially for the younger population.

6.4.6 GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus orientated, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable are heard in decision-making. It is also responsive to the present and future needs of society. This is clearly depicted in Figure 6.2 below.

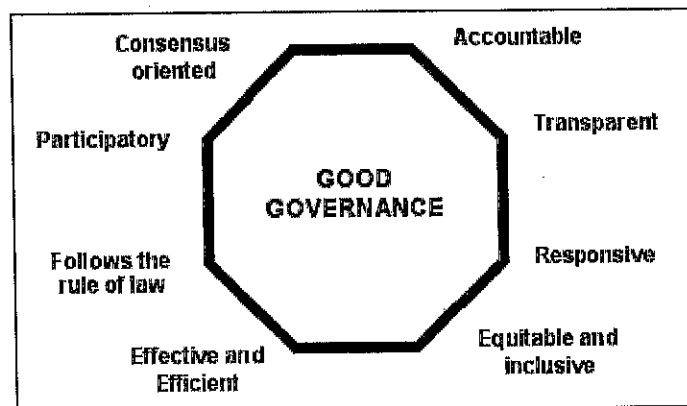
In order to ensure that the District complies with the characteristics of good governance, the following principles, amongst others, need to be adhered to:

- Sound political and management leadership
- Better service delivery for all

WEST RAND DISTRICT MUNICIPALITY – REGIONAL GROWTH & DEVELOPMENT STRATEGY

- Corporate discipline
- Transparency – making information available in an accurate and timely manner.
- Independence – mechanisms should be put in place to minimize or avoid potential conflicts of interest
- Accountability – being accountable for decisions and actions made by individuals or groups in the District
- Responsibility – taking responsibility by taking corrective action where needed and penalizing mismanagement
- Fairness – balanced systems that take into account all those that have interest in District and its future.

FIGURE 6.2 CHARACTERISTICS OF GOOD GOVERNANCE⁷



The following key challenges are faced in relation to governance within the District:

- Democratic and Accountable Governance:
 - Inadequate public participation
 - Inadequate support from national and provincial spheres
 - Inadequate buy in from organized labour
 - Lack of uniformity of governance structures within councils, e.g. MPAC
 - Lack of separation of power between executive and legislative powers
 - Local government regulatory universe
- Corporate Governance⁸
 - Compliance and enforcement management
 - Lack of integrated policies
 - Inadequate monitoring of compliance
 - Regional risk management

⁷ United Nations Economic and Social Commission

⁸ Corporate governance refers to Compliance and enforcement management, Business management/leadership and Resource management.

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- **Business Management/Leadership**
 - Regionalization of services
 - Change/structuring of leadership band
 - Regional branding
 - Management of change/transition
 - Inadequate stakeholder relations management
 - Lack of shared service mechanisms
 - Clean audit (including business performance management)
 - Organisational reengineering (organisational structure, process streamlining, etc)
 - Contingent liabilities (litigation cases, etc)
- **Resource Management:**
 - **Human Resource Management:**
 - Lack of integrated, standardised Human Resource policies and procedures, e.g remuneration, staffing, etc.
 - Non alignment of local labour forums
 - Lack of uniform conditions of service on substantive matters
 - Lack of regional workplace skills plan
 - Attraction, retention and transfer of skills
 - Standardised job evaluation standards
 - Integrated individual performance management system
 - **ICT Management:**
 - Integration of systems
 - Regional connectivity
 - Standardisation of systems
 - ICT risk management
 - Standardised ICT policies
 - Lack of integration of telephony
 - **Financial Management**
 - Lack of uniform budget related policies
 - Lack of integrated financial systems
 - Inadequate financial resources
 - Equitable share formula for Metro
 - Debt of individual municipalities
 - Fragmented supply chain management practices
 - Regional asset register

In order to ensure that the District complies with the principles of good they need to focus on the following key strategies:

- **Promote Community Participation**
 - Increase the level of community involvement through ward committees and ward public meetings.

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- **Ensure Clean Audits**
 - Comply with MFMA regulations, sound financial, internal control and risk management, combat fraudulent activities, etc.
- **Effective implementation of Council policies**
 - Update and review of municipal by-laws and ensuring that the by-laws are enforced
- **Maximise resources from other spheres**
 - Utilise resources from other spheres (public and private)
- **Regular Monitoring and evaluation**
 - Monitoring and evaluating the impact of service delivery on stakeholders
 - Monitoring and evaluating institutional performance
- **Promote easy and affordable business**
 - Reducing the cost of business and improving the ease of doing business will result in accelerated economic activity, and in turn will promote investment within the District.
 - Developing a central registry for businesses and SMMEs within the District
 - Investigate possibility of development pre-approvals in line with and on condition that it aligns with the EMF

The following section presents the concluding remarks in regards to the Regional Growth and Development Strategy of the West Rand District.

SECTION 7: CONCLUDING REMARKS

7.1 MONITORING AND EVALUATION

The West Rand District's Regional GDS is a strategy for the whole District and therefore requires cooperation, not just in goal setting and prioritisation, but also in the implementation and monitoring of this strategy.

A Growth and Development Strategy's targets are generic and broad in nature; therefore annual targets will be set through the IDP process. Detailed indicators for each of the focus areas in terms of the Regional GDS will be reflected in the individual strategic plans of the different departments and local municipalities.

As the IDP is the implementation vehicle of the Regional GDS, the indicators formulated will cascade down, through the IDP to various departmental plans and strategies, into performance agreements. Through this process, the individual performance of management can be measured to ensure that the District stays on track in achieving the objectives of the Regional GDS.

The District will ensure that appropriate monitoring and evaluation systems and processes are put in place in order to continuously assess achievements of results, monitor progress and document inadequacies when and if they arise. These will be refined and perfected as informed by the realities and feedbacks from implementation experience.

7.2 STAKEHOLDERS

It is envisaged that a regular review of the Regional GDS be done to engage all stakeholders about progress and acquire their involvement in the growth and development of the District. This will ensure that the Regional GDS is not just a once-off process, but a continuous process to guide planning, manage participation between all stakeholders and to direct the collective capabilities within the Districts communities to create a better life for all.

Commitments and contributions towards the growth and development of the areas must be obtained from all stakeholders, such as:

- National Department of Trade and Industry (DTI)
- National Department of Mineral Resources
- National Department of Energy
- National Department of Water Affairs
- National Department of Health
- National Department of Roads and Transport
- Gauteng Department of Economic Development
- Gauteng Department of Health and Social Development
- Gauteng Department of Finance
- Gauteng Department of Rural and Agriculture Development

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- Gauteng Department of Infrastructure Development
- Gauteng Department of Roads and Transport
- West Rand Development Agency
- West Rand Chamber of Commerce and Industry
- West Rand Chamber of Tourism
- All local municipalities in the region
- The Industrial Development Corporation (IDC)
- Trade and Investment South Africa (TISA)
- Small Enterprise Development Agency (SEDA)
- Development Bank of South Africa (DBSA)
- National Development Agency (NDA)
- Gauteng Growth & Development Agency (GGDA)
- Gauteng Enterprise Propeller (GEP)
- Gauteng Tourism Authority (GTA)
- West Rand Development Agency
- Financial institutions
- Financing parastatals – such as IDC, NEF, Khula, etc.
- NAFCOC
- Business Chambers
- Youth organisations
- Veteran organisations
- Embassies
- Etc.

7.3 ALIGNMENT

Careful consideration has been taken to ensure that the District Regional Growth and Development Strategy align and support the Gauteng Employment Growth and Development Strategy, the Gauteng Global City Region concept as well as align with the GDS of the City of Johannesburg, as a neighbouring municipality but also as a metropolitan municipality which is a vision of the WRDM for 2016.

Figure 7.1 illustrates to which degree the West Rand District's Regional GDS aligns with the Gauteng Employment, Growth and Development Strategy. The green table in the figure is a summary of the GEGDS and the orange stars represents the various strategic priorities included in the West Rand Regional GDS.

Figure 7.2 illustrates to which degree the West Rand Regional GDS aligns with the Gauteng City Region's concept and key success factors.

Figure 7.3 illustrates to which degree the West Rand Regional GDS aligns with the Growth and Development Strategy of the City of Johannesburg Metropolitan Municipality. In view of Vision 2016 it is important that the District take cognisance of the strategies and challenges of other

Metropolitan Municipalities. It is also of importance in the light of the Gauteng City Region and the subsequent relationship between these two neighbouring municipalities.

FIGURE 7.1 WRDM REGIONAL GDS ALIGNMENT WITH THE GEGDS










































Cross-cutting drivers	Innovation & Knowledge 	Green Jobs 	Community – led Local Economic Development 	Skills development and capacity building 	Spatial Planning 
	Green economy & sustainable resource usage 				
	Infrastructure 				
Ordinary drivers	Industrial and Sector Development (Transport & Logistics, ICT)	Direct employment creation 	Support SMMEs & business 	Social assistance & insurance 	Sustainable mobility 
		Labour-absorbing sectors 	Support coops & informal business 	Access to health care 	Safe communities 
		Preventing job losses 	B-BBEE 	Quality Basic education 	Rural & agricultural development 
	Ease & cost of doing business 	-	Strategic Procurement 	Socio-economic Infrastructure 	-
 Spatial Integration  Economic Development  Social Development  Physical Infrastructure  Environmental Management  Good Governance					


FIGURE 7.2 WRDM REGIONAL GDS ALIGNMENT WITH GCR


Key success factors for GCR: <ul style="list-style-type: none"> Strong leadership (decision making capacity)  A vision and strategy Effective institutional relations  Strong economic clusters  Connectivity/mobility (goods & people – internal/external)  Spatial coalition of partners working together  Skills and human capital  New knowledge (higher education and research institutions)  					
 Spatial Integration  Economic Development  Social Development  Physical Infrastructure  Environmental Management  Good Governance					


FIGURE 7.3 WRDM REGIONAL GDS ALIGNMENT WITH CITY OF JOHANNESBURG GDS


Focus	Goals
Health & Poverty 	Reduce poverty & improve health & well-being of inhabitants
Economic Growth 	Enabling & growing job intensive competitive economy
Natural resources  	Conserving water for future generations
	Transition to a low carbon economy
	Building a recycling economy
	Building adaptive capacities for climate change
Transport  	Building an efficient & reliable mass public transport system
Liveable Communities 	Building liveable communities & thereby improving the health & well-being of all
Community safety  	Everyone must feel & be safe in our city
Smart City 	Build a smart city for rapid socio-economic development
Governance  	Enhance effective decision-making, oversight, accountability & inclusive governance processes


 Spatial Integration

 Economic Development

 Social Development

 Physical Infrastructure

 Environmental Management

 Good Governance

7.4 TARGETS

It is the mission of the District to strive towards achieving the national government's priorities, namely the 12 outcomes. The presidency developed these 12 key outcomes, based on the Cabinet Lekgotla held from 20 to 22 January 2010, and these include:

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skills and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and world
12. An efficient, effective and development orient public service and an empowered, fair and inclusive citizenship.

The West Rand District's Regional GDS thus have four main and broad targets, namely:

- To increase Gross Domestic Product growth
- To increase employment opportunities in the District
- To decrease the levels of poverty within the District
- To promote equity and black economic empowerment

7.5 TIMEFRAMES

The following timeframes are envisioned:

- **Short term: 5 years: 2011 – 2016:**
 - Regional GDS assisting the District to becoming a Uni-city based on Vision 2016 with assets, updated infrastructure, formidable stakeholder base and a positive constituency
- **Medium term: 10years: 2017 – 2025:**
 - Achieving milestones set by the Uni-city towards the provincial 2025 goals
- **Long term: 25 years: 2026 – 2055:**
 - Achieving the final phase (Gauteng Global City Region) as expressed in the strategy for the provincial 2055 goals

The Strategies and key focus areas identified for the Regional Growth and Development Strategy are categorised into the above mentioned timeframes, as outlined in the following subsection.

7.6 SUMMARY

STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS		ROLE-PLAYERS		TIME-FRAME
Spatial Integration	Suitable development planning around dolomitic areas	Take into account dolomitic areas, shallow undermined areas and high potential agricultural land		LMs: Town planning & Environmental Management		S,M,L
		Investigate and promote new, exciting and unique developments on dolomitic land such as extreme sporting facilities (e.g. 4x4 and off-road sporting facility, etc.).		Province: GGDA, Gauteng Tourism, Economic Development DM: West Rand Tourism, LED and WRDA LMs: Tourism & LED		S-M
		Strive towards changing the Districts' limitations and challenges into strengths and opportunities.		All District and Local Municipality Departments		S,M,L
	Optimise opportunities/spin-offs	Optimise opportunities/spin-offs from neighbouring areas' initiatives: E.g. Lanseria Airport (freight opportunities), Cradle of Humankind (tourism opportunities)		Province: GGDA, Gauteng Tourism, Economic Development DM: West Rand Tourism, LED and WRDA LMs: Tourism & LED		S-M
	Nodal densification	A multi and mixed-use approach to activity patterns in the nodes will be used to ensure high intensity of land use.		LMs: Town planning, Infrastructure Services, IDP		S-M
	Corridor development and diversification	Detailed planning in regards to the N14 Development corridor		LMs: Town Planning, LED, IDP, Infrastructure Services and Tourism		S
		Opportunities presented by development corridors (e.g. N14) should be exploited and promoted		Province: GGDA, Gauteng Tourism, Economic Development DM: West Rand Tourism, LED and WRDA LMs: Tourism & LED		S-M
	Mining rehabilitation to increase land availability	The rehabilitation of old, degraded mining areas and associated slimes dams/mine dumps can result in general upgrading of the environment but also release developable land parcels		Province: GDARD, DM & LMs: Environmental Management Local Mining Houses		S-M
	Informal Settlement Management	Prevent land invasion and the spread/increase of informal settlements through fast-tracking human settlements provision.		DM: Infrastructure & Project Management, Transport and Land Use Management, IDP LMs: Housing		S-M

STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
Physical infra-structure		Formalise informal settlements through funding, landownership and basic service provision.	DM: Infrastructure & Project Management, Transport and Land Use Management, IDP LMs: Housing	S-M
	Development Incentive Schemes	Develop and manage appropriate incentives and growth management tools and mechanisms to promote investment to the area	DM & LMs: WRDA, LED, Finance, Corporate Services	S
	Urban renewal and inner city rejuvenation	Focus on urban renewal and inner city rejuvenation within key nodes to attract investment	DM & LMs: IDP and Infrastructure	S
	Promoting Information and Communication Technology (ICT)	Better information and communication will further the development of the District through improving education, health, security, etc. Skills development will have to accompany the improvement of ICT infrastructure.	DM: ICT & Regional Support, Health & Social Services LMs: ICT	S,M,L
	Focus on strategic economic infrastructure programmes	Such as Gauteng Growth and Development Agency (GGDA) projects and other. E.g. Expanding freight operations, Focus on multi-use nodes, Global City Region, Public Transport importance, Mogale City – Rustenburg corridor, Intermodal freight hub in the West Rand, Lanseria Aeropolis, Intermodal taxi hub, etc.	Province: GGDA, Economic Development, IDP DM: LED, WRDA, IDP LMs: LED, IDP	M
	Planning for current and future infrastructure	Develop a Bulk Infrastructure Master Plan. Analyze population projects and land-use scenarios. Optimise use of current infrastructure	DM: Infrastructure & Project Management, Transport & Land Use Management LM: Infrastructure, Town planning	S
	Maintenance of current infrastructure	The District needs to prepare and plan for the maintenance of infrastructure.	DM: Infrastructure & Project Management LM: Infrastructure	S,M,L
	Securing investment for infrastructure development	Develop an Infrastructure Investment Framework. The Infrastructure Investment Framework need to be informed by the Bulk Infrastructure Master Plan.	DM: Infrastructure & Project Management LM: Infrastructure	S
	Expanding the Agriculture/Agro-processing industry in	Protecting agricultural land within the District.	National Department of Agriculture DM & LMs: Agriculture and Rural Development	S,M,L
Economic Development				

STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
	the District	Intensify efforts to increase the availability of land for agricultural production	Province: GDARD DM & LMs: Agriculture and Rural Development	S-M
		The development and support of labour-intensive agricultural projects	National Department of Agriculture Province: GDARD DM & LMs: Agriculture and Rural Development	S-M
		Promotion of skills development and management training	National Department of Agriculture Province: GDARD DM & LMs: Agriculture and Rural Development	S-M
		Development of a Food Export Cluster/Agricultural Hub	National Department of Agriculture Province: GDARD DM & LMs: Agriculture and Rural Development	M
		Introduction of new products with special focus on small-scale farming and niche markets.	National Department of Agriculture Province: GDARD DM & LMs: Agriculture and Rural Development	S-M
		The promotion of agro-processing focusing on a variety of products	National Department of Agriculture Province: GDARD DM & LMs: Agriculture and Rural Development	S-M
		Develop new and young upcoming agricultural entrepreneurs, SMMEs and cooperatives	National Department of Agriculture Province: GDARD DM & LMs: Agriculture and Rural Development	S-M
		Skills development training for the youth, specifically focusing on mining-related skills, artisans and skills related to mineral processing and beneficiation	National: Department of Mineral Regulations Province: Department of Education DM & LMs: LED	S-M
		Development of a database of service providers for the mining industry within the District	DM & LMs: LED	S
		Stimulating mining activity and mineral processing and beneficiation activities in the District		

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STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
		Investigate and exploit the opportunities for SMMEs in terms of small-scale mining activities	Province: Economic Development, GGDA DM & LMs: LED, WRDA	S
		The establishment of an International Centre of Excellence in the Gold Mining Industry	Province: GGDA, Economic Development DM & LMs: LED, WRDA	M
		Development of industrial clusters around growth sectors with comparative advantage	DM & LMs: LED, Town Planning	M
		Encouragement of manufacturing opportunities in niche markets	DM & LMs: LED	S-M
		Enhancing/expanding industrial areas (such as Chamdor) in attempt to attain SEZ status	Province: GGDA, Economic Development DM & LMs: LED, WRDA	M
		Developing manufacturing opportunities using local produce as inputs	DM & LMs: LED	S-M
		Promotion of further investment in currently successful manufacturing activities	DM & LMs: LED, Marketing & Finance, WRDA	S
		Targeting supportive and services industries linked to the mining sector	DM & LMs: LED, WRDA	S-M
		Investigating innovative opportunities within the chemical waste disposal sector	DM & LMs: LED, Environmental Management	S-M
		Marketing and branding of the West Rand District as a unique tourist destination	DM: WRDA, West Rand Tourism, LED, Marketing LM: Tourism, LED, Marketing	S
	Strengthening and promoting the tourism industry in the District	Marketing tourism in West Rand through information distribution at points of entry such as airports	West Rand Tourism	S
		Development and upgrading of tourism infrastructure and support services	DM: WRDA, West Rand Tourism, LED, Infrastructure LM: Tourism, LED, Infrastructure	S-M
		The development of a tourism information database	DM & LMs: LED & Tourism	S

STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
Environ-mental Manage-ment		Tourism product innovation and expansion	DM & LMs: LED & Tourism	S-M
		Establishment of a tourism forum	West Rand Tourism	S
		Provision of tourism and hospitality skills development	Province: Dept. of Education DM & LMs: LED & Tourism	S-M
	Creating a renewable energy sector	Investigating and developing a renewable energy sector within the District. Options such as biomass, biofuel and photovoltaic should be investigated and developed.	Province: GDARD DM & LMs: LED and Environmental Management	S-M
	Manage and address mining-related environmental impacts	Source funding and develop measures/plans to address the various issues involved with the mining activities taking place in the District	DM & LMs: LED, Environmental Management and Finance Local Mining Companies	S-M
	Waste Management and Recycling Programmes	Investigate opportunities and technologies for the treatment of Acid Mine Drainage to purify the water which then can be utilised for agricultural purposes.	Province: GDARD DM & LMs: LED and Environmental Management Local Mining Companies	S-M
		Developing innovative and sustainable technologies to deploy and recycle waste	Province: GDARD DM & LMs: LED and Environmental Management	S-M
		Developing waste management projects	Province: GDARD DM & LMs: LED and Environmental Management	S-M
		Promote landfill rehabilitation	DM & LMs: Environmental Management	S-M
	Mitigate and prevent land degradation	Developing Land Use Management Systems, etc.	DM & LMs: Town Planning, Environmental Management	S
Social development	Reducing Poverty & Unemployment	Sustainable job creation: Innovative ideas in order to create additional, sustainable jobs	Province: Economic Development DM & LMs: Social Development, LED	S,M,L
		Skills development through Adults Skills Development Centres	Province: Dept. of Education DM & LMs: LED, Social Development	S-M
		Entrepreneurship and SMME development	DM & LMs: LED	S-M
		Food security for the poor and rural communities through agricultural training and development	Province: GDARD DM & LMs: LED Local Farmers	S,M,L

STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
		Addressing the backlog in human settlement provision	Province: Local Government & Housing DM: Infrastructure & Project Management LMs: Housing	S-M
		Providing all residents access to basic services	Province: Local Government & Housing DM: Infrastructure & Project Management LMs: Housing	S-M
		Development and upgrading of social and engineering infrastructure in informal settlements	Province: Local Government & Housing, SRAC DM: Infrastructure & Project Management, Social Development LMs: Social Services	S-M
		Providing alternative, affordable and accessible places of residence close to Gauteng	Province: Local Government & Housing DM: Infrastructure & Project Management LMs: Housing	S-M
	Ensuring adequate education and training facilities	Provide access to education/training facilities	Province: Dept. of Education DM & LMs: Social Services	S-M
		Promote the provision of skills and qualifications (such as artisans) required	Province: Dept. of Education DM & LMs: Social Services	S,M,L
	Ensuring efficient Health Care and Facilities	Providing access to healthcare in rural and poor communities on a continuous and regular basis	Province: Dept. of Health & Social Development DM & LMs: Health & Social Services	S-M
		Upgrading and maintaining healthcare facilities in order to promote efficiency of such facilities	Province: Dept. of Health & Social Development DM & LMs: Health & Social Services	S,M,L
	Promoting Safety and Security	Providing training and skills development to health care practitioners.	Province: Dept. of Health & Social Development, Dept. of Education DM & LMs: Health & Social Services	S,M,L
		Awareness and Education Campaigns	DM & LMs: Health & Social Services, Public Safety	S

STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
Good Governance		Closer cooperation and coordination between all role-players	Province: Community Safety DM & LMs: Public Safety South Africa Police Services Private-owned security companies	S,M,L
		Audit of the facilities currently within the District and their current state	Province: Sports Arts Recreation and Culture DM & LMs: Social services	S
	Developing Sports, Recreation, Arts and Culture (SRAC) facilities	Development/upgrading of facilities need to be prioritised where needed on completion of audit	Province: Sports Arts Recreation and Culture DM & LMs: Social services, Infrastructure & Project Management	S-M
		Organised structures need to be put in place to implement and monitor SRAC projects.	DM & LMs: Social Services focusing on SRAC	S
		A detailed maintenance plan needs to be developed for SRAC facilities.	DM & LMs: Social Services & Infrastructure & Project Management	S
		Provision of Entertainment facilities and activities within the District especially for the younger population.	Province: Sports Arts Recreation and Culture DM & LMs: Social services, Infrastructure & Project Management	S-M
	Community Participation	Increase the level of community involvement through ward committees and ward public meetings.	DM & LMs: Corporate Support Services	S,M,L
	Ensure Clean Audits	Comply with MFMA regulations, sound financial, internal control and risk management, , etc.	DM & LMs: Corporate Support Services	S,M,L
	Effective implementation of Council policies	Update and review of municipal by-laws and ensuring that the by-laws are enforced	DM & LMs: Corporate Support Services	S-M
	Maximise resources from other spheres	Utilise resources from other spheres (public and private)	DM & LMs: Corporate Support Services	S-M
	Regular Monitoring and evaluation	Monitoring and evaluating the impact of service delivery on stakeholders	DM & LMs: Corporate Support Services	S,M,L
		Monitoring and evaluating institutional performance	DM & LMs: Corporate Support Services	S,M,L

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STRATEGIC PRIORITIES	STRATEGIES	KEY FOCUS AREAS	ROLE-PLAYERS	TIME-FRAME
	Promote easy and affordable business	Reducing the cost of business and improving the ease of doing business	DM & LMs: Corporate Support Services	S-M
		Developing a central registry for businesses and SMIMEs within the District	DM & LMs: Corporate Support Services and LED	S
		Investigate possibility of development pre-approvals in line with EMF	DM & LMs: Corporate Support Services, Town Planning & Environmental Management	S-M