

Bulawayo City Council



**REVIEW AND PREPARATION OF THE
BULAWAYO MASTER PLAN (2019 – 2034)**

VOLUME ONE (1)

**REVIEW AND EVALUATION OF THE BULAWAYO MASTER
PLAN (2000 – 2015)**

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LIST OF ABBREVIATIONS

AIDS	-	Acquired Immuno Deficiency Syndrome
BCC	-	Bulawayo City Council
BCCMP	-	Bulawayo City Council Master Plan
BMP	-	Bulawayo Master Plan
CBD	-	Central Business District
CUF	-	Common User Facility
EIA	-	Environmental Impact Assessment
EPZ	-	Export Processing Zone
GAM	-	Goal Achievement Matrix
HIV	-	Human Immuno Virus
NGO	-	Non Governmental Organisation
NRZ	-	National Railways of Zimbabwe
NUST	-	National University of Science and Technology
ZESA	-	Zimbabwe Electricity Supply Authority
ZIRUP	-	Zimbabwe Institute of Regional and Urban Planners
ZUPCO	-	Zimbabwe United Passenger Company

1.0 INTRODUCTION

The Report of Study of the Bulawayo Master Plan (2000-2015) Review consists of three volumes namely Master Plan Review, Situational Analysis and Issues and Challenges. This Volume one (1) is exclusively devoted to reviewing, evaluating and assessing the Master Plan. The report will look at the performance of the Master Plan in the last 14 years in the context of the changing socio – economic environment. The report is divided into five (5) sections. Section 1 describes the Plan and identifies the model on which it was based. Section 1.2 discusses the planning considerations, physical, social, economic and environmental factors upon which the plan was based. Section 1.3 discusses the Plan's proposals and recommendations. An assessment of the Plan's proposals and recommendations is provided in section 1.4, while section 1.5 assesses the plan's performance and implementation. This assessment is elaborated on in section 1.6 with a review of the different sectors covered in the Plan. Section 1.7 presents emerging planning issues and changed conditions. The review findings and conclusions are presented in the final section 1.8.

1.2 PLAN DESCRIPTION

1.2.1 The Bulawayo Master Plan (BMP) 2000 – 2015 was prepared under the rational comprehensive tradition model that informs rural and urban planning in Zimbabwe. Under the Regional Town and Country Planning Act, chapter 29:12, 1996 a Local Authority shall prepare and submit to the Minister a Master Plan in respect of the area for which it is the local planning authority or for such part of that area as the Minister may specify. The Act requires that a Master Plan formulates policies of that local authority and its general proposals for the planning area in an effort to facilitate co-ordinated and harmonious development or redevelopment. The 2000-2015 plan conforms to these requirements.

1.3 STRUCTURE OF THE PLAN

1.3.1 The Bulawayo Master Plan 2000 – 2015 adopts the standard format of Master Plans prepared for the Department of Physical Planning. Normally, the manner in which the Terms of Reference are prepared influences the overall structure assumed by the Master Plans. This overall Master Plan was divided into seven (7) main sections as follows; Section 1 – the introduction, Section 2 – Key Development Issues, Section 3 – Land Needs, Land Availability and Expansion Options, Section 4 – Vision, Mission and Goals, Section 5 – Goals, Goal Explanation, Strategic Policies to meet strategies, Policy Elaboration and Policy Justification, Section 6 – Implementation of the Master Plan and Section 7 –

Monitoring and Review. The plan follows a logical sequence and is written in a reader friendly style.

- 1.3.2 Of importance is the process which was followed in the preparation of the Plan. Stakeholders were consulted at two main stages – the initial consultation during the preparation of the Report of Study and the second stage to which stakeholders will be consulted on the draft Master Plan. Current planning efforts require that continuous stakeholder consultations be undertaken as a way of enhancing plan relevance and ownership.

1.4 PLANNING GOALS AND STRATEGIES

- 1.4.1 Table 1 below summarises the main goals and strategies on which the BMP 2000 – 2015 was based. The goals and strategies are considered to be quite appropriate as they addressed planning issues as elaborated in section 1.5 which were identified in the Report of Survey and which constituted the basis of the Master Plan proposals.

Table 1: Main Planning Goals and Strategies of the BMP 2000 - 2015

<p>Goal A: Growth and Development: To ensure the availability of suitable land to meet the future needs of Bulawayo until 2015.</p>
<p style="text-align: center;">Strategies</p> <ul style="list-style-type: none"> • Consolidation within current boundaries. • Expansion of the City to the North and East. • Exploring long-term options for the next phase of Bulawayo’s expansion.
<p>Goal B: Local Economic Base: To establish a strong and sustainable local economic base in Bulawayo.</p>
<p style="text-align: center;">Strategies</p> <ul style="list-style-type: none"> • Providing the appropriate physical factors • Supporting an enterprise culture • Training for the future • Marketing Bulawayo in the Global Economy
<p>Goal C: Housing and Social Facilities: To ensure that provision is made for adequate and appropriate housing & social facilities to meet the city's needs during the plan period.</p>
<p>Strategies</p> <ul style="list-style-type: none"> • To mobilise land and other resources so as to ensure that all households are housed according to their needs in decent dwellings. • To make provision for Pre-School, Primary, Secondary and Tertiary Education facilities that will ensure that Bulawayo enjoys education services that are on a par or above that offered in any other city in Zimbabwe. • To encourage a healthy community in Bulawayo through the provision of appropriate and adequate health facilities that are accessible to all.

<ul style="list-style-type: none"> • To encourage the productive use of leisure time through the adequate and appropriate provision of sports, recreation and entertainment facilities. • To support the cohesion and development of local communities through the provision of a range of appropriate social facilities and social services.
<p>Goal D: Transportation Systems: To ensure that provision is made for an efficient transportation system that meets the needs of the people during the plan period</p>
<p style="text-align: center;">Strategies</p> <ul style="list-style-type: none"> • To strengthen and improve the main road network in Bulawayo so as to increase internal accessibility, protect the Central Business District (CBD) and limit the impact of heavy traffic passing through the city. • All forms of Public Transport will be improved and linked in the interests of the travelling public and the local economy. • Traffic management, including the control of heavy vehicles, vehicle parking, provision for cyclists and pedestrians will be undertaken to enhance safety, access, and the environment.
<p>Goal E: Physical Infrastructure: To ensure that adequate and appropriate Physical Infrastructure is provided to meet the development needs of Bulawayo until 2015.</p>
<p style="text-align: center;">Strategies</p> <ul style="list-style-type: none"> • To ensure that Bulawayo has a safe, reliable and environmentally sound system of water and sanitation that will be able to keep pace with growing demand throughout the plan period. • To ensure that Bulawayo has adequate, affordable and environmentally sound energy supplies to meet current and anticipated future needs. • To make provision for the growing need for an effective and environmentally sound system of waste collection and disposal that meets international standards. • To support and campaign for the constant upgrading and improvement of Bulawayo's telecommunications systems to ensure the city can be competitive in the global market.
<p>Goal F: Land and the Environment: To develop Bulawayo into an attractive city and ensure the utilisation of land and the environment in a sustainable manner.</p>
<p style="text-align: center;">Strategies</p> <ul style="list-style-type: none"> • The concept of sustainable development will be promoted by ensuring that all development is environmentally sensitive and that all stakeholders in Bulawayo take account of the need to protect and enhance the environment. • The quality of Bulawayo's urban and rural environments will be protected and improved. • Polluting activities will be strictly controlled and their impact on communities and the environment minimised.
<p>Goal G: Management and Resources: To promote a capable and forward thinking management for Bulawayo with adequate resources to meet the development needs of the city.</p>

Strategies

- To create a responsive, co-operative and public service oriented City Council that operates in a strategic, transparent and accountable manner.
- To enhance the planning and management capacities of the City Council so that they can take the lead role in the development of Bulawayo through the plan period.
- To increase the financial resources available to the City Council to implement the various strategies and policies of the Master Plan.

Source: BCC Master Plan 2000 – 2015

1.5 PLANNING CONSIDERATIONS UPON WHICH THE PLAN WAS PREPARED

1.5.1 Table 2 below summarises the planning issues/considerations upon which the BMP 2000 – 2015 was prepared, which were mainly physical, social, economic and environmental.

Table 2: Identified Planning Issues

PLANNING ISSUE
<p>The Evolution of Bulawayo</p> <ul style="list-style-type: none"> • Bulawayo has a rich and varied history. • There is a need to retain and enhance urban features that have important historical associations that reflect the evolution and development of the city.
<p>Town Planning in Bulawayo: An Historical Perspective</p> <ul style="list-style-type: none"> • Previous town planning in Bulawayo has provided a well ordered city. • Wide roads in the city centre have aided movement and parking but there is a need to create more public space.
<p>Geographic Location, National and Regional Setting</p> <ul style="list-style-type: none"> • Bulawayo’s geographical position within the southern African region is very central. • Bulawayo lies at the hub of a national and regional rail network but lacks good air links to other countries and to most centres in Zimbabwe, other than Harare. • Bulawayo, as Zimbabwe’s second city exerts a strong influence over the western region of the country. • Bulawayo functions as an important marketing and distribution centre for the primary produce of its region. The immediate peri-urban area of Bulawayo is closely tied to the city in terms of social and economic factors.
<p>Population and Households</p> <ul style="list-style-type: none"> • The rate of population increase in Bulawayo has declined from the high levels of the 1970s (5.9% annual average growth) to an estimated 4.5% p.a. growth rate in the period 1982-1992.

- The meaning of these rates of growth is that Bulawayo's population has grown from 495,000 in 1982 (when the current Master Plan was approved) to approximately 1 million in 2000, an overall increase of just over half a million people.
- Projecting the population forward to 2015 requires making a number of assumptions.
- It was assumed that over the next 15 years the impact of a declining birth rate and an increasing death rate (largely caused by HIV/AIDS) will progressively reduce the natural population increase in the city to zero, where it will remain for a number of years.
- In actual numbers it is projected that Bulawayo's population will grow from the current 1 million to over 1.5 million, an increase of approximately 550,000.
- In terms of the characteristics of the population Bulawayo has a very young population and this is likely to remain a feature throughout the next plan period.

Labour Force and Employment

- The labour force in Bulawayo was estimated at 325,000.
- Though Bulawayo may experience economic growth, informal employment will remain a major, if not a majority type of employment for most of the labour force.

The Local Economy

- Bulawayo enjoys a very favourable geographical position relative to South Africa, which has been enhanced by the construction of a direct rail link.
- Bulawayo is also well placed to take advantage of new trading and tourist corridors between South Africa and countries to the north and north--west of Zimbabwe as well as those to the west.
- The Bulawayo region is rich in mining potential. Major finds in methane gas in and around Hwange and Lupane promise significant development.
- A large well educated labour force, relatively cheap land and good communications can encourage major investments into the city.

The Natural Environmental Base

- Variable rainfall has been further exacerbated by more frequent droughts in the past 10 years.
- Bulawayo's climate is generally low in humidity, enjoys many hours of sunshine and has infrequent frosts.
- Efforts to encourage the conservation of wildlife in and around Bulawayo will enhance the attractiveness of the city to residents and tourists.

Environmental Audit

- Bulawayo's air and water remain relatively clean and there remain many areas of quality open space in the city environs.
- Sewer collapse, water contamination, illegal extraction of sand and gravel, illegal dumping of waste, illegal release of toxic waste by industrialists, tree cutting and a host of problems associated with squatting and overcrowding were among the adverse points highlighted in the audit.
- The management of the urban and peri-urban environment lacks good co-ordination both within local government and between local government, central government and other stakeholders.
- Enforcement of existing environmental protection measures is weak due to a lack of sufficient resources to monitor and apprehend offenders. Even when offenders are caught the penalties are too low to act as a deterrent.

The Built Environment

- Bulawayo has a unique character derived from its wide streets, attractive older buildings and considerable open space and fine trees. These features need to be retained and protected.
- There is a lack of clear focal public places in the city centre which needs to be addressed. Such places should seek to express community life in all its richness, including art and music.

Land Use and Property

- There are considerable areas of land within the Municipality that remain undeveloped, but which are capable of development.
- Significant areas of smallholdings and low density areas are capable of densification through voluntary subdivision by the owners.
- Strong demand for smaller cheaper office units has resulted in continuing pressure for change of use from residential to office space in areas close to the CBD.
- Only two out of eight proposed district shopping centres have been completed since 1983. The two completed centres at Entumbane and Nkulumane have improved access to shopping facilities in the western areas.
- Urban agriculture has expanded in recent years due to economic hardships faced by the majority of residents.
- The property market in Bulawayo has been depressed for many years and rentals remain far below levels achieved in Harare.

Water and Sewerage

- The major sources of water for Bulawayo are a group of five dams to the south, which have a combined capacity of 366 085 million m³ against an estimated yield of 183 000m³ per day.
- The Government and the City Council are committed to the construction of the Gwaai Shangani Dam, some 350km to the north of the city, which will be connected to the city by a pipeline and six pumping stations. The cost of this water will, however, be exorbitant and ways of ensuring affordable water supplies to customers are being explored.

<ul style="list-style-type: none">• The city's southern and northern sewage treatment works are overloaded. New works are planned or underway.
<p>Roads and Transportation</p> <ul style="list-style-type: none">• The road network is generally adequate for the present levels of demand.• There were a total of 78 000 vehicles in Bulawayo Municipal area at the end of June 1998 (about 14% of the national total).• Emergency taxi operations have been phased out. Commuter Omnibuses have been introduced in place of Emergency Taxis. The Zimbabwe United Passenger Company (ZUPCO) share of the urban transport market has dropped from almost 100% to 30-35%. The establishment of Commuter Omnibuses has substantially reduced passenger waiting times, but poor operating practices by some of the minibus drivers is discouraging potential patrons of this mode.• The City authorities have established adequate facilities for minibus terminals on the perimeter of the City centre. These are well sited and well used.• Parking Studies carried out confirm that the current levels of demand for parking in the City Centre is relatively easily matched by the available parking supply.
<p>Electrical Power Distribution</p> <ul style="list-style-type: none">• Current capacity of electricity supply in Bulawayo and its immediate hinterland are adequate. The recent refurbishment of the Bulawayo thermal power station has added to the sustainability of power supplies to the city.• Future needs for electricity commensurate with the growth of the city will be met by Zimbabwe Electricity Supply Authority (ZESA).
<p>Post and Telecommunications</p> <ul style="list-style-type: none">• Postal services have not kept pace with the expansion of the city and especially with the needs of those who reside in the newer suburbs.• Waiting lists for telephones remain long and this unmet need has hampered economic development.• The lack of sufficient telephone lines and a digital system has weakened Bulawayo's ability to take advantage of the new technology offered by the internet and e-mail services.• The introduction of cell phones have provided improved telecommunications for the better-off sections of the community.
<p>Housing</p> <ul style="list-style-type: none">• The number of dwelling units in Bulawayo is approximately 108,000 (2000 estimate).• Existing housing conditions are generally sound in terms of structure, except for the old suburbs of Mabutweni, Makokoba and Iminyela, which lack the provision of individual facilities especially toilets and water.• The future projection of households to 411,000 indicates a growing housing problem. Even if only 75% of all households actually desire and need a separate dwelling unit there will still be a need to construct another 200,000 houses in the plan period. This equates to a construction 13,000 dwellings every year of the plan period.

<p>Health Services</p> <ul style="list-style-type: none">• There has been a decline in health services over the past ten years due to declining financial commitment from Government and the inability of local authority resources to meet growing need. Health services have also suffered from a lack of appropriate staff and a high staff turnover.• Public health facilities in the city, such as the two main hospitals, specialist hospitals and Municipal clinics are not sufficient to cater for the existing population.• The private health sector has expanded in the recent past and is likely to continue to do so provided there are sufficient customers.
<p>Education and Training</p> <ul style="list-style-type: none">• Whilst Bulawayo has a full range of educational facilities from pre-school to University there are many inadequacies at all levels.• The need to improve both the number of educational and training institutions and their resources presents a major challenge to both the public and private sector.• Bulawayo will continue to be prejudiced in its development if it fails to improve its educational and training facilities. This is especially evident in the weakness of the secondary school system in providing Advanced Level classes in all schools, especially in the science and technical areas.
<p>Social Welfare</p> <ul style="list-style-type: none">• The social welfare system has failed to meet the rising need caused by increased unemployment and poverty. In many ways the resources available to provide for social welfare are weaker than they were 10 years ago, largely due to government cuts in public expenditure.
<p>Community Facilities, Recreation & Entertainment</p> <ul style="list-style-type: none">• Although Bulawayo maintains a strong diversity of cultural activities in a wide range of facilities much more needs to be encouraged at community level.• Similarly recreational facilities need to be improved in some parts of the city and facilities expanded to meet future needs over the plan period.
<p>Cemeteries and Crematoria</p> <ul style="list-style-type: none">• The rising number of deaths, due largely to AIDS, has placed a great strain on existing cemetery provision.• Whilst the crematorium remains under-utilised it is difficult to promote changes in burial practice that run counter to cultural acceptability.
<p>Refuse Disposal</p> <ul style="list-style-type: none">• Waste management is a critical area of concern for any major city.• Toxic waste requires special consideration and control and the siting of industries that produce toxic material must be strictly managed.• The collection of waste requires efficient management, whether undertaken by the public or private sector.
<p>Finance</p> <ul style="list-style-type: none">• The local authority is experiencing cash flow problems partly resulting from the poor billing system.

<ul style="list-style-type: none"> • There is high recurrent expenditure as a result of a high salary bill which currently stands at 61 % of expenditure. • The Rates and General Services, Health, Housing and Community Services accounts have constantly recorded deficits. • The council is owed Z\$450 million in outstanding bills by the Government, Companies and residents. • Government controls have limited the increase in service charges to levels below the rate of inflation. • The City Council is in the process of identifying non - core business so as to reduce recurrent expenditure
<p>Manpower and Management</p> <ul style="list-style-type: none"> • There is a need for clarity in the different roles and responsibilities of the Councillors and their officers. • Management systems within the Council are being reviewed and revised where appropriate. This is a positive response to a challenging environment. • A Human Resource Plan is required in the Council that seeks to address some of the current issues such as training needs, capacity building, staff retention and staff morale and motivation. • Whilst there has been some improvement in the management of information and data systems much needs to be done in this vital area.

Source: BCC Master Plan 2000 – 2015

1.5.2 The Bulawayo Master Plan identified the various planning issues which constituted the basis of the plan proposals during the plan period. These are shown in section 1.6 and the subsequent section below.

1.6 PLAN'S PROPOSALS AND RECOMMENDATIONS

1.6.1 The 2000 – 2015 Master Plan came up with a number of proposals as shown in the table below.

Table 3: Bulawayo Master Plan Proposals

Planning Issue	Proposal
Structure of the Plan	<ul style="list-style-type: none"> • Preparation of a Master Plan which focuses on compatible development and emphasises on land use zones. • Development to be undertaken on both State and Municipal land. • Adopt an incremental growth approach.

	<ul style="list-style-type: none"> • Provision of detailed layouts for each proposed residential neighbourhood.
<p>Existing Built Up Area</p>	<ul style="list-style-type: none"> • To utilise, so far as possible, all the existing available land within the current Municipal area, prior to developing any new land outside the existing Municipal boundaries. • To encourage the subdivision and development of large properties, such as smallholdings, through designating and planning for their densification through the preparation of statutory Local Development Plans. • Privately owned Stands that lie undeveloped within the City for more than three years shall be subject to a Punitive Local Tax.
<p>Land for Urban Expansion</p>	<ul style="list-style-type: none"> • The City Council will commission a study to examine the options for the long-term expansion of Bulawayo. • An additional 17,000 hectares of land required for Bulawayo's developmental needs to 2015 are allocated in the Master Plan, as follows: <ul style="list-style-type: none"> a) To the North and North West of the existing city boundary in the Helenvale Block. (approximately 5800 ha). b) To the North East in Montgomery areas. (approximately 1300 ha) c) To the East of the city and the land in question consists of Willsgrove farm. (approximately 3900 ha) • The existing urban areas of Douglasdale, 27 A Lower Rangemore, Upper and Lower Rangemore and Dunkirk currently outside the existing Municipal boundary, shall be incorporated into the future city area as part of a unified urban planning approach for Bulawayo.

<p>Industrial</p>	<ul style="list-style-type: none"> • <i>General Mixed Industrial and Business Use</i> <ul style="list-style-type: none"> i) 880 ha unused land in Umvimila. ii) 240 ha Export Processing Zone (EPZ) site along the airport road. iii) 400 ha in a new estate in the Cement areas iv) 100 ha in the Willsgrove area. • <i>For Light Industry, Service Industry, Small Business, Workshops and the Informal Sector.</i> <ul style="list-style-type: none"> i) 10 ha allocated in and around the Town Centre, District Commercial centres and Local Commercial centres. ii) Various small sites and Enterprise Zones for small business and the informal sector to be incorporated during the detailed planning of residential areas.
<p>Commercial Land Use</p>	<ul style="list-style-type: none"> • <i>Commercial Sites</i> <ul style="list-style-type: none"> i) Land is allocated for District Commercial Centres in the new areas of expansion. ii) Land is allocated for several Local commercial centres. The commercial centres are not specifically located as they will be incorporated into the design of new residential areas. iii) Truck Inn Sites (Special Commercial area) along major roads) • <i>Tourism Sites</i> <ul style="list-style-type: none"> i) General tourism sites suitable for Hotels and restaurants. ii) A Nature park within the Hyde Park areas. iii) Resort Areas iv) Cultural centres/villages
	<ul style="list-style-type: none"> • 13,560 ha of land will be allocated for the construction of 200,000 dwelling units during the plan period as follows:

<p>Housing</p>	<ul style="list-style-type: none"> • 8,640 hectares for high density residential development • 2,520 hectares for middle density residential development • 2,400 hectares for low density residential development
<p>Health</p>	<ul style="list-style-type: none"> • Provision will be made for: <ol style="list-style-type: none"> a) Additional Hospitals to meet future population growth b) Additional local clinics to meet future population growth c) Hospice facilities
<p>Education</p>	<ul style="list-style-type: none"> • The City Council will encourage the development of 50 pre-schools and creches at a rate of 1 pre - school for a population of 10 000 • The City Council will make a provision for the development of 53 Primary Schools in locations that are accessible at a rate of 1 primary school per 600 households. • Land shall be set aside to accommodate an additional 48 secondary schools, operating courses to Ordinary and Advanced Level standards during the plan period. • Land shall be set aside for special schools to cater for the physically handicapped and hearing impaired, the mentally challenged and other special needs.
<p>Leisure and Recreation</p>	<ul style="list-style-type: none"> • Land will be set aside for public and private sporting activities at a rate of 1.2ha per thousand people. • All neighbourhoods will be provided with Children’s Play Areas at a rate of 0.5 per thousand people. • Land for public open space shall be set aside in the form of urban parks and game reserves for relaxation and recreation. In some instances, the urban parks will also act as river and

	<p>stream bank protection areas at a rate of 6.8 per thousand people</p> <ul style="list-style-type: none"> • The dual use of school sports facilities by the pupils and the local community will be adopted in areas where there are inadequate sports facilities. • Entertainment facilities will be permitted in the Town Centre, District and Local Commercial centres subject to approval by the Local Authority. Within the city the development of restaurants, entertainment and other ancillary uses shall be permitted in the business zones subject to the approval by Council.
<p>Social Services</p>	<ul style="list-style-type: none"> • Community Facilities shall be established at the District, Local Commercial Centres and residential areas. • The City Council will liaise with private developers, the Department of Social Welfare and Non - Governmental Organisations for the development of Old People’s Homes. • Provision will be made for the expansion of existing cemeteries, where feasible and the allocation of additional land for new sites. • Attempts at enforcing Law and Order shall be supported through encouraging the establishment of neighbourhood watch committees and provision of sites for new police stations in all the new residential areas.
	<ul style="list-style-type: none"> • To establish a road network system that allows a safe movement for all road users and inter-linked to other transportation ensuring good access to all sectors in the city and has the capacity to meet the anticipated increases in road traffic to year 2015.

<p>Roads, Traffic and Transportation</p>	<ul style="list-style-type: none">• The future road network in the city will comprise mainly Ring roads and cross links - Inner City Ring Road around the perimeter of the CBD.ii) The outer ring road to be linked to Bulawayo Drive. Additional, new roads will be constructed as follows:<ul style="list-style-type: none">a) Extension of Cowdray Park corridor to join the Nyamandlovu roadb) Extension of the outer ring road to link to Intemba Drivec) New road to be constructed to link to Victoria Falls and the Airport road.• Some of the City's roads will be upgraded, improved or their configuration altered, including:<ul style="list-style-type: none">a) Circular Driveb) Airport Road• Certain roads will be closed, such as:<ul style="list-style-type: none">a) First Avenue link across Matsheumhlophe river to Harare RoadFlyovers will be constructed at all intersections where primary and district distributor roads cross railway lines. These will be:<ul style="list-style-type: none">a) Where outer ring road (Bulawayo Drive) crosses the railway lines in Mahatshula and Plumtree roadb) Where Cowdray Park Corridor crosses the railway line near Princess road.• The City Council shall undertake regular road pavement surveys and establish a rolling plan to work on those sections of roads that need rehabilitation.• The City Council will develop a Public Transport Plan that seeks to ensure that the people of Bulawayo have access to transport services that are reliable, convenient, affordable and safe. The Plan will embrace a variety of forms of public transport, including
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	<p>conventional buses, commuter omnibuses, trains, and taxis</p> <ul style="list-style-type: none">• The City Council will provide appropriate bus terminuses for local and long-distance bus and omnibus transport. The existing locations of commuter and long distance bus terminuses in the city will be kept under review. In addition land will be set aside for the development of terminuses in new areas.• The City Council will maintain regular liaison with the National Railways of Zimbabwe to ensure that the freight needs of users in the city are kept in line with demand. The need for Common User Facilities (CUF) shall be closely monitored with a possibility of establishing a CUF being determined by liasing with the NRZ and potential users at the appropriate time.• The City Council shall maintain regular liaison with the National Railways of Zimbabwe to ensure that rail passenger transport services between Bulawayo and other national and international destinations are improved and meet the needs of the city.• The City Council will maintain discussions with the Department of Civil Aviation and other appropriate agencies and users to ensure that the airport is upgraded in line with recommendations of the Airport Master Plan. The City Council shall seek to ensure that Bulawayo Airport is upgraded to international standards.• The City Council will ensure that a study of the long term car parking needs for the City Centre is undertaken.
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	<ul style="list-style-type: none"> • Provision shall be made for overnight parking facilities for heavy vehicles and trailers on specifically designated sites. • The City Council shall ensure that pedestrians and cyclists are safe from vehicular traffic. Where cycle and pedestrian volumes are large the facilities must be separated from vehicular traffic, wherever practical. • The City Council shall prepare, adopt and keep under review a Traffic Management Plan for the city, with special emphasis on the city centre.
<p>Water and Waste Water</p>	<ul style="list-style-type: none"> • The City Council shall adopt a multi-strategy approach to Water Supply so as to ensure that all needs are met during the Plan Period. The strategies shall include: <ol style="list-style-type: none"> a) Support for the Gwaai-Shangani Dam and associated pipeline to Bulawayo. b) Support for the eventual link of the Gwaai-Shangani Dam to the River Zambezi. c) Linking the Mtshabezi Dam to Bulawayo’s water supply. d) Restoring the use of Khami Dam. e) Water Conservation measures, such as reduction of leaks. f) Water re-cycling. • Land shall be set aside for the establishment of a major water treatment works to the north of the city that will deal with the water arriving from the planned Gwaai-Shangani pipeline. • Land shall be allocated for the development of new water reservoirs to serve the proposed expansion areas indicated in the Master Plan. • The City Council will ensure that sewerage treatment facilities are at all times commensurate with the needs

	<p>of the city and keep pace with the expansion of new development.</p> <ul style="list-style-type: none"> • The City Council shall adopt a planned approach to improving and renovating the sewerage reticulation system in the city such that sewage spills through the fracturing of old pipes or from inadequate pipe size is eradicated. • The City Council shall ensure that water use in the city is undertaken in the most efficient and effective way possible and to this end will support water conservation measures and water re-cycling.
Energy	<ul style="list-style-type: none"> • The City Council shall liaise closely with ZESA to ensure that the expansion plans of the city are accommodated through an expansion of the electricity network. • The City Council shall support solar energy and other alternative forms of energy wherever this is feasible and cost-effective.
Environmental Health	<ul style="list-style-type: none"> • The City Council shall adopt new waste disposal sites, following suitable studies, to meet need during the plan period. All current and future sites will be operated in accordance with modern environmental standards and rehabilitated after their use has terminated. • The City Council shall support the re-cycling of domestic waste, wherever practical and feasible. This will involve encouraging the separation of recyclable materials at source as well as at special re-cycling centres.
	<ul style="list-style-type: none"> • The City Council shall liaise with telecommunications service providers to ensure that the capacity of the telephone and associated computer

<p>Post and Telecommunications</p>	<p>systems matches demand and the technology is up to date.</p> <ul style="list-style-type: none"> • Provision shall be made for the construction of new Post Offices in District Commercial Centres and Local Commercial Centres and wherever there is a demonstrable demand.
<p>Sustainable Development and the Environment</p>	<ul style="list-style-type: none"> • The City Council shall support and promote the concept of sustainable development through its own development programmes and by adopting an active approach to Local Agenda 21 • The City Council shall ensure that Environmental Impact Assessments are undertaken for all relevant development proposals, in line with Government policy. The City Council shall also ensure that the recommendations of the EIA are implemented by the developers. • The City Council shall improve the quality of the city's built environment, having a special regard to attract investment and tourism. In particular the Council shall: <ol style="list-style-type: none"> a) Make a study of and/or hold a competition for the improvement and/or redevelopment of important zones in the city that impact on the image of the city such as: <ul style="list-style-type: none"> • The area around the Railway Station; • The area around the Renkini Bus Station; • The area around Lobengula Bus terminus • The area around the Drill Hall and the old Government buildings between Khami Road and 10th Ave. • The old Inxwala field bounded by Joshua Mqhabuko Nyongolo Nkomo, Victoria Falls Road and Masocha Ndlovu Ave.

	<ul style="list-style-type: none">• Key city centre civic areas such as<ol style="list-style-type: none">a) The zones around the City Hall and Municipal Buildings, the zone around the High Court Building and Tredgold Buildings and such other zones as the Council may from time to time determine.b) Promote the active use of civic space in the city centre for public art, entertainment and other activities designed to make the city centre lively and attractive to residents and tourists.c) Develop partnerships with local communities in the high density suburbs and the private sector to draw up action plans to improve the local environment through such efforts as tree planting, improvements to incidental open spaces and public buildings, litter collection and so on.• The City Council shall ensure that the quality of buildings in the city is of an appropriate standard, protecting those that have value and ensuring new buildings conform to good standards. In particular the Council shall:<ol style="list-style-type: none">a) Establish a Civic Design and Buildings Advisory Panel drawn from professionals engaged in civic design in the city. Among others the Advisory Panel shall invite representation from the Zimbabwe Association of Architects, the Zimbabwe Institute of Regional and Urban Planners (ZIRUP) and the Department of Architecture, National University of Science and Technology (NUST). The advice of the Panel shall be sought on all proposed development that will have a
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	<p>significant impact on the City Centre, District centres and key thoroughfares into the city</p> <p>b) Have regard to protecting and improving those buildings that have special historical and architectural merit.</p> <p>c) Develop a series of Design Guides for prospective developers that set out guidance on materials, colours, advertising on buildings, fascia signs, links to adjacent buildings and so on. The design guidelines will establish a framework for good development in residential, industrial and commercial areas.</p> <p>d) Establish an incentive scheme for property owners who improve and renovate buildings situated in designated areas that will include the main streets in the city centre and the main entry pints into the city along the airport road, the Harare road and the Johannesburg road.</p> <ul style="list-style-type: none">• The City Council shall undertake a programme of main street improvement in the city to protect and enhance soft and hard landscaping and ensure good quality and harmonious advertising. In particular the Council shall:<ul style="list-style-type: none">- Protect and improve the tree lining of main streets by protecting existing and replacing old and damaged trees. New trees shall be planted along main streets that currently lack them.- Protect and improve the landscaping along all main thoroughfares in the city.- Provide good quality signage and street furniture along all roads in
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	<p>the city having special regard to the positioning, aesthetics and harmony of signs.</p> <ul style="list-style-type: none"> - approving the erection of large billboards in the city the Council shall pay special regard to the environmental impact of the signs. • The City Council shall support urban agriculture within the Municipal area, subject to the following conditions: <ul style="list-style-type: none"> - Agricultural activities shall be permitted to small holders and plot owners, but applications for residential sub-divisions will be encouraged where and when appropriate. - Specific areas of land will be allocated for the urban agriculture. Such areas will be decided upon through an agreement between the local residents and the City Council. - The Local Authority will permit other undeveloped areas to be temporarily used for urban agriculture until such time that the land is required for development. However, the Local Authority shall monitor the areas to ensure that the pegs are not removed. Urban agriculture on land close to the streams will not be permitted in an effort to prevent soils erosion and siltation of rivers.
<p>Management</p>	<ul style="list-style-type: none"> • The City Council will seek to establish partnerships with various agencies and sectors in the Master Plan area in the following areas: <ul style="list-style-type: none"> a) Appropriate training and capacity building expertise to assist senior personnel and councillors in Bulawayo to adopt a strategic corporate planning approach to their work, will be undertaken.

	<ul style="list-style-type: none">b) The approved Bulawayo Master Plan will be used as a key input into future Strategic Corporate Plans.• The City Council will seek to establish partnerships with various agencies and sectors in the Master Plan area in the following areas:<ul style="list-style-type: none">a) Investment and Promotion, drawing together partners in industry, commerce and leading citizens.b) Planning, bringing together the City Council and appropriate adjoining local authorities.c) Environment, linking the private, public, NGO, civic and community sectors in a Local Agenda 21 organisation and other committees and Panels.
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Source: *Compiled BMP 2000 – 2015*

1.6.2 Map 1 presents the Bulawayo Master Plan Proposals (2000 – 2015). The proposals were broad and hence presented more like a structure plan without the benefit of showing what exactly the particular was proposed for.

1.7 PLANNING PRINCIPLES AND FUTURE DEVELOPMENT GROWTH SCENARIOS

1.7.1 The following were the guiding principles during the generation of the 2000 – 2015 BMP proposals.

- Social and cultural preservation.
- Integration of the exiting built up areas and proposed new development areas.
- Optimization in the use of social and physical infrastructure in the planning areas.
- Flexibility to accommodate changing circumstances in the 20 year time frame of the plan.
- Economy in the provision and use of open space.
- Environmental sensitivity through preservation of environmentally sensitive areas – river banks, wetlands etc.

1.7.2 The above planning principles are considered fairly standard and have largely contributed to the existing situation within Bulawayo. The principle of integration is also a key in the development proposals as efforts have been made to avoid a dual settlements by combining the old as well as the new/modern settlements.

1.7.3 The Bulawayo Master Plan 2000 – 2015 provided three broad scenarios in terms of where to plan the future expansion of the City:

- The Spread Option - Expand outwards, where land is available.
- The Satellite Option - Identify one or two areas some distance from the city.
- The Bead Option - String development like beads along main rail or road communications.

1.7.4 To evaluate the three scenarios a Goal Achievement Matrix (GAM) was used and the spread option emerged as the most appropriate as it would allow the city to develop along lines that are well understood and for which considerable future plans have been made in any case. The main challenge with the satellite and beaded options is that they require considerably more financial outlay and administrative change than the spread option. In a period of economic difficulty and in the absence of a national physical plan to guide these more visionary ideas it would be difficult to pursue them.

1.8 EVALUATION AND ASSESSMENT OF THE PLAN’S PROPOSALS

1.8.1 The extent to which the planning proposals addressed identified planning issues as well as the goals and objectives of the plan constitutes an important aspect of the plan. This calls for a comparison of table 1, Planning Issues, table 2, Planning Goals and Objectives, and table 3, Planning proposals and recommendations. Generally there is a relationship between the identified planning issues, plan goals and objectives and the plan proposals on the other hand. This is because the issues are the basis on which the goals have been formulated and the goals are the basis of the plan proposals.

Table 4: Bulawayo Master Plan 2000-2015: Status of Implementation of Proposals

Planning Issue	Proposal	Implementation Status
Structure Plan of the Planning Area	<ul style="list-style-type: none"> • Preparation of a Master Plan which focuses on compatible development and emphasises on land use zones. 	Preparation of the plan was completed in 2000 and approved by the minister after due processes. The plan became operative in June 2004.
	<ul style="list-style-type: none"> • Development to take place on Municipal and state land. 	Major housing developments are being undertaken on Municipal Land in areas like Emganwini, Pumula South, Cowdray Park, Mahatshula and Selborne Park whilst industrial development took place/continued at Kelvin North, Kelvin North 2,

		Donnington West and Luveve industrial areas. Commercial development occurred at various designated local commercial centres e.g. Cowdray Park (5 shopping centres), Emganwini (2 shopping centres), Mahatshula (2 shopping centres), Pumula South (3 shopping centres) as well as completion of country bus termini and related infrastructure at Entumbane and Nkulumane District Commercial Centres. Bon Mache Complex was also completed in Khumalo.
	<ul style="list-style-type: none"> • Adopt an incremental growth approach. 	Incremental growth has been undertaken through expansion to the North and North-West (Reigate, Cowdray Park), to the South (Emganwini, Mbundane, Rangemore), West (Pumula South, Pelandaba West), East (Parklands East, Buena Vista, Manningdale, Mqabuko Heights, Killarney, Mahatshula).
	<ul style="list-style-type: none"> • Provision of detailed layouts for each neighbourhood. 	Detailed layouts have been prepared for all residential, industrial and commercial areas proposed for development. These have been approved by Local Authority and the Minister of Local Government. Most of these layouts have been title surveyed.
Existing Built Up Area	<ul style="list-style-type: none"> • To utilise, so far as possible, all the existing available land within the current Municipal area, prior to developing 	This has been achieved through development of Municipal and State land. However, development of

Existing Built Up Area	<p>new land outside the existing boundaries.</p>	<p>private land particularly within the eastern suburbs has been slow.</p>
	<ul style="list-style-type: none"> To encourage the subdivision and development of large properties, such as smallholdings, through designating and planning for their densification in statutory Local Development Plans. 	<p>This is being consistently monitored by the Council's Department of Engineering Services (Town Planning) through Local Plan 9 and Local Plan 14. The plan's advocate for densification through subdivision of large properties in the affected areas. Over 20 subdivision applications are being processed yearly in response to new council rating system e.g. Willsgrove under private ownership has been subdivided through a layout and 8 000 residential stands for low, medium and high density residential development have been created.</p>
	<ul style="list-style-type: none"> Privately owned Stands that lie undeveloped within the City for more than three years shall be subject to a Punitive Local Tax. 	<p>This is being implemented but not as per Bulawayo Master Plan proposal. Charges on privately owned stands are based on land areas (size) not values. Large land owners pay more for their undeveloped land thus encouraging them to subdivide and sell or develop the properties.</p>
	<ul style="list-style-type: none"> The City Council will commission a study to examine the options for the long-term expansion of Bulawayo. 	<p>A study covering considerations for the long-term expansion of the whole city has not been commissioned. However, a concept plan to guide future expansion of Rangemore was prepared in close consultation with private developers.</p>
	<ul style="list-style-type: none"> An additional 17,000 hectares of land required for Bulawayo's developmental needs to 2015 are allocated 	

<p>Land for Urban Expansion</p>	<p>in the Master Plan, as follows:</p> <p>a) To the North and North West of the existing city boundary in the Helenvale Block. (approximately 5800 ha).</p> <p>b) To the North East in Montgomery areas. (approximately 1300 ha).</p> <p>c) To the East of the city and the land in question consists of Willsgrove farm.(approximately 3900 ha)</p>	<p>a) A private developer has prepared a layout comprising over 8 000 high density residential stands within Helenvale Block and develop has commenced.</p> <p>b) Umguza Rural District Council has created and allocated residential/agricultural stands ranging from 2 to 4 hectares and allocation is still ongoing. Also a new suburb is currently developing to the north of Woodville and so far over 1 000 houses have been built by a private developer. Also Reigate with over 500 medium to low density properties is currently under development.</p> <p>c) Willsgrove as mentioned above has produced a layout providing for over 8 000 stands with the necessary community and ancillary activity sites.</p>
	<ul style="list-style-type: none"> The existing urban areas of Douglasdale, 27 A Lower Rangemore, Upper and Lower Rangemore and Dunkirk currently outside the existing Municipal boundary, shall be incorporated into the future city area as part of a unified urban planning approach for Bulawayo. 	<p>a) A number of property owners in the area have applied to Council for voluntary incorporation and this has been granted to 3 such applicants.</p> <p>b) Lower Rangemore including Lot 27A, Rem of Lot 27A and Emthunzini Township cover a total area of 3 214 hectares. Development of Emthunzini (on 293 hectares) is almost complete whilst layout of Lot 27A (plus minus 4 000 stands).</p>

		<p>c) Upper Rangemore, there is a total area of 1 029 hectares of land for development of these. 411.5 hectares have approved layouts for 8 different properties.</p> <p>Largely lower and Upper Rangemore have not yet been incorporated into the city of Bulawayo.</p>
Industrial	<ul style="list-style-type: none"> • <i>General Mixed Industrial and Business Use</i> <p>i) 880 ha unused land in Umvimila.</p> <p>ii) 240 ha EPZ site along the airport road.</p> <p>iii) 400 ha in a new estate in the Cement areas.</p> <p>iv) 100 ha in the Willsgrove area.</p>	<p>(i) This area remains undeveloped although 2 layouts have been prepared. Umvumila EPZ area consisting of 256 stands has been partially serviced and allocation of some stands done but no development yet. A larger portion of the site was allocated to POTRAZ for their regional technical centre near Ngozi mine. There is need to complete Cowdray Park Corridor from the proposed EPZ area to Cowdray Park.</p> <p>(ii) Site general area was indicated but not yet demarcated.</p> <p>(iii) 4 000 hectares site not yet demarcated.</p> <p>(iv) 100 hectares not yet demarcated.</p>
	<ul style="list-style-type: none"> • <i>For Light Industry, Service Industry, Small Business, Workshops and the Informal Sector.</i> <p>i) 10 ha allocated in and around the Town Centre, District Commercial</p>	<p>(i) There scarcity of council land around the Central Area. Lobengula Street/ 3rd Avenue bus terminus and</p>

	<p>Centres and Local Commercial centres.</p> <p>ii) Various small sites and Enterprise Zones for small business and the informal sector to be incorporated during the detailed planning of residential areas.</p>	<p>Lobengula Street/ Second Avenue have been allocated to informal traders and flea-market. The southern lane of Fifth Avenue between Lobengula Street and Fort Street, and between Robert Mugabe Way and Jason Moyo Street was closed and allocated to the informal traders. Council also resolved to issue permits to six flea-markets within the CBD.</p> <p>(ii) In all new residential layouts land has been set aside for local commercial centres whose layouts provide for shops, offices, service industry, informal traders sites and flea-markets. Also provision has been made for informal sector in the District Commercial sector precincts and other selected sites such as the area adjacent to Highlanders Football Club. Employment creation zone sites have been identified and layouts prepared in some cases e.g Intersection Intemba Drive/ Hyber Court.</p>
	<ul style="list-style-type: none"> • <i>Commercial Sites</i> <p>i) Land is allocated for District Commercial Centres in the new areas of expansion.</p> <p>ii) Land is allocated for several Local commercial centres. These will be incorporated into the</p>	<p>(i) Land is earmarked for District Commercial Centre to the north of State House along Shilo Road as Local Plan number 10: Northern Areas. Council has mooted rezoning the development of Ascot former Race Court into multi-functional centre that will comprise a shopping complex, hotel, town houses, a health centre, a limited horse sporting such as polo.</p> <p>(ii) Being implemented in all residential layouts.</p>

Commercial Land Use	<p>design of new residential areas.</p> <p>iii) Truck Inn Sites (Special Commercial area) along major roads)</p>	<p>(iii) Three sites have been allocated namely along Gwanda Road, Plumtree Road and Falls Road. Some development have been undertaken along the Victoria Falls site only.</p>
	<ul style="list-style-type: none"> • <i>Tourism Sites</i> <p>i) General tourism sites suitable for Hotels and restaurants.</p> <p>ii) A Nature park within the Hyde Park areas.</p> <p>iii) Resort Areas</p> <p>iv) Cultural centres/villages</p>	<p>(i) A number of hotel sites such as Harry Alan Golf Club intersection of Derby and Plumtree Roads (already constructed and named Derby Hotel), at news café at intersection George Avenue and Gwanda Road, a hotel site to the west, Donnington West on the hill along Nketa Drive, intersection Intemba Drive and Khami Road, Motel site in Killarney at intersection Harare Road and Bulawayo Drive, ZITF proposed hotel on part of adjacent Bulawayo Golf Club.</p> <p>(ii) Council has 2 nature parks namely Umguza and Mazwi. These have been advertised for expression of interest. Expected deliverables include: Sanctuary for wild life and preservation of flora, tourism related accommodation such chalets, caravan park, scenic photography and picnic sites.</p> <p>(iii) Khami Dam resort has already been allocated for development. This includes the scenic environs of Khami dam and Khami ruins just across the river.</p> <p>iv) Luveve cultural village was initiated some time ago. Other sites for</p>

		cultural/village centres have been identified at the Inxwala site along Masotsha Ndlovu Avenue (a concept plan has been done), site east of Helenic Hall already applied for and a site along Falls Road next to Falls garage.
Housing	<ul style="list-style-type: none"> 13,560 ha of land will be allocated for the construction of 200,000 dwelling units during the plan period as follows: 	The total number of building plans submitted to the Department of Housing and Community Services during the plan period was 71 096 worth US\$452 262 771. Of these 56 526 were approved and the proposed buildings were valued at US\$432 220 672.
	<ul style="list-style-type: none"> 8 640 hectares for high density residential development 	22 575 low cost/high density houses were constructed during the plan period. High density dwelling units were constructed at Pumula South, Pelandaba West, Cowdray Park. High density residential layouts were prepared for Cowdray Park, Pumula South, Pelandaba West, Emganwini, Magwegwe North, Magwegwe West.
	<ul style="list-style-type: none"> 2 520 hectares for middle density residential development 	Most of the houses were constructed at Mahatshula. Layouts were prepared for Emhlangeni and RE of Umganwini (over 8 000 stands). 760 stands in Mahatshula East remain undeveloped.
	<ul style="list-style-type: none"> 2 400 hectares for low density residential development 	7 330 high cost/low density houses were constructed whilst 273 public properties were developed. Houses were constructed mainly in Selborne Park, Parklands East and Parklands Extension, Killarney East, Manningdale, River side, Mqabuko

		Heights and individual properties scattered all over the eastern suburbs. Low density residential layouts have been prepared for Highmount (212 stands) and RE of Umganwini (600 stands).
Health	<ul style="list-style-type: none"> • Provision will be made for: <ul style="list-style-type: none"> a) Additional Hospitals to meet future population growth. b) Additional local clinics to meet future population growth. c) Hospice facilities 	<p>(a) A site has been set aside for a district hospital at intersection of Gwabalanda and Luveve roads. Mpilo referral hospital has carried out major refurbishments and established a cancer center. J M Nkomo hospital was completed but not yet operational. Premium private hospital opened in Hillside. Corporate 24 emergency hospital along Josiah Tongogara Avenue is now operational.</p> <p>(b) Ideally a clinic should be within walking distance of the patient. New clinics include Pumula South clinic, Cowdray Park satellite health center operates from a converted house. Clinic site yet to be developed. New private poly clinic constructed in Lobengula suburb.</p> <p>(c) There are private hospice facilities in North end and suburbs.</p>
	<ul style="list-style-type: none"> • The City Council will encourage the development of 50 pre-schools and creches. 	Since year 2000, 214 permits have been issued for establishment of crèches and nurseries.
	<ul style="list-style-type: none"> • The City Council will make a provision for the development of 53 Primary Schools. 	Construction for primary schools has been low. One primary school was constructed in Mahatshula and one in Cowdray Park. Primary school sites

Education		are set aside in all new residential layouts. For example in Cowdray Park 4 primary school sites provided for in the new layout, in the RE of Umganwini 12 primary schools are planned for, in Pelandaba West layout there are 4 primary school sites whilst 1 school has been constructed at Emhlangeni/ Pardonhurst.
	<ul style="list-style-type: none"> Land shall be set aside to accommodate an additional 48 secondary schools offering O and A Level 	Emganwini high school was developed recently. Private secondary schools include East view, Amazon and Premium.
	<ul style="list-style-type: none"> Land shall be set aside for special schools to cater for the physically handicapped and hearing impaired, the mentally challenged and other special needs. 	No land has been set aside specifically for special schools. The existing special schools are meeting the need and schools such as like Sibathubanye, John Smiles are currently being expanded or refurbished.
Leisure and Recreation	<ul style="list-style-type: none"> Land will be set aside for public and private sporting activities at a rate of 1.2ha per thousand people. 	Land for sporting facilities is set aside in all residential layouts.
	<ul style="list-style-type: none"> All neighbourhoods will be provided with Children's Play Areas at a rate of 0.5 per thousand people. 	Sites for children playgrounds are provided for in all residential layouts although their development has not been prioritized.
	<ul style="list-style-type: none"> Land for public open space shall be set aside in the form of urban parks and game reserves for relaxation and recreation. In some instances, the urban parks will also act as river and stream bank protection areas at a rate of 6.8 per thousand people 	Public open space has been set aside in all residential layouts and notably along water courses, however, it is observed that maintenance of most public open spaces is poor.

	<ul style="list-style-type: none"> The dual use of school sports facilities by the pupils and the local community will be adopted in areas where there are inadequate sports facilities. 	<p>Dual use of school sporting facilities by the learners and the community is encouraged throughout the city. Private schools appear to have better sporting facilities e g Petra, Eastview, Centenary as well as NUST and these are open to the public.</p>
	<ul style="list-style-type: none"> Entertainment facilities will be permitted in the Town Centre, District and Local Commercial centers subject to approval by the Local Authority. Within the city the development of restaurants, entertainment and other ancillary uses shall be permitted in the business zones subject to the approval by Council. 	<p>Private individuals, groups such as clubs have been issued permit for sport bars where indoor entertainment games such as snooker, dusts, table tennis.</p>
<p>Social Services</p>	<ul style="list-style-type: none"> Community Facilities shall be established at the District, Local Commercial Centers and residential areas. 	<p>These are set aside in all residential layouts. Existing council halls established in almost all high density residential areas are used for community occasions such as weddings and funeral services, local development meetings, clubs as well as churches.</p>
	<ul style="list-style-type: none"> The City Council will liaise with private developers, the Department of Social Welfare and Non Governmental Organisations for the development of Old People's Homes. 	<p>Existing old people's homes like Entembeni and Corronation cottages continue to flourish and expand. New applications for the development of old people's homes have been received and processed by council for example a site near king George VI.</p>
	<ul style="list-style-type: none"> Provision will be made for the expansion of existing cemeteries, where feasible and the allocation of 	<p>i) Luveve cemetery extension has been undertaken to provide for over</p>

	<p>additional land for new sites.</p>	<p>200 000 graves expected to last over 20 years.</p> <p>ii) Athlone cemetery extension in Northend- infrastructure already done.</p> <p>iii) Umutsha private cemetery north of Saurcetown is now operational.</p> <p>iv) New cemetery sites proposed at Marvel east of Mahatshula along Harare road.</p> <p>v) Northern areas cemetery is proposed along airport road in the Nondwane area to cover some 200 hectares.</p>
	<ul style="list-style-type: none"> • Attempts at enforcing Law and Order shall be supported through encouraging the establishment of neighbourhood watch committees and provision of sites for new police stations in all the new residential areas. 	<p>Neighbourhood watch committees have been established in most suburbs in liaison with ZRP. New police station site had been set aside in Cowdray Park and Emganwini. Elsewhere there is need for a police station applications to be made for local authority sites to be made available for this purpose.</p>
	<ul style="list-style-type: none"> • To establish a road network system that allows a safe movement for all road users and inter-linked to other transportation ensuring good access to all sectors in the city and has the capacity to meet the anticipated increases in road traffic to year 2015. 	<p>City Council has carried out a Road Condition Study that details the deterioration of the city's roads, what needs to be done and the cost thereof. To ensure efficient traffic movement the city council has carried out remedial/rehabilitation works on some major and district roads namely:</p> <p>a) Reconstruction: the city has carried out reconstruction on 21 major roads covering 12.5 kilometers. These roads</p>

		<p>include Tayport Rd, Gwabalanda Drive, Tshabalala Drive, Nkulumane Drive, Greystoke Rd, Woodville Park Rd, Luveve Rd amongst others.</p> <p>b) Reseal: Reseal was carried out on 10 roads covering 18.9 kilometers and the affected roads include Inketa Drive, Hillside Rd, Percy Ibbotson Rd, Masiyephambili Drive, Mpopoma Drive amongst others.</p> <p>c) Overlays: Overlays were done on 14 roads covering 5.5 kilometers these include Luveve Rd, Old Esigodini Rd, Birkenhead Rd, R G Mugabe Way, Hillside Rd and Airport Rd amongst others.</p> <p>d) Road patching, regrading and regravelling were done as part of the planned, routine and reactive maintenance throughout the city.</p>
	<ul style="list-style-type: none"> • The future road network in the city will comprise mainly Ring roads and cross links. <ul style="list-style-type: none"> i) Inner City Ring Road around the perimeter of the CBD. ii) The outer ring road to be linked to Bulawayo Drive. 	<p>The development of inner and outer ring roads has been hampered by lack of funding for capital projects.</p>
	<ul style="list-style-type: none"> • Additional, new roads will be constructed as follows: <ul style="list-style-type: none"> a) Extension of Cowdray Park corridor to join the Nyamandlovu road. b) Extension of the outer ring road link to Intemba Drive. c) New road to be 	<p>Construction of new roads was put on hold due to lack of funding for capital projects, focus was on maintaining existing networks, as a matter of policy/strategy.</p>

Roads, Traffic and Transportation	constructed to link to Victoria Falls and the Airport road.	
	<ul style="list-style-type: none"> Some of the City’s roads will be upgraded, improved or their configuration altered, including <ol style="list-style-type: none"> Circular Drive. Airport Road. 	Only minor works were done on these roads namely; pot hole patching on circular drives and resealing of Airport Road in the Queens park area.
	<ul style="list-style-type: none"> Certain roads will be closed, such as: <ol style="list-style-type: none"> First Avenue link across Matsheumhlophe river to Harare Road. 	This is on hold awaiting funding.
	<ul style="list-style-type: none"> Flyovers will be constructed at all intersections where primary and district distributor roads cross railway lines. These will be: <ol style="list-style-type: none"> Where outer ring road (Bulawayo Drive) crosses the railway lines in Mahatshula and Plumtree road respectively. Where Cowdray Park Corridor crosses the railway line near Princess road. 	This is on hold awaiting funding. Preliminary studies on the feasibility of the road over rail bridges were undertaken more than 20 years ago.
	<ul style="list-style-type: none"> The City Council shall undertake regular road pavement surveys and establish a rolling plan to work on those sections of roads that need rehabilitation. 	The Road Condition Survey conducted in 2016 revealed that 60% of the city’s network is in poor state.
	<ul style="list-style-type: none"> The City Council will develop a Public Transport Plan that seeks to ensure that the people of Bulawayo have access to transport services that are reliable, convenient, affordable and 	The city council has formulated a public transport policy that recommends establishment of 3 public transport companies. These have already been formed and are

	<p>safe. The Plan will embrace a variety of forms of public transport, including conventional buses, commuter omnibuses, trains, and taxis.</p>	<p>awaiting signing of contracts regarding areas of operation.</p>
	<ul style="list-style-type: none"> The City Council will provide appropriate bus terminuses for local and long-distance bus and omnibus transport. The existing locations of commuter and long distance bus terminuses in the city will be kept under review. In addition land will be set aside for the development of terminuses in new areas. 	<p>Council has not provided new bus termini for local public transport operators but has created pick-up and drop-off points within and outside the CBD. The 2 long distance bus terminuses at Nkulumane and Entumbane District Commercial Centres have continued to be improved. In the CBD council proposed creation of a circular route with pick-up and drop-off points in order to improve public traffic flow. A number of private ranks have been created within the CBD e.g. Madlala opposite Max garage, area between Takawira and Fort Avenue along George Silundika for several bus companies which are South Africa and Botswana bound such as Greyhound, Revival, Eagle liner, Intercape Path finder Bravo and Mzansi N1 Hotel. For Buses which are Harare bound such as City Link, Bravo and Intercape Path Finder, Rainbow Hotel on Tongogara and N1 Hotel provide facilities for buses to rank. Egodini is the main transport hub in the CBD is being redeveloped by a private contractor.</p>
	<ul style="list-style-type: none"> The City Council will maintain regular liaison with the National Railways of Zimbabwe to ensure that 	<p>Railway operational land in Mpopoma has been earmarked for an inland port.</p>

	<p>the freight needs of users in the city are kept in line with demand. The need for Common User Facilities (CUF) shall be closely monitored with a possibility of establishing a CUF being determined by liaising with the NRZ and potential users at the appropriate time.</p>	
	<ul style="list-style-type: none"> The City Council shall maintain regular liaison with the National Railways of Zimbabwe to ensure that rail passenger transport services between Bulawayo and other national and international destinations are improved and meet the needs of the city. 	<p>This proposal has not been implemented.</p>
	<ul style="list-style-type: none"> The City Council will maintain discussions with the Department of Civil Aviation and other appropriate agencies and users to ensure that the airport is upgraded in line with recommendations of the Airport Master Plan. The City Council shall seek to ensure that Bulawayo Airport is upgraded to international standards. 	<p>There is continuous discussion between the city and Airport management. Airport terminal buildings have been upgraded to international standards with improved passenger services in both departure and arrival terminals. The airport can now handle 1 500 000 passengers per year, a huge increase from 500 000 passengers per year before the upgrade. The car park has been improved, it's more secure and generates revenue for the Airport.</p>
	<ul style="list-style-type: none"> The City Council will ensure that a study of the long term car parking needs for the City Centre is undertaken. 	<p>Discussions on improvement of the existing car parking system and implementation of prepaid tickets and parking zones is ongoing. The creation of pedestrian malls and parking zones including gated parking</p>

		areas is under review. A full study of long-term car parking needs is still pending.
	<ul style="list-style-type: none"> Provision shall be made for overnight parking facilities for heavy vehicles and trailers on specifically designated sites 	4 truck sites were identified along major roads namely Plumtree road, Gwanda road, Harare road and Victoria Falls road. Of the allocated sites only 1 truck sites is partially developed. In addition council has permitted development of secured overnight car parks mostly in high density areas where stands are too small to accommodate vehicles at night.
	<ul style="list-style-type: none"> The City Council shall ensure that pedestrians and cyclists are safe from vehicular traffic. Where cycle and pedestrian volumes are large the facilities must be separated from vehicular traffic, wherever practical. 	Existing cycle tracks and pedestrian routs are not well maintained. Signage is also poor e.g. along Luveve road and Khami road. Cycle tracks and pedestrian routes along relatively new roads like Masiyephambili have not been developed. It is noted that speed humps and zebra crossings have been developed where there are heavy volumes of pedestrians crossing roads such as at shopping centres and schools.
	<ul style="list-style-type: none"> The City Council shall prepare, adopt and keep under review a Traffic Management Plan for the city, with special emphasis on the city centre. 	The circular route adopted in the city centre was a first attempt at this but effective enforcement is required and a fully fledged Traffic Management Plan is still pending.
	<ul style="list-style-type: none"> The City Council shall adopt a multi-strategy approach to Water Supply so as to ensure that all needs are 	

<p>Water and Sewer</p>	<p>met during the Plan Period. The strategies shall include:</p> <ul style="list-style-type: none"> a) Support for the Gwaai-Shangani Dam and associated pipeline to Bulawayo. b) Support for the eventual link of the Gwaai-Shangani Dam to the River Zambezi. c) Linking the Mtshabezi Dam to Bulawayo's water supply. d) Restoring the use of Khami Dam. e) Water Conservation measures such as reduction of leaks. f) Water re-cycling. 	<ul style="list-style-type: none"> a) City Council fully supports the Gwaai/Shangani Dam and associated pipeline to Bulawayo as demonstrated by its offer of offices to the Matabeleland/Zambezi water project. b) City Council fully supports the eventually link of the Gwaai/Shangani dam to the Zambezi river. c) Linking of the Mhlabezi pipeline to Bulawayo water supply has been achieved. d) Restoring the use of Khami dam commenced under the ZPC projects section in conjunction with BCC but is currently on hold. e) These include daily operation and maintenance. The water mains renewal program is being funded under the Africa Development Bank. f) A feasibility study is being done under AFDB funding. g) Rehabilitation and reconstruction of Epping Forest boreholes project will improve water supply by 10 ML/day. h) A feasibility study under AFDB funding.
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	<ul style="list-style-type: none"> Land shall be set aside for the establishment of a major water treatment works to the north of the city that will deal with the water arriving from the planned Gwaai-Shangani pipeline. 	<p>A possible water treatment works to the north of the city will be identified during this Master Plan Review.</p>
	<ul style="list-style-type: none"> Land shall be allocated for the development of new water reservoirs to serve the proposed expansion areas indicated in the Master Plan. 	<p>Tentative sites for new water reservoirs are identified in Pumula South and Cowdray Park areas.</p>
	<ul style="list-style-type: none"> The City Council will ensure that sewerage treatment facilities are at all times commensurate with the needs of the city and keep pace with the expansion of new development. 	<p>This has been achieved through various interventions:</p> <ul style="list-style-type: none"> a) Rehabilitation of Aiselby 1 and 2 through borrowing powers from Banc ABC currently ongoing. b) Rehabilitation of Luveve, Thorngrove and Waterford interventions are still at tender stage. c) Rehabilitation of Cowdray Park ponds which was done and completed. d) Rehabilitation of SAST maturation ponds funded by council coffers is still ongoing. e) Rehabilitation of SAST under AFDB funding.
	<ul style="list-style-type: none"> The City Council shall adopt a planned approach to improving and renovating the sewerage reticulation system in the city such that sewage spills through the fracturing of old pipes or 	<ul style="list-style-type: none"> a) Rehabilitation of Marvel /Mahatshula outfall sewer. b) Rehabilitation of Sauerstown deep section and charlotte crescent Outfall Sewers.

	<p>from inadequate pipe size is eradicated.</p>	<p>c) Rehabilitation of Pumula South Phase 3 (Bopse) overhead collapse. Pumula riser mains between Pump 7</p> <p>d) Pump 6 underground collapse and Luveve Outfall Sewers.</p> <p>e) Rehabilitation of Cowdray Park Outfall Sewers.</p> <p>f) As and when tender for the clearing of chokes.</p>
	<ul style="list-style-type: none"> The City Council shall ensure that water use in the city is undertaken in the most efficient and effective way possible and to this end will support water conservation measures and water recycling. 	<p>These should include the following:</p> <p>a) Water Rationing.</p> <p>b) Water Shedding.</p> <p>c) Awareness campaign and community engagement.</p> <p>d) Rifle Range reservoir interventions and bulk meter replacement.</p> <p>e) BOWSER and BEWAP programmes that included mains renewals hydraulic modeling and leaks.</p> <p>f) Meter replacement programmes.</p> <p>g) Water mains renewals.</p> <p>h) Bulk meter replacements.</p>
	<ul style="list-style-type: none"> The City Council shall liaise closely with ZESA to ensure that the expansion plans of the city are accommodated through an expansion of the electricity network. 	<p>City Council is expected to circulate residential and industrial layouts to service providers such as ZESA, Telone and Netone for their information and action.</p>

<p>Energy</p>	<ul style="list-style-type: none"> The City Council shall support solar energy and other alternative forms of energy wherever this is feasible and cost-effective. 	<p>City Council has offered sites for solar power generation projects to interested firms.</p>
<p>Environmental Health</p>	<ul style="list-style-type: none"> The City Council shall adopt new waste disposal sites, following suitable studies, to meet need during the plan period. 	<p>The City Council has been considering adopting new methods of waste disposal. A number of waste disposal site have been identified.</p>
	<ul style="list-style-type: none"> The City Council shall support the re-cycling of domestic waste, wherever practical and feasible. This will involve encouraging the separation of recyclable materials at source as well as at special re-cycling centres. 	<p>City Council encourages property owners to separate recyclable materials at source.</p>
<p>Post and Telecommunication</p>	<ul style="list-style-type: none"> The City Council shall liaise with telecommunications service providers to ensure that the capacity of the telephone and associated computer systems matches demand and the technology is up to date. 	<p>Council has continuously provided base stations for all telecoms service providers and they are encouraged to share facilities. Council has provided servitudes to telecoms, service providers and signed lease agreements with some them.</p>
	<ul style="list-style-type: none"> Provision shall be made for the construction of new Post Offices in District Commercial Centres and Local Commercial Centres and wherever there is a demonstrable demand. 	<p>Residential and Commercial layouts have made a provision for some post offices in some cases. Local Authority sites can be made available for Post Office development where there is demand but no designated site.</p>
	<ul style="list-style-type: none"> The City Council shall support and promote the concept of sustainable development through its own development programmes and by 	<p>City Council has engaged a consultant to lead the city's redevelopment program. The program has come up with seven critical and integrated development pillars. City Council has embraced local agenda 21, in the</p>

<p>Sustainable Development and the Environment</p>	<p>adopting an active approach to Local Agenda 21</p>	<p>same vein as trained staff in result best management. Two strategic plans have been prepared to support the Master Plan during the period in review.</p>
	<ul style="list-style-type: none"> • The City Council shall ensure that Environmental Impact Assessments are undertaken for all relevant development proposals, in line with Government policy. The City Council shall also ensure that the recommendations of the Environmental Impact Assessment (EIA) are implemented by the developers. 	<p>All prescribed projects are approved only if they comply with Environmental Management Agency provisions. It is a requirement that major projects are subjected to an Environmental Impact Assessment (EIA).</p>
	<ul style="list-style-type: none"> • The City Council shall improve the quality of the city's built environment, having a special regard to attract investment and tourism. In particular the Council shall: <ul style="list-style-type: none"> a) Make a study of and/or hold a competition for the improvement and/or redevelopment of important zones in the city that impact on the image of the city such as: <ul style="list-style-type: none"> - The area around the Railway Station; - The area around the Renkini Bus Station; - The area around Lobengula Bus terminus; - The area around the Drill Hall and the old Government buildings 	<p>Studies to redevelop important zones in the city</p> <ul style="list-style-type: none"> • With regard to the area around the railway station, NUST, architectural students have carried out studies to produce a redevelopment plan for the area and council will examine these for feasibility. • Plans earmarked to link Renkini and Makokoba redevelopment. • A contract for development of the area around Lobengula street bus terminus (Egodini) has been awarded to a private developer and commencement of the work is eminent.

	<p>between Khami Road and 10th Ave;</p> <ul style="list-style-type: none"> - The old Inxwala field bounded by Main Street, Victoria Falls Road and Masocha Ndlovu Ave; - Key city centre civic areas such as the zone around the City Hall and Municipal Buildings, the zone around the High Court Building and Tredgold Buildings and such other zones as the Council may from time to time determine. <p>b) Promote the active use of civic space in the city centre for public art, entertainment and other activities designed to make the city centre lively and attractive to residents and tourists.</p> <p>c) Develop partnerships with local communities in the high density suburbs and the private sector to draw up action plans to improve the local environment through such efforts as tree planting, improvements to incidental open spaces and</p>	<ul style="list-style-type: none"> • Areas around Drill hall and other areas within tenth avenue is due to start soon. Meanwhile rearrangement of parking along the avenue has been done to create more parking bays. • The old Inxwala: a concept plan has been done proposing its suitable use. • Key city center civic areas: areas around the city hall palisade walling around city hall, introduction of curios and flowers dealers on western side of city hall. Stalls for fresh fruit and vegetables on eastern side. City hall car park had been converted into a multi-functional activity center for artists of all description and business who want to advertise their products. • High Court building has seen external refurbishment. Tredgold building has had parking rearrangement on the Takawira and Fort Street side. • Community based plans where prepared in the number of wards with the assistance of NGO's. There is also a 3% ward retention fund whereby what the ward pays to council 3% goes back to ward projects.
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	<p>public buildings, litter collection and so on.</p>	
	<ul style="list-style-type: none"> • The City Council shall ensure that the quality of buildings in the city is of an appropriate standard, protecting those that have value and ensuring new buildings conform to good standards. In particular the Council shall: <ul style="list-style-type: none"> a) Establish a Civic Design and Buildings Advisory Panel drawn from professionals engaged in civic design in the city. Among others the Advisory Panel shall invite representation from the Zimbabwe Association of Architects, the Zimbabwe Institute of Regional and Urban Planners and the Department of Architecture, NUST. The advice of the Panel shall be sought on all proposed development that will have a significant impact on the City Centre, District commercial centres and key thoroughfares into the city. b) Have regard to protecting and improving those buildings that have special historical and architectural merit. c) Develop a series of Design Guides for prospective 	<ul style="list-style-type: none"> • Council continuously engages appropriate professions such as the Real Estate Institute of Zimbabwe, the Zimbabwe institute of Regional and Urban Planners and NUST on issues related to the built environment. • Council continues to protect buildings of historical importance and architectural merit through preservation of the façade e g CBZ building, Grand Hotel etc. • Design guidelines still pending. Model Building Bye laws and

	<p>Developers that set out guidance on materials, colours, advertising on buildings, facia signs, links to adjacent buildings and so on. The design guidelines will establish a framework for good development in residential, industrial and commercial areas.</p> <p>d) Establish an incentive scheme for property owners who improve and renovate buildings situated in designated areas that will include the main streets in the city centre and the main entry pints into the city along the airport road, the Harare road and the Johannesburg road.</p>	<p>other statutory guidelines are currently used.</p> <p>d) Such an incentive scheme is not yet in place but this also calls for strategies for planning and implementing urban renewal. Often a call for invation of properties in the CBD and major roads into the city is made when there are international sport activities e g All Africa Games, Cricket World Cup.</p>
	<ul style="list-style-type: none"> • The City Council shall undertake a programme of main street improvement in the city to protect and enhance soft and hard landscaping and ensure good quality and harmonious advertising. In particular the Council shall: <ul style="list-style-type: none"> - Protect and improve the tree lining of main streets by protecting existing and replacing old and damaged trees. New trees shall be planted along main streets that currently lack them. 	<p>There is no apparent program of replacing old trees with new trees along main streets. However, a project was undertaken to plant indigenous ornamental trees on the central island of Cecil Avenue in Selborne Park and this has produced</p>

	<ul style="list-style-type: none"> - Protect and improve the landscaping along all main thoroughfares in the city. - Provide good quality signage and street furniture along all roads in the city having special regard to the positioning, aesthetics and harmony of signs. - approving the erection of large billboards in the city the Council shall pay special regard to the environmental impact of the signs. 	<p>an attractive land scape along the road.</p> <p>There has been great improvement in directional signs along all major roads.</p>
	<ul style="list-style-type: none"> • The City Council shall support urban agriculture within the Municipal area, subject to the following conditions: <ul style="list-style-type: none"> - Agricultural activities shall be permitted to small holders and plot owners, but applications for residential sub-divisions will be encouraged where and when appropriate. - Specific areas of land will be allocated for the urban agriculture. Such areas will be decided upon through an agreement between the local residents and the City Council. • The Local Authority will permit other undeveloped areas to be temporarily used for urban agriculture until such time that the land is 	<p>Bulawayo City Council has recognized urban agriculture as a formal and important land use. The local authority has also adopted a multi stake holder approach to the development of urban agriculture and therefor the Bulawayo Urban Agriculture Forum was formed and this is expected to co-ordinate urban agriculture activities. The Bulawayo urban agriculture policy was approved by council in 2008 and forms the basis for urban agriculture development in the city.</p>

	<p>required for development. However, the Local Authority shall monitor the areas to ensure that the pegs are not removed. Urban agriculture on land close to the streams will not be permitted in an effort to prevent soils erosion and siltation of rivers.</p>	
<p>Management</p>	<ul style="list-style-type: none"> • The City Council will seek to establish partnerships with various agencies and sectors in the Master Plan area in the following areas: <ul style="list-style-type: none"> a) Appropriate training and capacity building expertise to assist senior personnel and councillors in Bulawayo to adopt a strategic corporate planning approach to their work, will be undertaken. b) The approved Bulawayo Master Plan will be used as a key input into future Strategic Corporate Plans. 	<ul style="list-style-type: none"> a) The city council has engaged consultants in a number of management topics for senior staff as well as councilors in order to improve the understanding of the subjects and performance. The training included Strategic Planning and Result Based Management. b) It is evident that the Bulawayo Master Plan 2000-2015 has been used as a key input to strategic planning in the city.
	<ul style="list-style-type: none"> • The City Council will seek to establish partnerships with various agencies and sectors in the Master Plan area in the following areas: <ul style="list-style-type: none"> a) Investment and Promotion, drawing together partners in industry, commerce and leading citizens. b) Planning, bringing 	<ul style="list-style-type: none"> a) City council works closely with commercial and industrial associations such as CZI, ZNCC, ABUZ, AAG, Informal Traders Association

	<p>together the City Council and appropriate adjoining local authorities.</p> <p>c) Environment, linking the private, public, NGO, civic and community sectors in a Local Agenda 21 organisation and other committees and Panels.</p>	<p>b) City Council has signed an MOU with Umguza Rural District Council</p> <p>c) This is ongoing through various fora that council has in private, public and other stakeholders.</p>
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Source: *Consultant Field Work*

1.8.2 The Review has revealed that there was a fair degree achievement of the Master Plan proposals and that generally implementation followed its provisions. Regarding requirement of land for urban expansion, there was substantial residential development in the city’s hinterland particularly in the Rangemore area, Reigate, Hopeville and Montgomery. In the Rangemore area concept plan was prepared, whilst Mbundane township sprang up into a typical urban high density residential area with nearby Nkiwane township and Hlalo township development progressing well. With these development taking place in the city’s hinterland, the need for acquiring more land for urban development is becoming more urgent and council has to liaise and negotiate with rural district councils that surround it. Incorporation of identified areas in the Master Plan has not been achieved largely due to resistance from some neighbouring rural local authorities who fear incorporation may result in their loss of revenue. However, some individual property owners in Rangemore applied for voluntary incorporation and was granted.

Council departments to a large extent undertook programmes and projects and in some cases showed a lot of initiative and innovation. For example the production of the Bulawayo water Master Plan was instrumental in the implementation of proposals related to water as provide for in Master Plan under review. The Road Condition Survey was also a commendable initiative by the Department of Engineering Services. Other outstanding initiatives from council staff with support of councilors need to be highlighted.

- Preparation of 2 strategic plans as a management tool for council namely
 - Bulawayo Corporate Strategic Plan 2002 - 2006
 - Bulawayo Corporate Strategic Plan 2014 - 2018

- Recognition and adoption of urban agriculture as a formal land use and the creation of Bulawayo Urban Agriculture Forum and formulation of Bulawayo Agriculture Policy.
- Implementation of the punitive tax on undeveloped large vacant land/stands.
- Introduction of prepaid parking discs and clamping of errant motorists.
- Initiative of Egodini redevelopment
- Preparation of a prospectus for Bulawayo future development and a call for expression of interest.
- Training on Result Based Management (RBM) log frames for all departments.
- Ascot former race course redevelopment.
- Bulawayo redevelopment program (lead by a consultant).

1.9 EMERGING PLANNING ISSUES, CHALLENGES, CONDITIONS AND SITUATIONS

1.9.1 There are a number of planning issues and challenges which have emerged regarding the implementation of the operational plan. These include the low pace of implementation of the operational master plan proposals - for example the introduction of punitive tax on undeveloped stands, incorporation of some areas into the city and planning for the informal sector. While the city is making efforts to exploit its locational advantage this has not been realized to the full extent during the period of the operational master plan. More detail of issues and challenges will be provided in Volume 3 of the Report of Study.

1.10 IMPLEMENTATION OF DEVELOPMENT PROPOSALS

1.10.1 While the implementation of the development proposals is considered fair, it does appear that there has been slow implementation of some proposals controversial proposals such as the introduction of punitive tax and the incorporation of large land areas which fall under the jurisdiction of Umguza Rural District Council (URDC). However, a memorandum of understanding (MOU) with Umguza Rural District Council for water, sewer and roads servicing of the Rangemore area is a step in the right direction in terms of incorporation looking at capacity constraints of URDC. Planning for the informal sector needs to be given a lot more attention so that effective and relevant infrastructure and facilities may be created this sector. Limited financial resources have been cited as the main reason for the slow pace of implementing of most of the proposals.

1.11 BULAWAYO AND ITS HINTERLANDS

1.11.1 The operational master plan acknowledges the rich surroundings within which Bulawayo is located. Not much attention is however paid to the interrelationships between

Bulawayo and its hinterlands – how can Bulawayo be planned so as to stimulate growth in the hinterlands. This can be realized if commercial and industrial developments in Bulawayo have a bearing on the dominant economic activities in the hinterland. Currently, Bulawayo's hinterlands are primarily agricultural areas – arable and pastoral. The master plan places emphasis on the Bulawayo's economy developing so as to create employment for the local population but does not explore the role that Bulawayo can play in revitalizing the hinterland's agricultural economy.