



KIDDS BEACH RATEPAYERS AND RESIDENTS ASSOCIATION (“the Association”)

INFRASTRUCTURE POLICY AND STRATEGY

Approved by the Executive Committee on: 12 February 2026 Effective from: 13 February 2026

1. Introduction

This policy must be read with the Constitution of the Association (“the Constitution”), the Rules of the incorporated Homeowners Association (“the HOA Rules”) and Governance and Finance Policy. Terminology in this policy has the meaning as defined in the Constitution and the HOA Rules as amended from time to time.

2. Purpose and Scope

The Infrastructure Policy and Strategy set out the framework for the Association to ensure responsible, transparent, and sustainable practices to support the development and maintenance of key infrastructure to realise a resident-led strategic vision for Kidds Beach.

This policy is binding on the Executive Committee and all Members, and any service providers engaged by the Association.

3. Legal and Regulatory Framework

- Infrastructure Development Act, 2014 (Act 23 of 2014)
- Municipal Systems Act, 2000
- Municipal Finance Management Act, 2003 (MFMA)
- Spatial Planning and Land Use Management Act, 2013 (SPLUMA)
- National Environmental Management Act, 1998 (NEMA)
- National Water Act, 1998
- Housing Development Agency Act, 2008
- National Land Transport Act, 2009 (Act 5 of 2009)
- Promotion of Access to Information Act (2000)
- Promotion of Administrative Justice Act (2000)

4. Guiding Principles

The following principles informed the development of the Policy and Strategy:

- **Ratepayer and resident primacy** - the interests, needs, and voices of ratepayers and residents take priority over those of external stakeholders such as developers, investors, or political actors when decisions are made about settlement planning, infrastructure, and governance.
- **‘One Kidds Beach’** - is a shared community identity that places collective resident wellbeing, sustainable development, and transparent governance above individual or sectional interests.



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- **Public-Private Sector collaboration** - government and private companies work together to plan, fund, build, and manage infrastructure projects.
- **Polluter-pays / beneficiary-pays** - those who cause environmental harm or place extra demand on infrastructure must pay the costs of preventing, mitigating, or repairing that damage / those who directly benefit from infrastructure or services should contribute to the costs of providing and maintaining them.
- **Strong governance and transparency** - decisions are made in line with legislative and generally recognised governance and ethical standards with clear rules, accountability, and openness so that people can trust how things are managed.
- **Financial sustainability** - having enough resources and income to keep services and projects going now and in the future.
- **Legal compliance** – adhering to the laws, rules, regulations and meeting the required standards applicable to any infrastructure development and maintenance.
- **Safe phased and sustainable delivery** - carrying out a project step by step in manageable stages, while making sure each stage is safe, stable, and ready before moving on to the next.
- **Social cohesion and harmony** – efforts to be made so that people in the community feel connected, work together peacefully, and respect each other despite differences.

5. Mandate, Strategic Vision and Stakeholder Governance

5.1 Mandate: The Association to set and maintain a strategic vision for Kidds Beach and develop a linked infrastructure plan that informs and aligns National, Provincial and Municipal plans with resident priorities. The plan should protect ratepayers from health, environmental and safety risks, mitigate the impacts of disasters as well as unfunded liabilities. Importantly the strategy will seek to sustainably increase property values by 25% over the next five years and benefit the community through targeted strategies to provide social cohesion and harmony. The Infrastructure Policy and Strategy will guide project selection, funding, developer obligations, and resident engagement.

5.2 Strategic Vision: The Association will use formal processes (surveys, workshops, representative advisory panel, and public hearings) to define a 10-year strategic vision and infrastructure priorities; publish the vision and update it every 3 years. All major infrastructure decisions must demonstrate alignment with the adopted vision.

5.3 Stakeholder Governance and Alignment: Stakeholder governance and strategy is structured around two key pillars; namely:

5.3.1 'One Kidds Beach' – by strengthening and aligning the resident base it will strengthen KBRRA's influence and negotiating position with public and private sector institutions. This to be achieved through the development and setting of a common strategic vision for Kidds Beach and through structured stakeholder engagement and alignment processes.

5.3.2 'Development integrator' - KBRRA to position itself as a Development Integrator between Government, Developers, Funders and Communities – this will reinforce the ratepayer and resident primacy principle and will proactively position a resident-led strategic vision for Kidds Beach and any infrastructure priorities. This to be given effect through Joint Development Governance structure(s) with dispute resolution mechanisms with key stakeholders. This would proactively accelerate development and minimise resident activism using petitions and objections, legal action, social media mobilisation, national and provincial government intervention, oversight committee complaints, etc.



6. Strategic Risks and Opportunities

Consideration has been given to the following strategic risks and opportunities in the development of this framework. Each risk and opportunity will require a structured mitigation / realisation plan which would need to be developed, monitored and updated through the Association's respective committee structures.

6.1 Strategic Risks

- 6.1.1 Congestion and safety risk accessing R72 and MR501**– this risk, a consequence of increased housing development and traffic volumes on the R72 has escalated given delays in the construction of the interchange infrastructure due to funding issues. This risk has been further exacerbated by plans to construct a temporary road to access the R72 once construction is finally recommenced and the potential for significant existing road erosion during periods of heavy rain. This risk has been categorised as a high priority.
- 6.1.2 Health and environmental risks arising from the municipal Wastewater Treatment Plant (WWTP) operating at levels significantly beyond its design capacity**– the WWTP and effluent irrigation area(s) are non-compliant with water and sanitation legislation and represents an increasing risk to residents and tourists. This risk has been categorised as a high priority.
- 6.1.3 Governance, compliance and ethical risk** - the risk that developers or external stakeholders pursue profit-driven projects without adequate regard for resident priorities, infrastructure capacity, undue pressure on natural resources or environmental sustainability. This can result in underfunded infrastructure, corrupt practices, environmental degradation, inequitable service delivery, and erosion of resident trust in governance processes. This risk has been categorised as a high priority.
- 6.1.4 Inadequate and ageing bulk water and other services infrastructure** – inadequate and ageing water, power and reticulation infrastructure as well as poor maintenance practices and strategies have made Kidds Beach vulnerable to frequent power cuts and water provisioning interruptions. Additionally, services and community-based infrastructure including the police station, police housing, community hall, beach front facilities, public library internal water/electricity reticulation systems, sewerage and containment tank system are also impacted by this risk. This risk has been categorised as a high priority.
- 6.1.5 Management of public spaces and beachfront** – issues of concern include non-compliance with Municipal by-laws, poor maintenance, encroachment by private interests, lack of funding, environmental degradation, safety concerns, and weak governance structures. This risk has been categorised as a medium to high priority.
- 6.1.6 Crime** – increasing unemployment, political and social instability in the area have the potential to increase the level of crime and social unrest. This poses a safety and/or financial loss risk to residents, residential and commercial property and infrastructure. This risk has been categorised as a medium priority.
- 6.1.7 Natural disasters** – there is mounting evidence to support an increase in incidences of hydrological (storm surges, flooding) and climatological (severe storms, hurricanes, drought, wildfires) hazards which potentially pose safety, environmental and financial loss risks to residents. This risk has been categorised as a medium priority.



6.2 Strategic Opportunities

- 6.2.1 **Resident led development** – a proactive strategic shift to resident led development of Kidds Beach. This would include the successful execution of the existing approved development plan/authorisations or parts thereof.
- 6.2.2 **Coastal area co-operation** – across areas such as Palm Springs, Christmas Rock, Seavale, Kaysers Beach, Gulu, adjacent informal settlements and wider. This could accelerate the development of shared infrastructure and equipment with related efficiency benefits.
- 6.2.3 **Targeted business development** – to promote commercial and job creation opportunities in the area to strengthen the resident and revenue base. Businesses that could be targeted and/or further developed include tourism (including eco and medical), agri-processing, sports & culture, technology, etc.

7. Priority Projects and Technical Mandate

7.1 R72 access interchange and ancillary infrastructure

- 7.1.1 **Objective:** To inform, challenge and monitor the safe delivery of an interchange and related ancillary infrastructure (MR503) to relieve congestion and enable safe access for existing, new residential and commercial developments.
- 7.1.2 **Requirements:** Obtain access to independent traffic impact assessments, staged design options, environmental and social impact assessments, and cost-benefit analysis tied to projected growth and safety metrics. Design must include active transport and stormwater resilience.

7.2 Wastewater treatment plant

- 7.2.1 **Objective:** To inform, challenge and monitor any capacity upgrade of the existing WWTP to regularise the DWS licencing conditions. This would also apply to any additional infrastructure and/or technology deployment required to address current and projected growth needs.
- 7.2.2 **Requirements:** To request / obtain access to capacity audits and short-term emergency mitigation plans; medium-term upgrade plan with timelines, trigger points, and contingency funding. Monitor that new applications for development are not approved until upgrades to achieve compliance are completed and new measures are funded and scheduled.

7.3 Joint Development Governance structure(s)

- 7.3.1 **Objective:** To establish 1) an overarching joint governance structure to co-ordinate the sustainable and transparent development of Kidds Beach and its infrastructure and 2) to position the KBRRA into existing governance structures on priority projects
- 7.3.2 **Requirements:** To meet with key stakeholders to sensitise them to the concept and explain the benefits of the structure and the KBRRA representation. To establish and execute the governance structure and plan.



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7.4 Inadequate and ageing bulk and other services infrastructure

- 7.4.1 Objective:** To inform, challenge and monitor critical and service community based key infrastructure. To shift from 'Run to Fail' to 'Preventative and/or Corrective Maintenance' practices. This activity will inform urgent or critical infrastructure prioritisation and interventions.
- 7.4.2 Requirements:** To obtain access to asset registers, maintenance history and plans. To participate in existing or planned structures to ensure the planning and execution of appropriate and timely infrastructure development and asset replacement / maintenance.

This policy was approved by the Executive Committee at a meeting held on 12 February 2026

SIGNED:

DATE: 13 February 2026

A handwritten signature in purple ink, appearing to be 'A. G.', is located below the 'SIGNED:' text.

Chairperson KBRRA