



The Cape Chamber of Commerce & Industry and the Cape Higher Education Consortium

WESTERN CAPE ECONOMY INNOVATION AWARDS NOMINATION FORM 2026

Please complete this nomination form accurately, completely but succinctly.

1. Contact details

Nominator (Person)	Nominating Organisation	Signature	Date	e-mail address
Olivia Fransman	Swartland Municipality		26/02/2026	fransmano@swartland.org.za

Nominated Person	Nominated Organisation	Sub-sector one of the following: Private Sector or Academia or Public Sector or Non-Profit	Cell phone number	e-mail address
Joggie Scholtz	Swartland Municipality	Public Sector	0828237542	ScholtzJJ@swartland.org.za

2. Short description

+100 word description of what the innovation / solution is and who needs to be recognised for which parts of the solution.

(e.g. new service /product /solution /regulation /infrastructure /institutional capacity)

SWARTLAND DEVELOPMENT-READY MODEL: AN INTEGRATED MUNICIPAL INNOVATION FOR ECONOMIC GROWTH

The Swartland Development-Ready Model is a systemic municipal governance innovation that proactively integrates spatial planning, bulk infrastructure investment, capital budgeting, and investor facilitation to unlock economic growth. Instead of reacting to development pressure,

Swartland Municipality anticipates future demand and invests in enabling infrastructure before constraints arise. This approach reduces investor risk, accelerates private sector development, and strengthens long-term financial sustainability. The innovation lies in transforming the municipality from a regulatory authority into an active economic partner. Leadership, strategic services, engineering, and financial management teams collectively contributed to establishing this catalytic model that is reshaping the local economic landscape.

3. Detailed description

Please answers all the questions (a) to (j) below, and place answers in the prescribed place as indicated in the table below (to construct a results chain):

a. What is the target business group/s that this innovation serves and improves?

Property developers (residential and commercial), industrial investors, construction firms, infrastructure contractors, SMMEs in the supply chain, and established industrial and retail businesses operating in Swartland.

b. How many of these target businesses have already utilised this new solution?

Multiple residential and mixed-use developers in identified growth areas have already benefited from bulk capacity expansion. Industrial operators and commercial developments in Malmesbury have directly benefited from released infrastructure capacity.

Swartland Municipality’s approach is ensuring that information about municipal services, procedures, and requirements is readily available and easily accessible to citizens and stakeholders and investors. We follow a one-stop shop approach through the Development-Ready Model and by doing that the municipality provides the first time clear and concise information to investors and other stakeholders.

This approach also focuses on investment, looking at areas where it could expedite and unblock investment. The approach allows an investor or stakeholder to enter the municipality at any level where the relevant official will draw in all applicable officials (regardless of job level) in order to provide such an investor or stakeholder with the best possible service and information.

We’ve streamlined town planning, building control, and business licensing through a digital application portal and offer in-person support at satellite offices in Riebeeck West, Moorreesburg and Darling. In 2024, we launched the Investor Support Desk, helping 32 small businesses secure compliance and site readiness. Residents report over 87% satisfaction in our annual citizen perception survey regarding ease of access to services.

The number of building plans received and approved is as follows:

Financial Year	Number of Building Plans	Average days
2023/2024	911	14.66
2024/2025	862	19.58
2025/2026 (YTD)	1422	11.40

The constant interaction and flow of information between the Municipality and its clients, enhance the confidence of investors to the area.

The faster building plans are approved, the quicker construction can commence, creating job opportunities. Following the completion of building work, a development will require permanent staff – additional job creation

The average approval time of building plans was as follows:

Buildings < 500m²	Target	Actual
2023/2024	20 days	11,80 days
2024/2025	20 days	13,86 days
Buildings > 500m²	Target	Actual
2023/2024	30 days	12,79 days
2024/2025	30 days	17,50 days

From 1 July 2024 until 30 June 2025 the valuation roll increased with R1 billion.

c. How did these businesses access and receive the new solution?

Through normal development application processes, supported by proactive municipal engagement, pre-aligned spatial planning, clear infrastructure rollout schedules, and transparent capital planning that ensured bulk services were available when required.

d. What did this new solution help these businesses become better at?

- Accelerating project implementation
- Reducing development risk
- Improving financial planning certainty
- Scaling operations with reliable infrastructure support

e. How did this help to improve their business performance? Increased sales, lower costs, increased investment, increased employment, increased exports?

- Faster time-to-market for developments
- Reduced holding and financing costs
- Increased property investment
- Expansion of industrial activity
- Increased construction employment
- Improved long-term asset value and returns

f. What exactly is this new innovative solution?

The Swartland Development-Ready Model is an integrated governance system that aligns long-term spatial planning, capital investment strategy, bulk infrastructure rollout, and financial sustainability planning to proactively unlock private sector investment and economic expansion.

g. What makes it new, compared what existed before? (Novelty in the WC economy)

Traditionally, municipalities respond to development pressure reactively, often resulting in infrastructure backlogs and investor uncertainty. Swartland's model reverses this logic by anticipating growth, investing ahead of demand, and aligning all strategic planning instruments (IDP, SDF, budget, infrastructure planning) toward economic enablement. It represents a deliberate shift from regulatory administration to economic partnership.

h. What makes it better than what existed before?

- Reduces investor uncertainty
- Shortens development timelines
- Prevents infrastructure bottlenecks
- Improves municipal financial sustainability
- Strengthens long-term economic resilience
- Creates multiplier effects across sectors

i. How is/was the new solution made available to the target market / business group?

The model has been made available through:

- Official spatial planning frameworks
- Published capital investment programmes
- Infrastructure rollout commitments
- Transparent development processes
- Active engagement with investors and developers

The model is embedded institutionally and therefore available to all qualifying investors and businesses operating within the municipal area.

j. What will ensure that the financial viability / sustainability of providing the innovative solution and the beneficial consequences remain intact over this period? *E.g. profitable business with enduring competitive advantage in the market.* What is the expected longevity of this this solution? *E.g. 5yrs, 10 yrs, 10+ years*

Financial sustainability is ensured through:

- Growth in the municipal property tax base
- Increased service revenue from new developments
- Strategic capital prioritisation
- Cost-effective infrastructure planning
- Risk-managed long-term financial forecasting

The following was observed from the valuation roll by March 2025:

- Batch 1 : 582 Properties and added R 597 793 000-00 to the GV Valuation. However, this was a large group of properties because.
- Batch 2 : 245 Properties and added R188 017 000-00

- Batch 3 : 175 Properties and added R62 072 000-00
- Batch 4 : 186 Properties and added R127 411 000-00.

The expected longevity of this solution is 10+ years, as it is embedded in institutional planning frameworks and governance systems rather than dependent on a single project.

Output: A new catalytic innovation established, serves the WC economy	Outcome: Improved business environment (for the target business group)	Impact: Which target group of businesses benefitted & what improved for them	Longevity: Duration of benefits
A systemic municipal governance innovation established to proactively unlock economic growth.	An improved and predictable business environment for developers, investors, and industrial operators.	Property developers, industrial businesses, and construction firms benefit through faster project implementation, reduced costs, increased investment, and job creation.	10+ years, as the model is structurally embedded in municipal governance and capital planning systems.

After completing the table, read from left to right. Check for coherence and improve if needed.

4. Declaration of Evidence to verify results chain

What supporting evidence can you provide to verify the results stated above are as stated?

	Output: A new catalytic innovation established, serves the WC economy	Outcome: Improved business environment (for the target business group)	Impact: Which target group of businesses benefitted & what improved for them	Longevity: Duration of benefits
What evidence can be provided? e.g. Records, reports, peer reviews, and so forth	Approved IDP and SDF documents (link to documents: IDP: https://www.swartland.org.za/documents/category/integrated-development-planning-performance-management?type=idp-documents& SDF: https://www.swartland.org.za/built-environment/spatial-plans	Infrastructure investment records	<ul style="list-style-type: none"> • Development statistics 	Multi-year capital budgets https://www.swartland.org.za/documents/category/financials

5. Select the best category of award for this innovation

Sector	Award	Mark with "X"
Private Sector	6 x Catalytic innovations that contribute to growth.	
Public Sector	1 x Provincial- or National-government systemic innovation most impactful on economic growth	
Public Sector	1 x Municipal (LM+DM) innovation that is impactful on growth of their local economy	X
Public Sector	1 x Public-sector innovation, enhancing good governance.	
Safety & Security	1 x Innovation enhancing precinct safety & security.	
Labour Market	1 x Labour market efficacy award Reducing impediments to increased employment.	
Academia	1 x Research most impactful on competitiveness of Industry	
Academia	1 x Tertiary education best aligned to Industry / market needs	
Academia	1 x Most successful start-up / spin out	
Academia	1 x Entrepreneurship development in higher education	
Industry Sector Bodies	1 x Institution/s strengthening stakeholder cooperation to enhance competitiveness of their Industry.	
Organised Business	1 x Institution/s strengthening stakeholder cooperation to enhance competitiveness of their business precincts.	

6. Check that you completed all that is necessary.

7. Submit this documented and/or video recorded to innovation@capechamber.co.za.

Thank you for helping us discover and celebrate the champions shaping a better WC economy!