

GOVERNMENT OF GHANA



MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT [MLGRD]

GHANA URBAN MANAGEMENT PILOT PROJECT [GUMPP]

FINAL REPORT

TAKORADI SUB - METRO

Presented by:



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EXECUTIVE SUMMARY

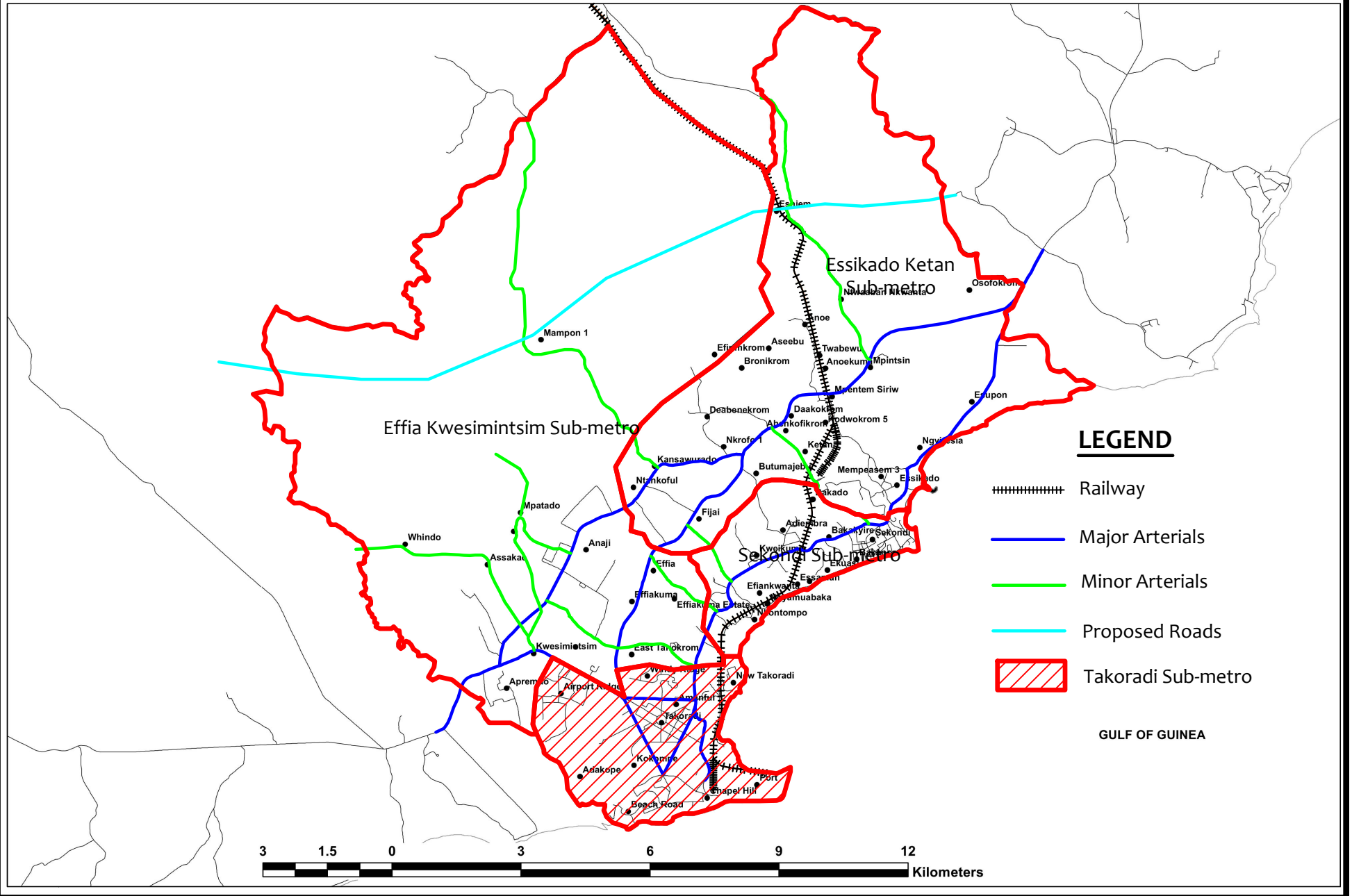
Takoradi Sub-Metro is classified as the “economic-eye” of the metropolis and covers a land area of approximately 2926 acres [third largest in the Metropolis]. It has the least number of communities namely Beach Road, Chapel Hill, Airport Ridge, Windy Ridge, Takoradi, New Takoradi and Adakope. The sub-metro boasts of a relatively higher concentration of the economic activities as compared to the other three sub-metros. A key feature in the spatial structure of Takoradi is the presence of the Takoradi Port, the Takoradi Airstrip and the Market Circle. Together, these main functions define the economic vibrancy of the City making it an attractive environment for businesses to thrive. The ongoing railway improvement exercise is intended to boost socio-economic activities in the city and also provide a cheaper and faster means of transporting freight from the inland communities to the port and vice-versa.

The Takoradi Sub-Metro is relatively the best in terms of socio-economic infrastructure and facilities in terms of electricity, water, telecommunication, education, health and well vibrant hospitality sector. However, the sub-metro is faced with a number of challenges including but not limited to congestion, sanitation, crime and lack of social services in deprived areas.

This notwithstanding, Takoradi Sub-Metro has huge potential to become one of the iconic cities within the ECOWAS sub region. The sub-metro can propel the rejuvenation of the entire STMA to accelerate its competitiveness with rival cities such as Accra, Kumasi and Abidjan. This rejuvenation should focus on the following:

- Redevelopment of Central Business District (Market Circle). This will aim at:
- Increasing land supply
- Height rezoning
- A new and improved Market Circle
- Improved parking regulations
- Effective waste collection methods/strategies
- Urban Consolidation within the residential neighborhoods i.e. Windy Ridge and Airport Ridge
- Infrastructure and Social Services

FIG. 1 - TAKORADI SUB-METRO IN CONTEXT OF STMA



CHAPTER ONE: GENERAL INTRODUCTION

1.1 INTRODUCTION & BACKGROUND

The Takoradi Sub-Metro Plan stems from the Sekondi-Takoradi Structural Plan which was formulated between the years 2011 and 2012. This plan is skewed towards addressing issues facing the Takoradi Sub-Metro while identifying development opportunities within the sub-metro.

1.2 Project Background

The Government of Ghana through the Ministry of Local Government and Rural Development (MLGRD) is implementing the Ghana Urban Management Pilot Programme with funds from Agence Francaise de Development and the Government of Ghana. The programme seeks to promote a comprehensive/city-wide approach to urban development, within the framework of the National Urban Policy.

The key objectives of the programme are to:

- Implement urban development programmes that give widespread access to essential services at the desired level and quantity.
- Build the financial, management and ownership capacities of MMDAs;
- Support economic activities and local employment and enhance revenue collection capacity of MMDAs and increase self-investment (via internally generated funds); and
- Limit the negative impact of urban sprawl on peripheral eco-systems.

The programme will be implemented in four secondary cities in Ghana, comprising three Metropolitan District Assembly (Kumasi in the Ashanti region, Sekondi-Takoradi in the Western and Tamale in the Northern Region) and one Municipal District Assembly (Ho in the Volta Region). The GUMPP seeks to promote more effective urban governance in terms of strategic planning, local management, the internal organization of local administration as well as the planning, implementation and maintenance of local public infrastructure and facilities. It also aims to improve living conditions in urban areas for inhabitants of the four cities by promoting sustainable development from a financial, environmental, economic and social perspective.

From the outset, the programme has been designed on the basis of local demand, piloted by all four cities, actual owners of the programme and responsible for its implementation and monitored at the central level by the Ministry of Local Government and Rural Development (MLGRD), in charge of urban policy formulation.

It is planned that a National Steering Committee for the GUMPP monitors and supervises the programme at a political level. At the technical level, the GUMPP is anchored at the Urban Development Unit (UDU) of the Ministry of Local Government and Rural Development (MLGRD) and handles the secretariat of the steering committee. This unit is in charge of managing and piloting the GUMPP at the central level.

Planning Coordinating Units (PCUs) harmonise and coordinate plans prepared at the Metropolitan, Municipal and District Assemblies (MMDAs).

A key feature of recent National Development Planning exercises is that they do not have spatial component to relate and coordinate these development interventions and their time horizon (4 year cycle) is short. Consequently, the plans prepared by the MMDAs (including Sekondi-Takoradi) are neither integrated nor comprehensive and massive investments that have followed these (lopsided) plans have failed to yield the needed results. The apparent absence of spatial components of district development plans has also led at times to conflicts.

The Sekondi-Takoradi Metropolis has benefited from a number of urban-focused projects (UPRP – Social Investment Fund, UESP 1 and 2) and these were directed at upgrading essential urban infrastructure and service delivery. The apparent lack of appropriate Sub-metropolitan spatial and local plans to coordinate these projects has led to a situation where their effect on other equally pressing urban development issues is very marginal. Consequently, the Metropolis is confronted by challenges such as infrastructure deficiencies, haphazard development, urban environmental deterioration, absence of green space and weak institutional capacity among others.

In this report, among the four sub-metros that make up Sekondi-Takoradi Metropolitan Area, the Takoradi Sub-Metro will be emphasized on with regards to this project.

CHAPTER TWO: IMPERATIVES OF NATIONAL DEVELOPMENT AGENDA FOR THE TAKORADI SUB-METRO PLAN

2.1. IMPERATIVES OF NATIONAL DEVELOPMENT AGENDA FOR THE TAKORADI SUB-METRO PLAN

2.1.1 Infrastructure Upgrade

Takoradi is identified as the capital and the most vibrant among the four sub-metro. Hence, infrastructure such as roads and railways, housing facilities, water and sewerage should be readily available and have the capacity to meet demand. Infrastructure Upgrade is action taken to build the environment to promote business and enhance the livelihood of the people who make use of it. It is meant to bring improvement and reconstruction of the infrastructure as seen in other developed nations.

As part of national developmental goals, roads and highways that are in deplorable states will be refurbished to enhance transportation. Such roads were mainly identified within the Railway Quarters. Considering the fact that the plan intends to transform the sub-metro into a vibrant commercial hub, infrastructure such as roads, railways water and electricity especially in the market circle area needs to undergo various levels of upgrade to meet the growing economy.

2.1.2 Targeted interventions to upgrade Slums (New Takoradi and Amanful)

The rapid growth of the urban population has resulted in certain suburbs being characterized by squalid and overcrowded urban districts which are inhabited by very poor people. Amanful and New Takoradi are identified in the Takoradi Sub-Metro as slum areas.

As part of the current national agenda a process through which such informal areas are gradually improved, formalized and incorporated into the city itself has become imperative. As such, a slum upgrade strategy is necessary to extend land, services and citizenship to slum dwellers. This will be achieved by providing these slums with the basic economic, social, institutional and community services such as housing, drainage, potable water and sanitation available to inhabitants of other suburbs. Ultimately, upgrading efforts aim to create a dynamic in the community where there is sense of ownership, entitlement and inward investment in the area.

2.1.3 Export development/promotion (Takoradi Port)

The Takoradi Port engages in the exportation of goods that are locally produced and transported unto foreign markets. Several reasons account for the rate at which goods and service importation far exceed the rate of exportation of locally produced goods and services. However, for a country to experience growth and development, promotion of the export sector cannot be overlooked. The local plan for the sub-metro will include incentive programmes designed to attract more firms into exporting by offering help in product and market identification and development.

The local plan will mainly take into consideration the transformation of the Takoradi Port into an ideal port where export goods can be transported with ease and safety to foreign countries. It will also seek to provide import services as well as become the major driving force of the oil industry.

2.1.4 Diversification of the Local Economy (Beach fronts and Monkey Hill Sanctuary)

Takoradi is noted for providing the best hospitality facilities among the four sub-metros. Hotels and other recreational facilities are springing up along its beach fronts. With the discovery of oil a few years back, Sekondi-Takoradi as a whole has had expatriates especially coming in as investors to settle in. Including the Hospitality and Tourism sector in the plan results in adding to the attractiveness of the sector and thereby making it investment-friendly. The popular Monkey Hill Sanctuary in Takoradi is unfortunately dying out over the years due to the activities of encroachers and farming activities in the forest. The sanctuary used to be a vibrant tourist site but hardly functions in recent times. The local plan will hence include properly spelt out strategies that will aim at protecting and preserving the forest to play its tourism roles and thereby generate income for the sub-metro.

CHAPTER THREE: CHALLENGES AND OPPORTUNITIES

3.1 CHALLENGES FACING THE SUB-METRO

Identified in this chapter are some of the challenges the sub-metro faces as well as the opportunities peculiar to it.

3.1.1 Sanitation and Waste Management

The general sanitation situation in the area is manageable considering that majority of the communities in the area are high income areas. Pockets of areas however face very poor sanitation conditions. Areas such as New Takoradi and the Market Circle area are one of such. Sanitation management in these areas is not properly done. In New Takoradi, the dumpsite disposal of waste is still being practiced and the private collector assigned to the sub-metro, Zoomlion does not have full capacity to manage the amount of waste generated daily. Residents of Adakope also use the open dumpsite method of waste disposal and rubbish is burnt at this dumpsite occasionally.

The Market Circle area is characterized by the overflow of skip containers, open dumping around the circle, areas with choked drains and scattered ponds of liquid waste around the circle, producing bad odour. Again, the situation is attributed to the inability of the private waste collector to adequately manage the waste generated.

In the Takoradi sub-metro, New Takoradi is identified as a slum community. The community was created for fisher folks who were moved from their original habitation (the now Takoradi Harbour) area to allow for the construction of the harbour. Due to population growth over the years, the community has not been able to fully accommodate this growth. Standard of living in the community is highly poor with deficiencies in roads, drainage, water supply, security and settlement structure.

Amanful and the Government Quarters areas in Takoradi are other identified slum areas. Road conditions in these areas are poor making the area not easily accessible. Dilapidated buildings and over-crowding tends to be the order of the day in these vicinities.

3.1.2 Underemployment and Unemployment

The alarming rate of unemployment in the country as a whole cannot be overlooked. Being a fast growing metropolis, Takoradi is not left out in the menace. There is a huge number of the youth who are either underemployed or unemployed leading them into immoral and other criminal activities. This is very challenging because unemployment and underemployment means a low rate of growth and development and low income generation for the sub-metro.

3.1.3 Traffic Congestion and Traffic Management

Traffic congestion in Takoradi is experienced mainly around the CBD because of the nature of human activities that take place there. Being the central place, it provides goods and services of the highest order and is very busy especially during the day. Playing the role of a bulk breaking market, the Market Circle has consumers coming in to buy perishable goods while trucks come in to offload goods. All these contributes to traffic congestion in the area.

Also, traffic is congested in this area is as a result of the mode of transport used and the number of passengers that can be transported at a time. During peak hours, the chaos caused by the heavy traffic is unbearable and none to look forward to. The insufficiency of parking space causes drivers to drive on roads just looking for available parking space, which makes traffic even more congested.

3.1.4 Low Revenue Base

To foster growth and development within the sub-metro, the sub-metro has created several channels to generate revenue to run its operations. Revenue is generated through market tolls, property taxes, parking tolls, business operating permit, building permits among others. However, as per the structure of revenue collection, property tax should be the highest revenue generator contributing over 60% of total revenue generated. Unfortunately, as a result of the poor performance of this item of tax the sub-metro is unable to achieve total capacity. Also, due to tax evasion and other poor attitudes of tax payers towards paying these taxes, the sub-metro is unable to grow its revenue base. It is hence unable to adequately undertake major projects that will enhance growth in the sub-metro.

Low revenue base is also attributed to low productivity in the various sectors of the economy. The high rate of underemployment and unemployment makes it impossible for able bodied men and women to contribute their quota to the economy in the form of taxes to improve its growth.

3.1.5 Environmental Degradation

The Monkey Hill in Takoradi is a forest reserve that in the past served as a sanctuary for monkeys. However, over the years, monkeys in the forest have become vulnerable as people have encroached on the land with some even poaching them.

Also, due to the activities of the auto mechanics at Kokompe, residue from operations is directed into the drains which further flows into the Whin River that extends to the sea. This action contaminates the water body since pollutants are directly discharged into water bodies without adequate treatment to remove harmful compounds. Fishing folks from Adakope undertake their fishing activity in this river. Failure to check this pollution means loss of livelihood for these people as fishes will be unable to thrive in this water body.

Pockets of land within the sub-metro are marshy areas or mangrooves and it is thereby unadvisable to be used for building construction. Despite this, it was identified that such areas around Beach Road and behind Kokompe have first class residential buildings springing up. Contractors have filled the land with gravel and are fast putting up buildings. The damp walls of these buildings do not go unnoticed. Some part of the Whin basin passes through this area making it ecologically sensitive.

3.1.6 Conflicting Land Use

Lives of residents of Poasi, a suburb of New Takoradi may be under threat with the existence of bulk oil storage tanks and pipelines from Cirrus and Zen Oil. There is a disaster awaiting to happen in the incidence of an open fire or an outbreak of fire in the vicinity. The carnage is very likely to be enormous.

The Market Circle area meant pre dominantly for commercial activities has pockets of educational and residential land uses which are affected by the noise and environmental pollution generated from activities of the market.

3.1.7 Poor Road Conditions

Daily socio-economic activities unfortunately cannot be fostered with the poor nature of certain roads that are plied daily. Some road conditions in parts of areas such as New Takoradi, Airport Ridge, Windy Ridge the Central Business

District are in deplorable state and require major improvement. As part of its plans to revamp road infrastructure, the STMA has plans of upgrading the link road from Animens Hotel to Adakope, and such other roads.

3.1.8 Poor Drainage Systems

The major drainage basins within the sub-metro are the Whin and Kansawura basins. These drains serve as natural flood storage areas. The main drainage channels are exposed to flooding due to several factors including urbanization, silting of existing waterways, illegal construction in waterways, reduction in flow capacity due to siltation of drains, overgrown-vegetation and general lack of maintenance of drainage infrastructure. Ideally, roads need to possess proper drainage system to prevent the incidence of flooding and avoid its consequential effects.

However, the drainage situation within the sub-metro especially the market circle area is terrible. This is attributed to the fact that present drains are small and not fully capable of supporting drainage. Solid waste has also overtaken these already small drains making the situation even worse. Within less than an hour of heavy downpour, the entire area becomes flooded. Plates 1a and 1b gives a vivid description of the results of poor drainage at the CBD.

Plate 1a: Scene at the CBD after heavy downpour



Plate 1a: Scene at the CBD after heavy downpour



It is reported that the main Takoradi drain into which all drains within the sub-metro are channeled is broken down and lacks the capacity to function properly.

Plate 2: Takoradi drain



Plate 2 depicts the current state of the Whin drain

FIG. 2 - MAP SHOWING CHALLENGES IN TAKORADI SUB-METRO

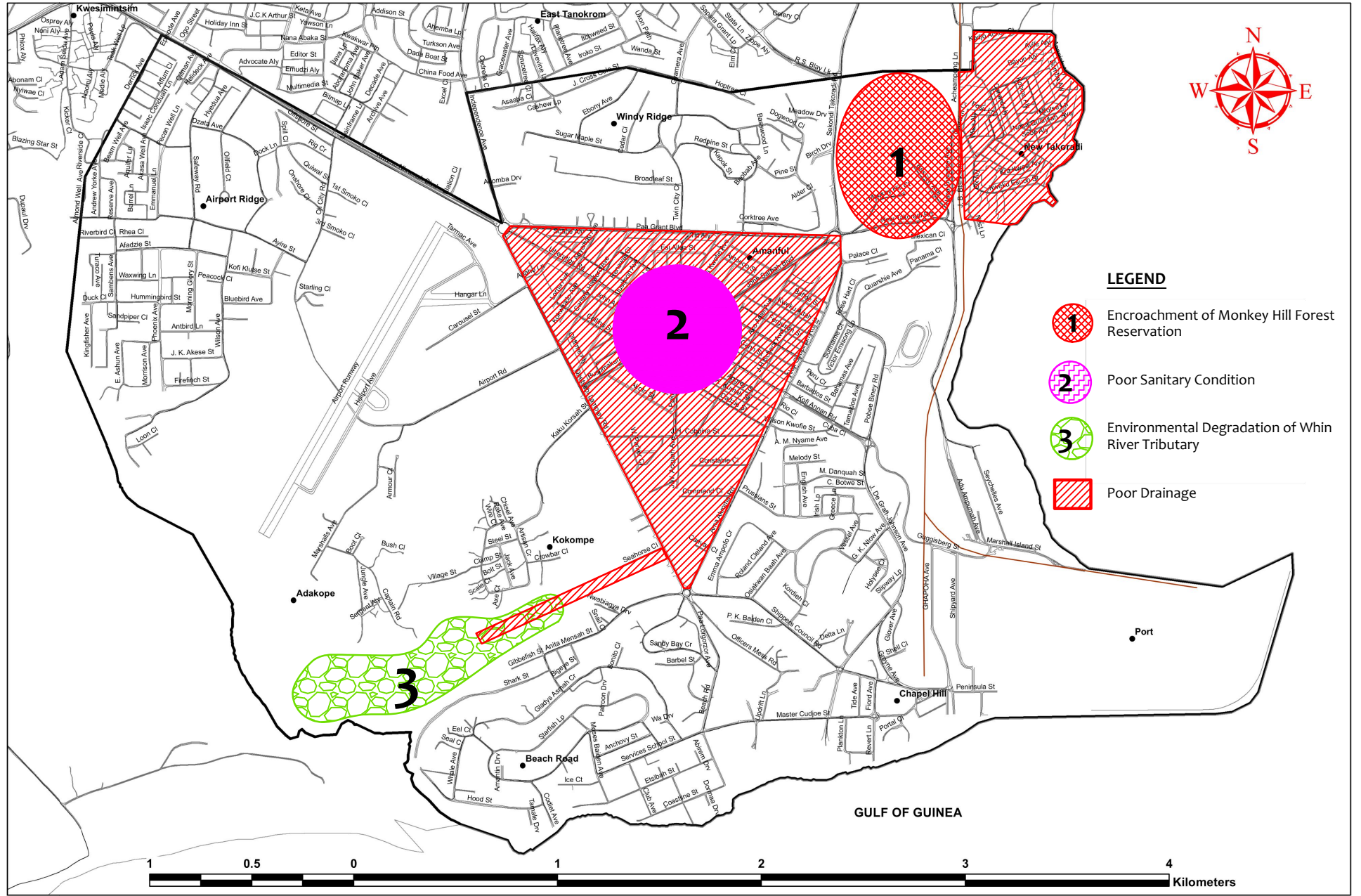
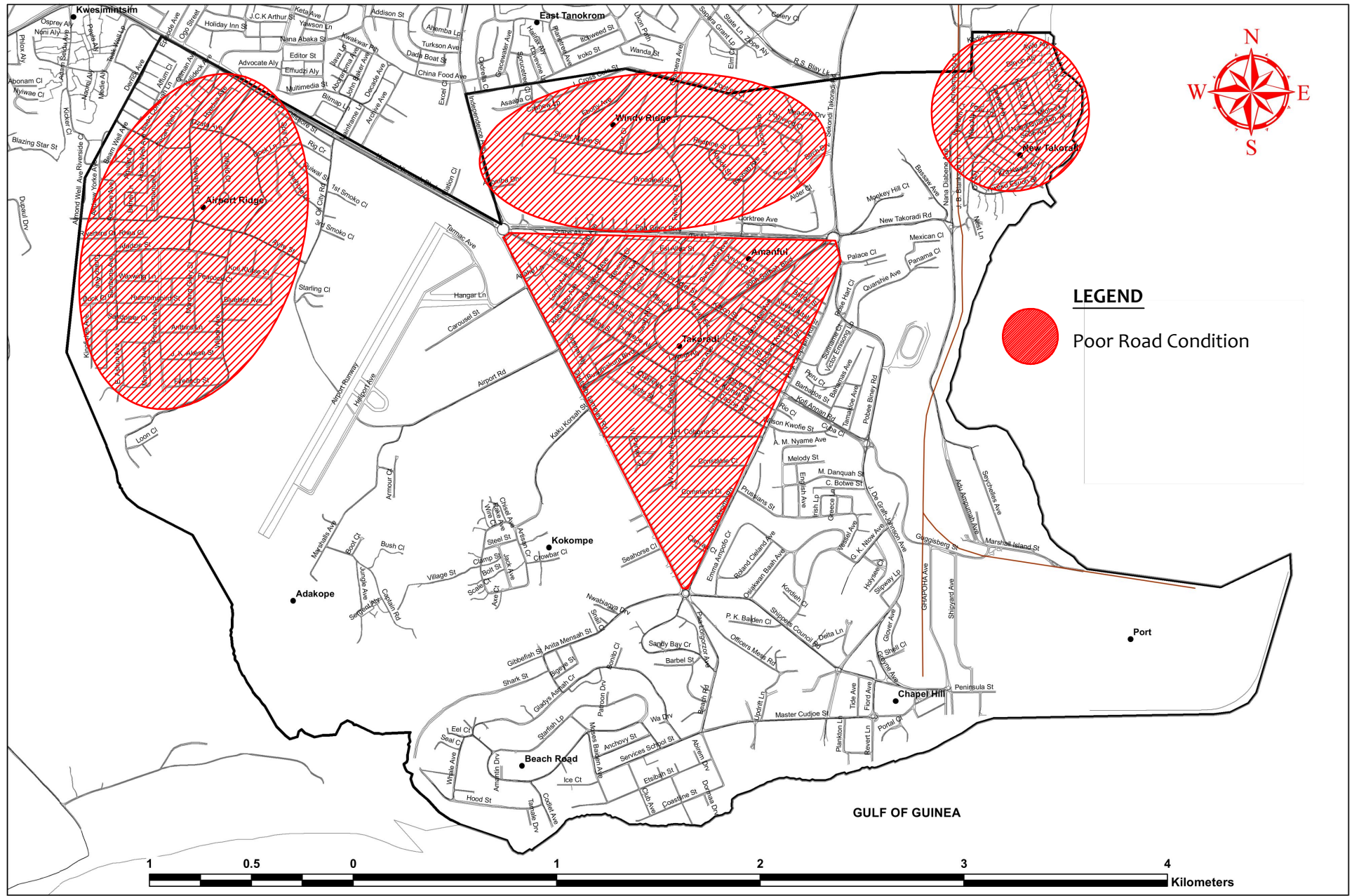


FIG. 3 - CHALLENGES IN TAKORADI SUB METRO - POOR ROAD CONDITION



3.2. OPPORTUNITIES FOR DEVELOPMENT IN THE SUB-METRO

3.2.1 Vacant Properties

During the period when Takoradi experienced a speculative economic boom due to the discovery of oil in the Western Region, many investors came in to build high end residential facilities which are currently not being fully utilised. High Class suburbs such as Beach Road and Chapel Hill have a number of vacant new properties and therefore makes Takoradi supply-ready for property acquisition. In this way, it is expected that investors will have ready access to residential demand, should there be a revival of the economy.

Being an area with prime lands, the Takoradi Sub-metro has the potential of redeveloping and renovating old and abandoned buildings, especially government buildings and modernizing them into office spaces or retail outlets for commercial purposes. Also, by virtue of the proposed strategy to relocate administrative offices in areas such as Windy Ridge, Paa Grant Boulevard, Axim Road and beach Road to Sekondi, there will be the release of parcels of vacant prime lands unto the land market.

3.2.2 Redevelopment of Beach fronts

Tourism is a key contributor to development and as such, it will be profitable that areas such as the beach fronts are developed for use as recreational facilities. Currently, there are few of such developments along the beaches and recreational activities are limited to those. In this case, partnering with the private sector to provide water-front luxury hotels and apartments around the beach means a potential stimulation of the hospitality and tourism industry as well as the creation of jobs.

3.2.3 Port Expansion

With plans of the government to expand ports and harbour underway, the Takoradi Port has the potential of increasing productivity and as a result, increasing its revenue generation base. The port expansion so far has transformed Takoradi Port from functioning solely as an export port to playing both import and export roles and the main port to handle oil production in the country. Projects that have been undertaken for the expansion include the demolition and reconstruction of port office buildings, the expansion and reconstruction of access roads, land reclamation and the development of water and electricity facilities. The first phase of this project which extends

towards New Takoradi is about 60-70% close to completion. The second phase goes as far as Fort Orange in Sekondi and will serve as an industrial hub especially for the petroleum industry. The Takoradi Port expansion project is intended to become a catalyst to stimulate economic activity and create employment. To make available to its staff residential facilities, the Ghana Ports and Harbour Authority has acquired a piece of land in Butumagyabu to be used for the construction of flats.

CHAPTER FOUR: VISION STATEMENT AND OBJECTIVES FOR SUB-METRO

4.1. VISION STATEMENT

Takoradi Sub-Metro is envisioned to be an area of massive development and regeneration with the implementation of the sub-metro plan in the next 5-20 years. It will possess the qualities to meet up to major cities in the country such as Accra and Kumasi. While providing residential facilities, it will as well play a key role in providing investment opportunities especially in the areas of commerce, industry, tourism and hospitality as well as other essential areas of the urban economy. As a result, the sub-metro will experience a general facelift: - slums will be upgraded, employment opportunities will be created, commercial activities especially within the Central Business District will be boosted and improved and the standard of living in the area will appreciate. This will hence create an environment that is welcoming to further development.

4.2. OBJECTIVES OF SUB-METRO PLAN

To assess the success of this plan, it is necessary to set certain objectives that will guide the implementation of the project. These are stated below:

Overall Objective: To prepare a detailed Land Use Plan to guide growth and transform the Takoradi Sub-Metro into a major commercial hub for the region and beyond.

a. Objective I

To regenerate the central area (Takoradi Market Circle) into a modern and efficient Central Business District not only for the aspirations of local residents but also as an international business hub.

b. Objective II

To strengthen the institutional capacity of the Takoradi Sub-Metro in the execution of management functions of the sub-metro.

c. Objective III

To make optimum use and management of available land resources in a manner that not only responds to current demands but is enough to meet future demand without jeopardising the environmental economy.

d. Objective IV

To improve the revenue base of the sub-metro.

e. Objective V

To provide for basic social amenities such as parks and recreational areas.

CHAPTER FIVE: STRATEGIES AND INTERVENTION IN SUPPORT OF OBJECTIVES

5.1 STRATEGIES FOR OBJECTIVES

The following are the sets of strategies to be adopting in achieving each of the objectives mentioned:

Strategies for Objective I

- Create the requisite landuse structure in response to a competitive Central Business District
- Provide a new stock of infrastructure to meet the demands of a modernized Central Business District.
- Concentrate Market Circle on retail and commercial service provision while supported by the Apremdo and Kojokrom Markets serving as bulk breaking markets.
- Enhance accessibility in and out of the Central Business District.

Strategies for Objective II

- Strengthen the existing structures at the sub-metro office responsible for the management functions of the sub-metro.
- Provide necessary logistics required to perform functions
- Promote the involvement of private entities by delegating certain functions to them such that the sub-metro can concentrate on its core functions and execute such functions properly.

Strategies for Objective III

- Rationalize the existing land use structure of the sub-metro with the view to making it more efficient and compact and responsive to the agenda of accelerated growth.
- Identify all government owned derelict, under-utilised, abandoned and open spaces as a means of increasing land supply.

Strategies for Objective IV

- Increase revenue collection threshold of the sub-metro.
- Build capacity of revenue collectors to equip them with adequate revenue collection skills.

Strategies for Objective V

- Improve conditions and attractiveness of already existing parks and recreational areas.

- Transform public open spaces into recreational centres with relevant complimentary facilities.

CHAPTER SIX: EVALUATION OF ALTERNATIVE CONCEPTS FOR PROPOSED LAND USE/MASTER PLAN

6.1. EVALUATION OF ALTERNATIVE CONCEPTS FOR PROPOSED LAND USE/MASTER PLAN

The local plan will involve two alternative concepts both describing the intended structure of the sub-metro. These will further be evaluated to select the best between the two. They are as follows:

- The Totalitarian Concept of Commerce
- Commercial & Industrial Growth Concept

Option 1 - The Totalitarian Concept of Commerce

The Totalitarian Concept of Commerce describes a sub-metro which will mainly focus on transforming the area into a notable commercial hub that is concentrated with commercial activities. Other land uses such as residential, education and civic and culture and will still function though but only to complement commerce. The commercial zone is expected to undergo major expansion whereby commercial activities will no longer be concentrated around the Takoradi Market Circle but extend outwardly to cover greater parts of the Triangle at Market Circle. It is anticipated that with the introduction of high rise buildings, modernized parking spaces and complimentary business facilities, businesses will thrive in this zone. There will however be the creation of satellite markets within the suburbs that will provide for the recurrent retail needs at the neighbourhood level. This concept is illustrated in Fig. 2.

Merits

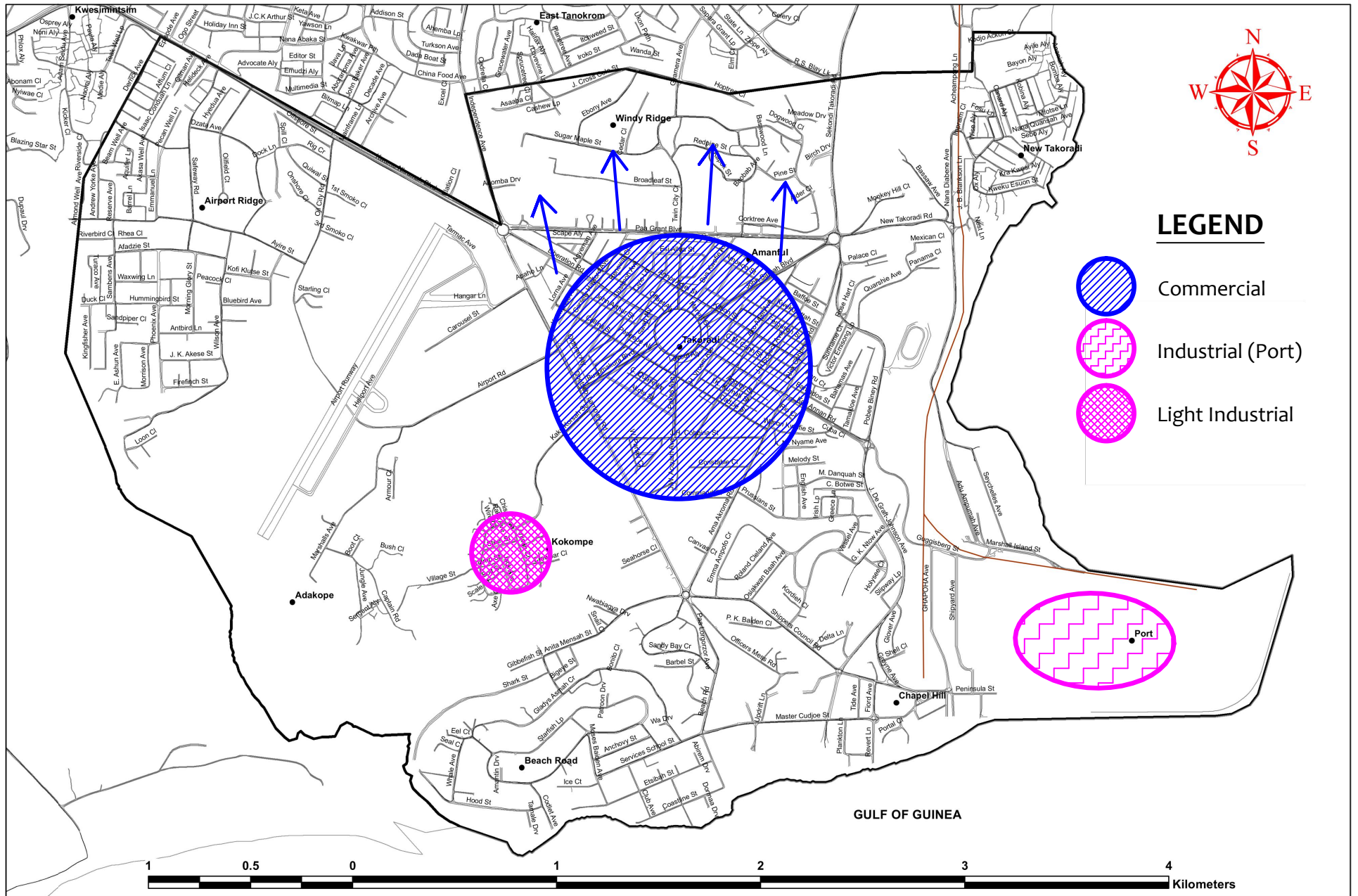
- This concept is consistent with the Structure Plan for Sekondi-Takoradi and therefore can be easily implemented.
- The restructuring of a commercial zone will resolve the avoidable congestion and pollution caused by current activities at the market circle
- The sheer scale of events on the site being totally exclusive for commerce assures it of the benefits of economies of scale.

Demerits

- An over concentrated commercial centre could be faced with traffic congestion, lack of parking space and stress on infrastructure such as power and water.
- This concept puts a stress on heritage buildings within the area since these buildings are likely to be converted into office spaces and shops for commercial use.

- In the medium to long term, chances of displacing residential properties could be high. This poses a threat of the zone being dead to residential activities at night.

FIG. 4 - OPTION 1 - TOTALITARIAN CONCEPT OF COMMERCE



Option 2 - Commercial & Industrial Growth Concept

- This option takes into consideration the development of both the commercial and industrial properties of Takoradi. Commercial activities will expand but will not go too far beyond the Market Circle and will house major wholesale and retail outlets, banks, offices and other commercial facilities. Bulk breaking of especially perishable goods will be relocated to Aprembo and Kojokrom Markets. Being the major industrial areas of the sub-metro, the Takoradi Port and the Kokompe Autoparts Centre will be given some development priorities in a bid to facelift the sub-metro and promote its vibrancy. Reclamation of land from the sea will take place at The Takoradi Port to meet expansion activities at the port. Fig. 3 gives an illustration of this concept.

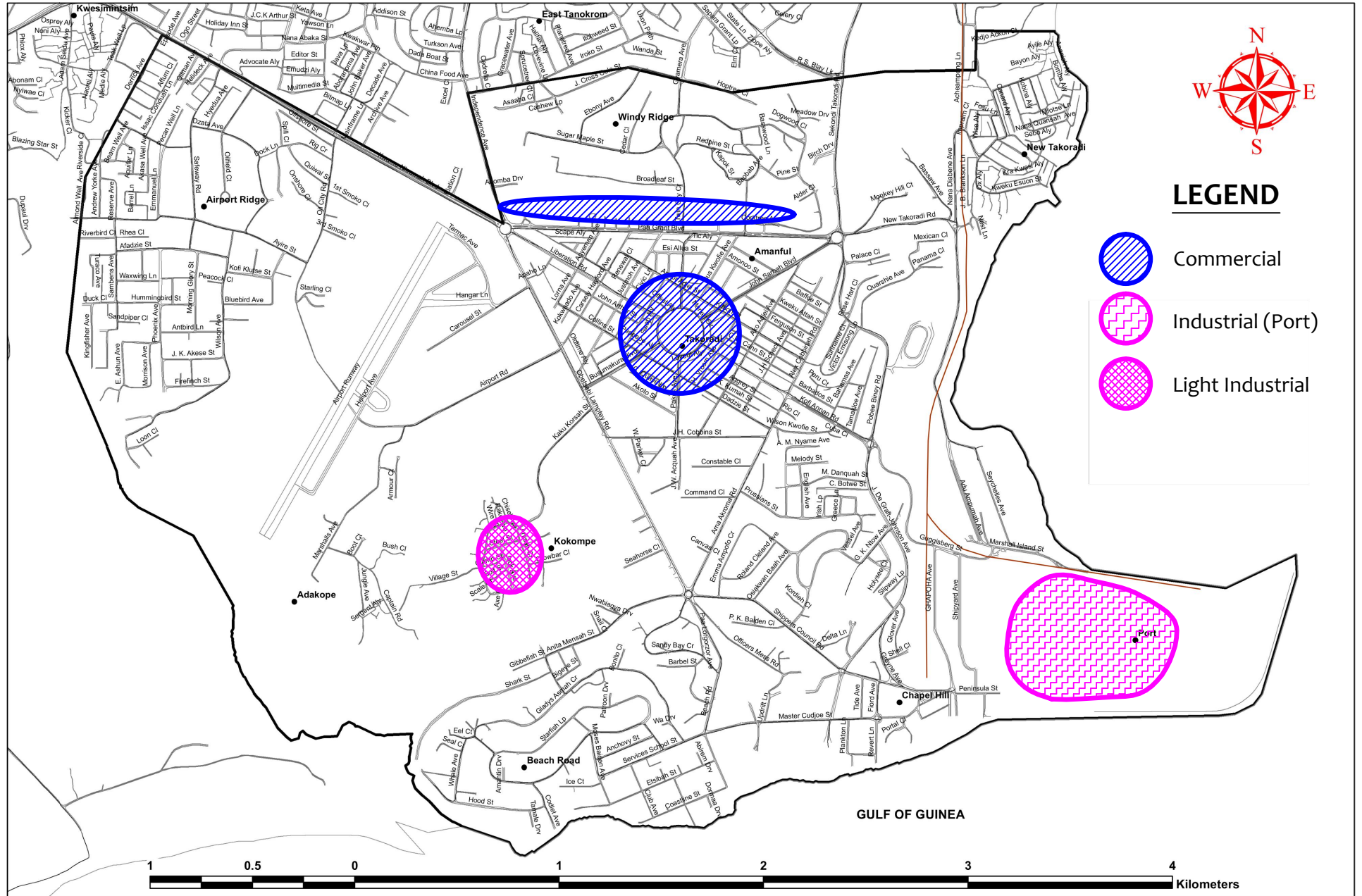
Merits

- The relocation of bulk breaking market functions to Aprembo and Kojokrom markets will ease congestion at the Market Circle.
- With the current government already investing in the Kokompe Light Industrial Area (rehabilitation of roads, construction of garages), it can be upgraded and consolidated into a major automobile centre serving Takoradi and beyond.
- As a way forward, Kokompe can become a fabrication centre that is able to rub shoulders with the likes of Suame Magazine in Kumasi, while presenting itself as a skills acquisition centre and creating jobs.
- An expanded Takoradi port will lead to an increase in productivity and hence more income generation for the country as a whole.

Demerits

- An upgrade of the Kokompe Centre results in a continuous threat to the Whin River and this will far outweigh its benefits of job creation.
- As commercial activities is still concentrated around the Market Circle, despite the fact that the centre no longer plays bulk breaking functions, the likelihood of being congested over time is high.
- Industrial Land Use is not very compatible with Commercial Land Use since the demand for utilities to effectively run both sectors may be on the high and the capacity to satisfy both sectors may be unavailable.

FIG. 5 - OPTION 2 - COMMERCIAL & INDUSTRIAL GROWTH CONCEPT



This being said, the Totalitarian Concept of Commerce (Option 1) is the preferred choice for implementation to guide development in the sub-metro. Considering the merits and demerits of both options, Option 1 presents a more realistic growth concept since it concentrates on the development of commerce for which Takoradi is already recognized. It however does not ignore the functions of the industries in the sub-metro (Takoradi Port and Kokompe Light Industrial Area) and allows them to function as they already do. This concept is also consistent with the already existing Structure Plan for Sekondi-Takoradi and therefore can be easily realized as compared to Option 2. The development of an industry based economy can be well performed by the Essikado Ketan Sub-Metro and Effia Kwessimintim Sub-Metro.

CHAPTER SEVEN: DRAFT SUB-METRO PLAN

7.1 Draft Sub-Metro Plan

The Draft Sub-Metro Plan clearly illustrates how the sub-metro is expected to transform positively over the short, medium and long term. The plan has identified the shortfalls in the existing land use structure of the sub-metro and therefore seeks to redefine it. By the end of the plan period, Takoradi Sub-metro will be seen to play the main role of commerce and be transformed into a competitive Central Business District.

7.1.1 Existing Situation & Proposed Land Use Structure for the Sub-Metro

a. Existing Situation

Highlighted below include some of the major issues related to the Land Use structure of the sub-metro

- i. The existing land use is inefficient, coupled with conflicting land uses rather than complementarity.
- ii. The density of development in the sub-metro is too low resulting in the inefficient use of land as it requires more space to experience the growth and development that it requires.
- iii. The capacity of land management agencies has improved but is however still far below the requisite level to handle the challenges it is currently facing in bound to face in future.
- iv. Takoradi sub-metro is fortunate because it has a huge proportion of territory under Government acquisition. There is a Public Lands Protection Act of 1974 and yet individuals have encroached and appropriated several acres of prime lands.

b. Proposed Land Use Structure

- i. To effectively manage limited land space, it is important that unencumbered and undeveloped lands are identified and put to effective use.
- ii. Formulate and enforce laws to encourage developers to complete building within a certain period of time else face appropriate sanctions.

FIG. 6 - EXISTING LAND USE STRUCTURE OF TAKORADI SUB METRO

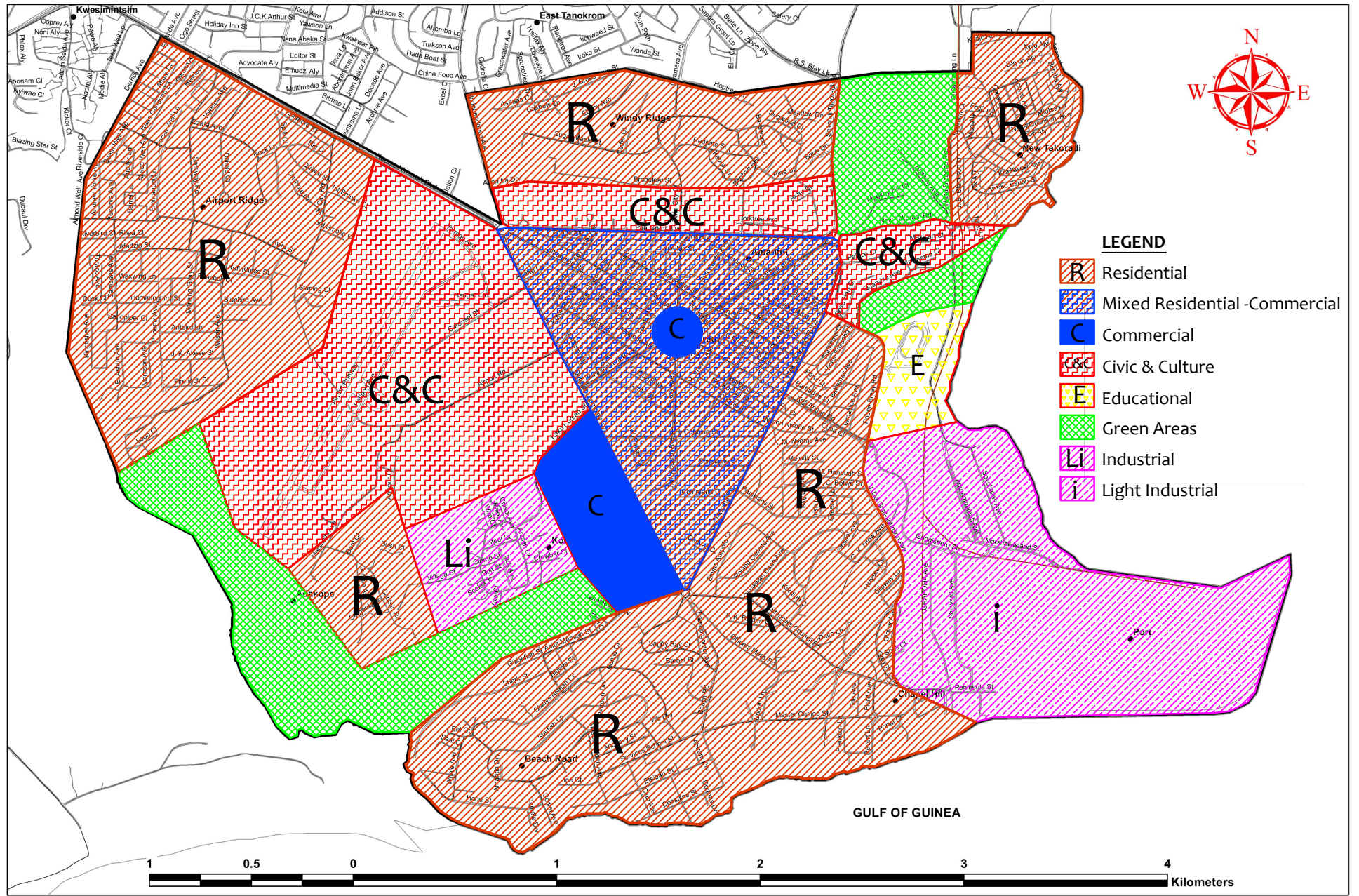


FIG. 7 - PROPOSED LAND USE PLAN FOR TAKORADI SUB-METRO (1 - 5 YEARS)

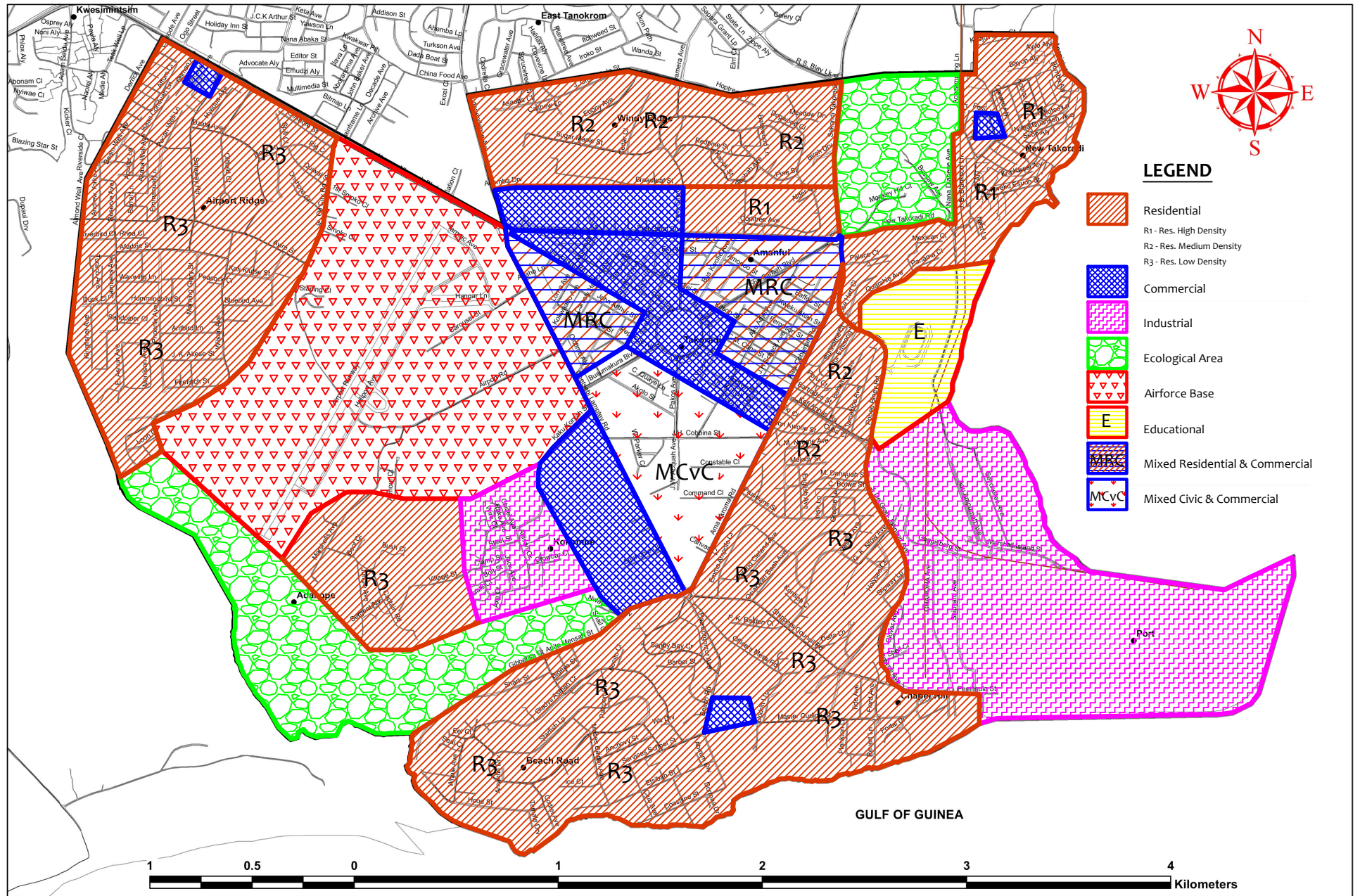


FIG. 8 - PROPOSED LAND USE PLAN FOR TAKORADI SUB-METRO (1 - 10 YEARS)

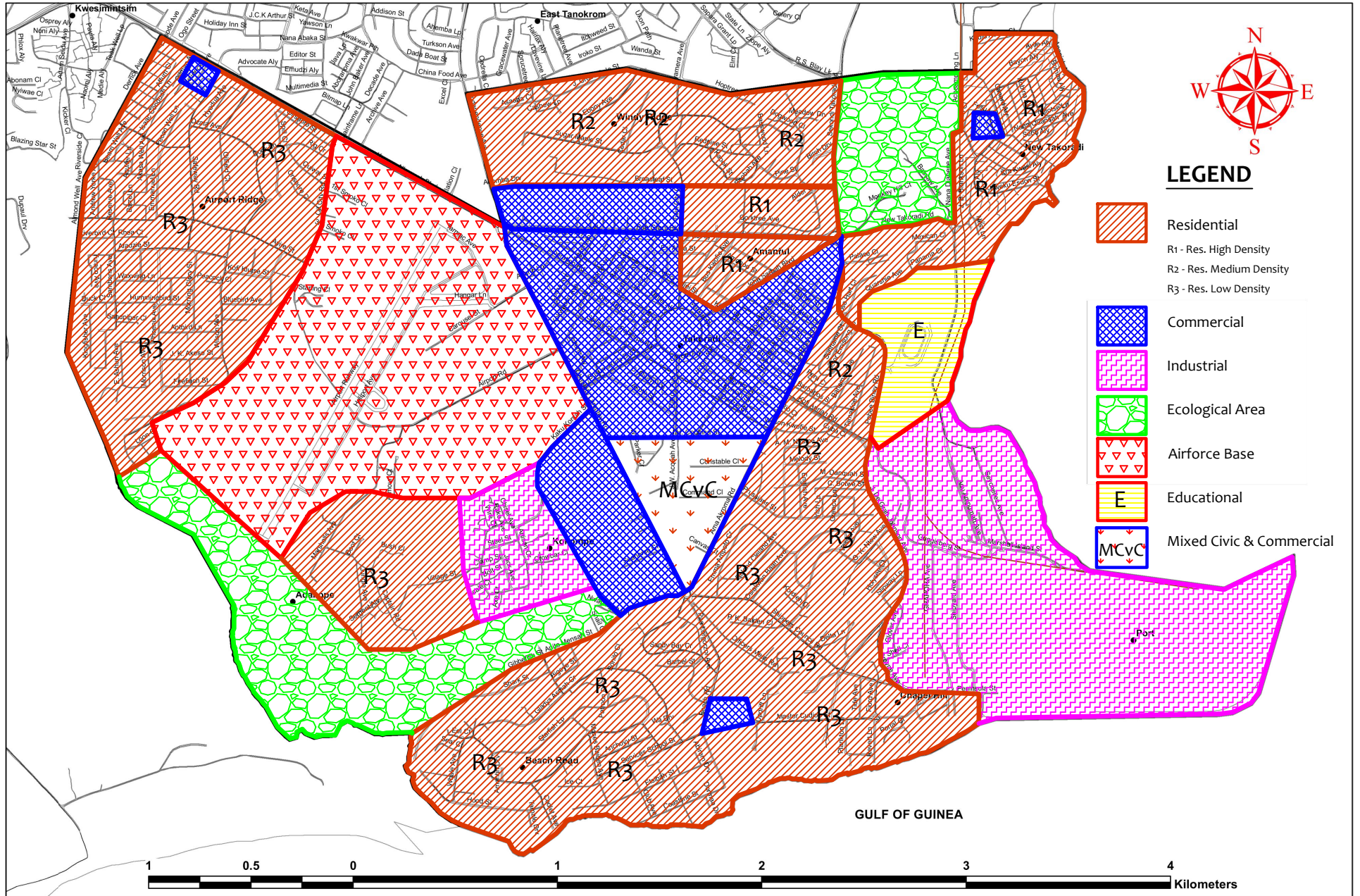


FIG. 9 - PROPOSED LAND USE PLAN FOR TAKORADI SUB-METRO (1 - 20 YEARS)

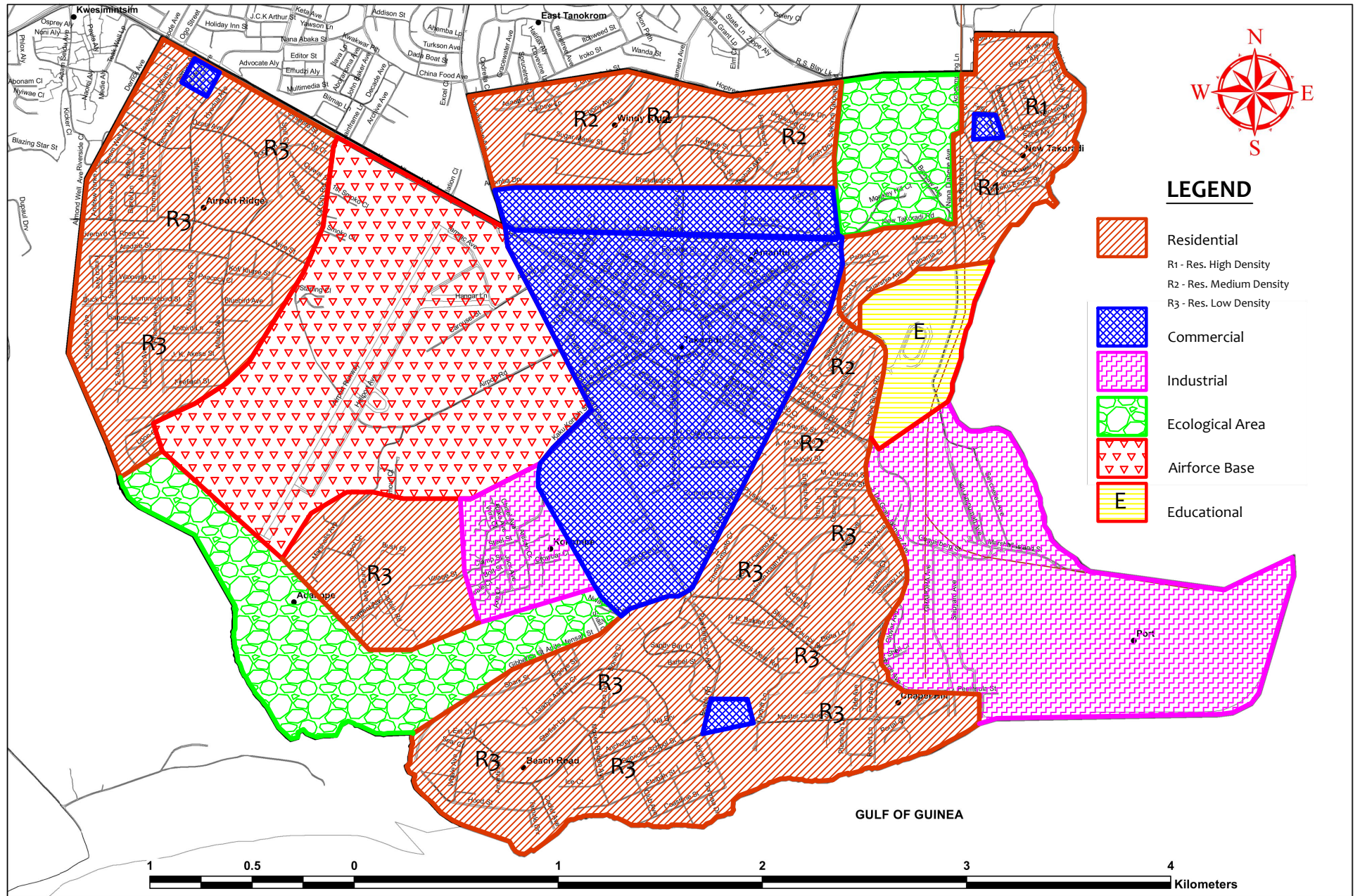
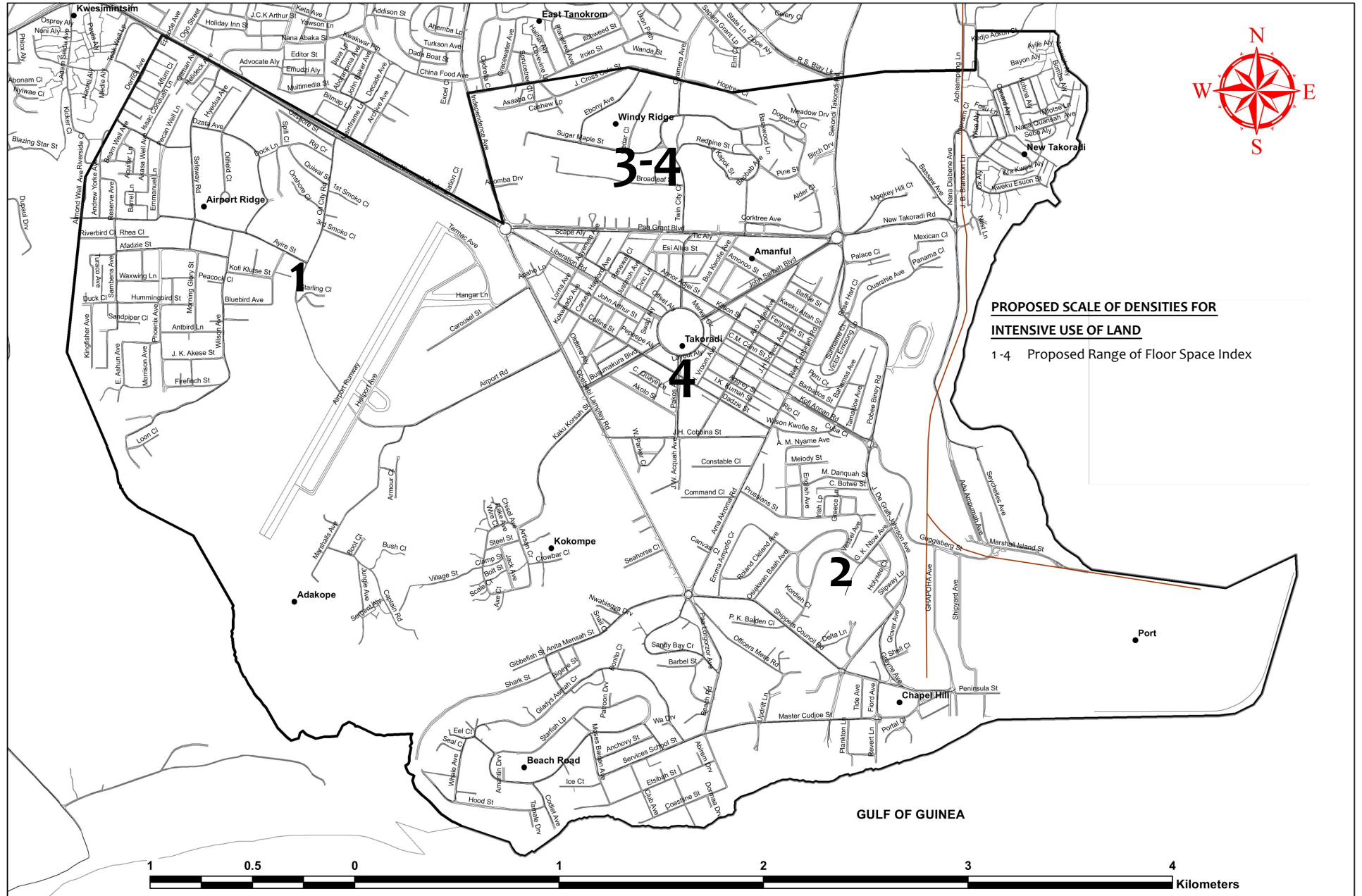


FIG. 10 - TAKORADI SUB METRO - PROPOSED FLOOR SPACE INDEX



7.1.2 Existing Situation and Proposed Intervention for Commerce

a. Existing Situation

Highlights of the existing context are as follows:

- i. The Central Business District is busy and congested throughout the day but rather low in productivity.
- ii. There is scattered and unorganized commercial activity within the sub-metro.
- iii. The Market Circle plays the role of both a bulk breaking market and a retail centre generating even more congestion.
- iv. The Market Circle is in deplorable state and has become a flood prone area. It is also characterized by insanitary conditions.
- v. Haphazard siting of commercial kiosks and shopping containers within the city.

b. Proposed Intervention

- i. Facilitation of the preparation of a detailed urban design scheme and investment prospectus for the Central Business District by relevant bodies.
- ii. An overall commerce and retail spatial plan to guide the regeneration of commercial activity and create adequate but efficient retail space in the manner that will add value rather than being in conflict with other land uses.
- iii. The unorganized spread of kiosks and shopping containers within the sub-metro is an expression of unmet demand for micro demand for micro retail space. The introduction of modernized kiosks pre-designed and standardized in a pleasing architectural setting along designated streets is not far from possible.
- iv. The capacity of the Town and Country Department requires strengthening to handle the excessive challenges of the Central Business District redevelopment, especially the tasks of coordination during the planning and implementation as well as monitoring and evaluation.
- v. An imperative collaboration with utility providers such as GWCL and ECG to meet the likely increase in demand for power and water supply in response to the vision for a New Central Business District.

7.1.3 Existing Situation and Proposed Intervention for Residential

a. Existing situation

The existing situation in the context of residential are as follows:

- i. There are pockets of lands within developed residential areas that have not been developed or with uncompleted developments.
- ii. Residential facilities in areas such as New Takoradi, Takoradi and Adakope are in deplorable state and require varying degrees of upgrading and renovation.
- iii. Housing needs for staff of state owned agencies and security services need to be pursued.

b. Proposed intervention

The following are a set of interventions proposed in support of issues related to residential:

- i. Promotion of a programme aimed at facilitating the completion of all uncompleted buildings across the sub-metro.
- ii. In line with the community infrastructure upgrading programmes, the introduction of a novelty housing finance and technical assistance package directed at improvement of the run-down houses that are technically viable for improvement of extension works. This could be done in collaboration with the Citywide Settlement Upgrading Fund (CSUF) under the STMA.
- iii. There should be decisive plans to build decent and affordable residential facilities for staff of government agencies and implement plans to renovate and properly maintain existing ones.
- iv. Promote Public Private Partnership in the provision of residential facilities

FIG. 11 - TAKORADI SUB METRO - PROPORTION OF HOUSES IN BAD CONDITIONS

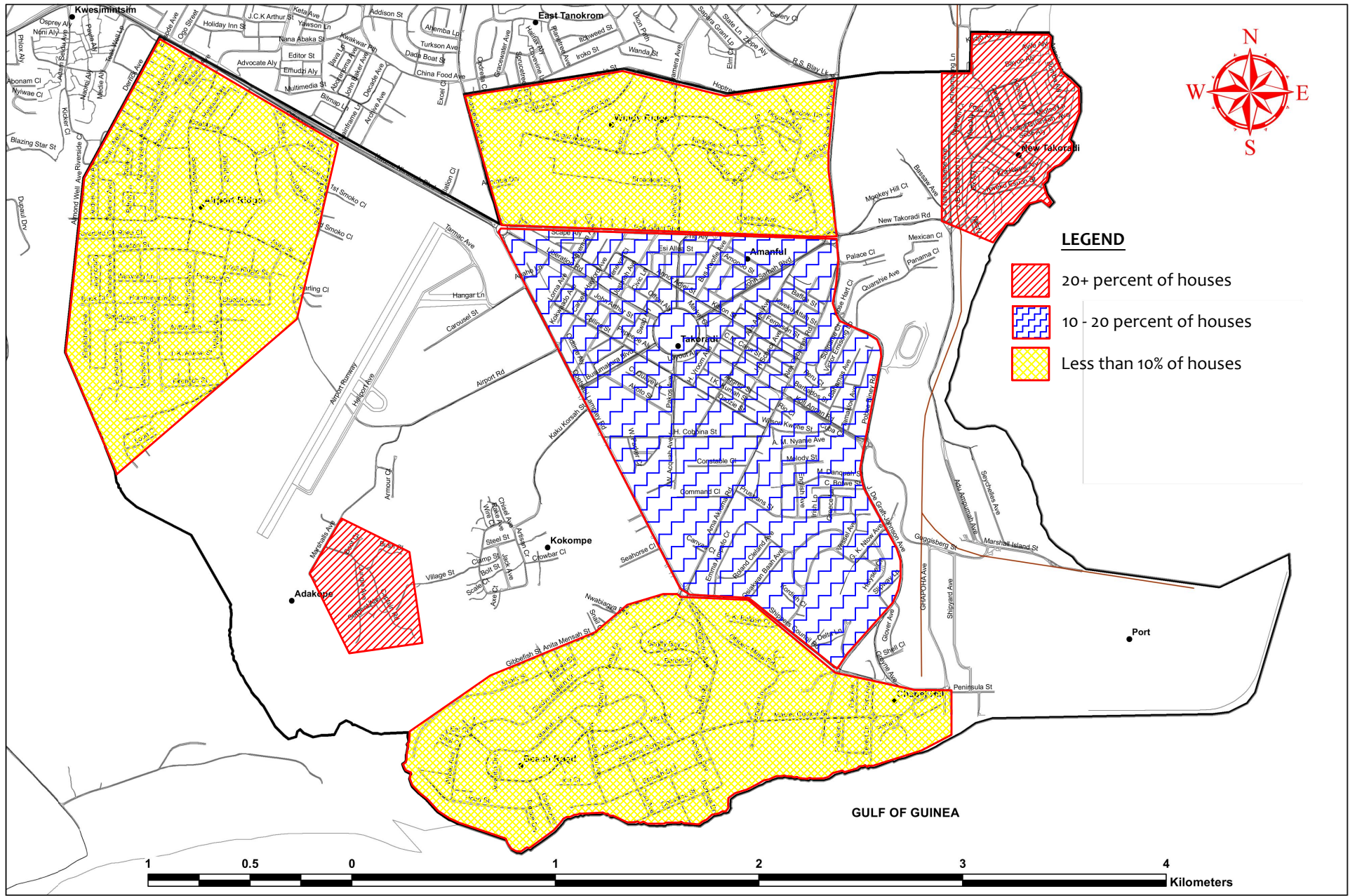


FIG. 12 - TAKORADI SUB METRO - PROPOSED IMPROVEMENT OF HOUSING CONDITION

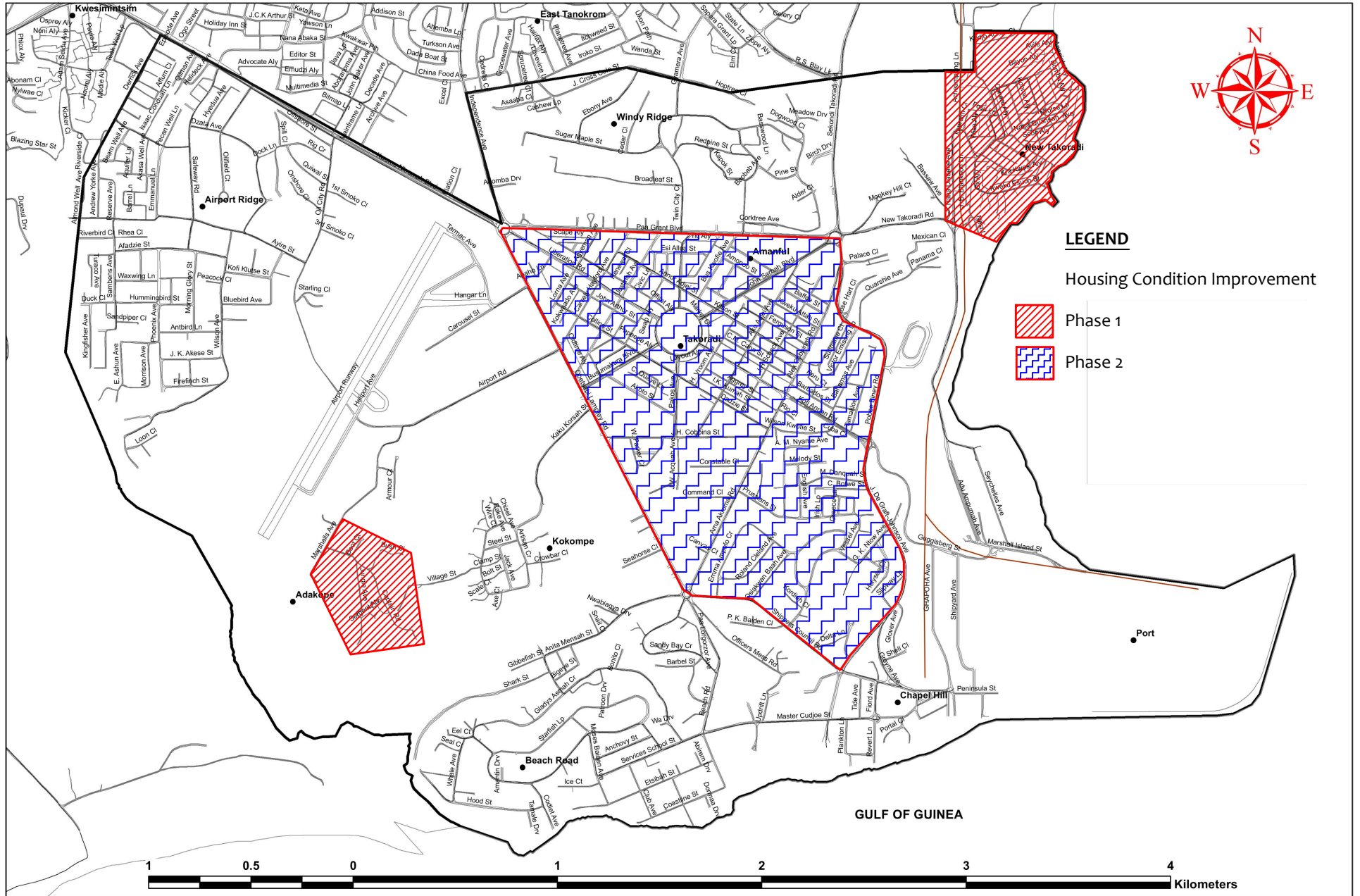
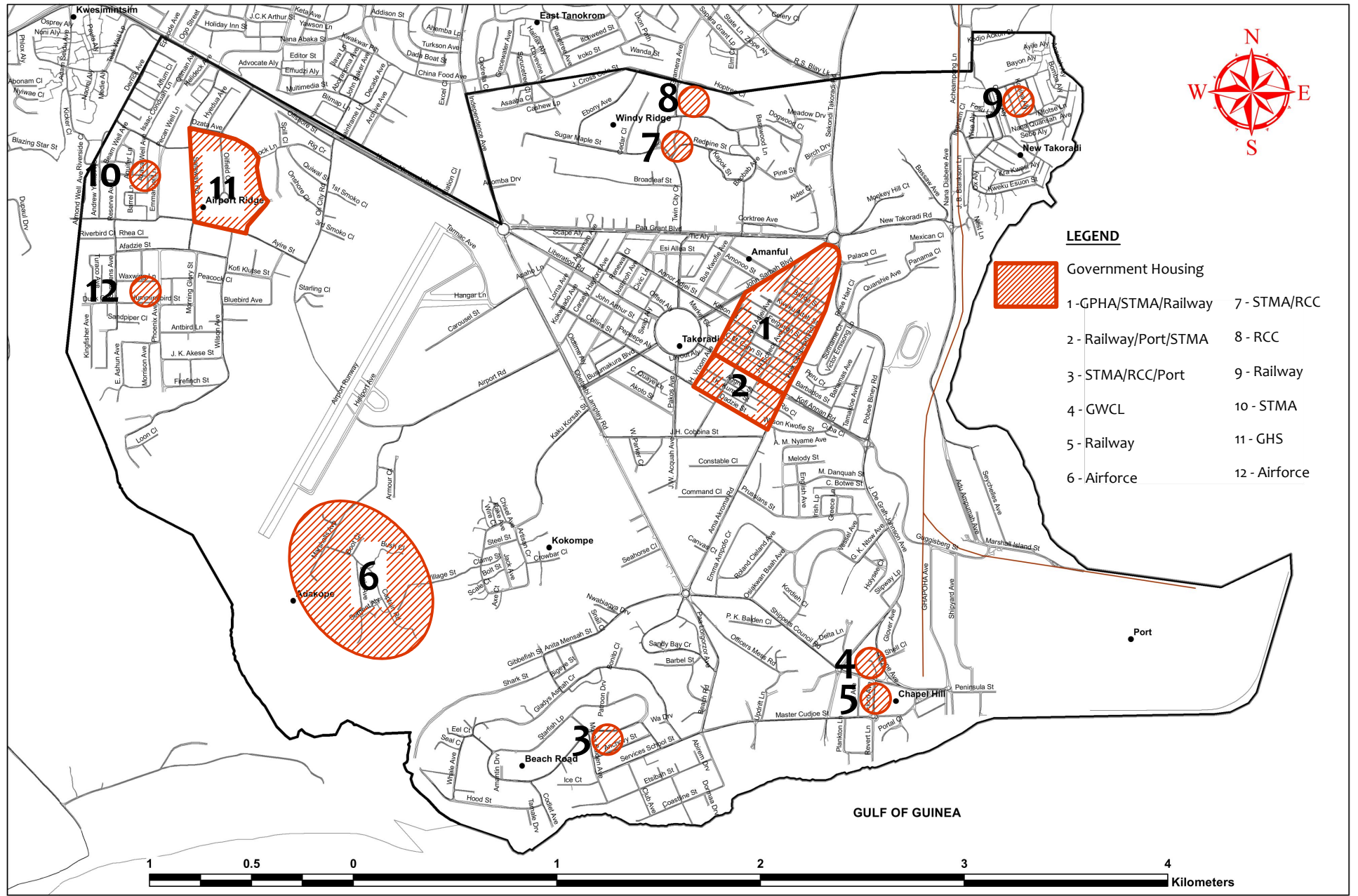


FIG. 13 - GOVERNMENT HOUSING MAP OF TAKORADI SUB METRO



7.1.4 Existing Situation and Proposed Intervention for Industry

Highlighted below is the existing situation for industry in the sub-metro:

a. Existing situation

- I. The main industrial areas are the Takoradi Port and Kokompe Light Industrial Area. However there are pockets of areas where one finds other forms of light industrial activities scattering the sub-metro.
- II. The Takoradi Port is currently undergoing expansion to enhance the port's competitiveness and position it as a leading maritime hub in the West African Region.
- III. There is the incidence of conflicting land use at the Kokompe Light Industrial Area since waste from the industrial zone pollute the water body lying behind the area.

b. Proposed Intervention

- i. Promotion of investment into the Kokompe Light Industrial Centre to upgrade it into a major automechanic centre that goes beyond selling spare parts and fixing automechanic related problems, but also manufacturing of automechanic parts
- ii. The sub-metro will need to collaborate with the EPA to ensure that environmental pollution caused by industrial waste be checked and controlled in the best possible way

7.1.5 Existing Situation and Proposed Intervention for Infrastructure and Social Services (Education, Health, Water, Electricity, Recreation/Environment)

a. Existing situation

The existing situation in the context of education are as follows:

- i. Educational facilities are adequate in quantity but the quality of service in a number of schools (especially public schools) is poor. These schools are in bad shape, lacking basic educational materials and necessary complementary facilities.
- ii. The main Ghana Education Service office in charge of managing schools within the sub-metro is structurally weak and requires immediate and major renovation works.

FIG. 14 - EDUCATIONAL FACILITIES IN TAKORADI SUB METRO

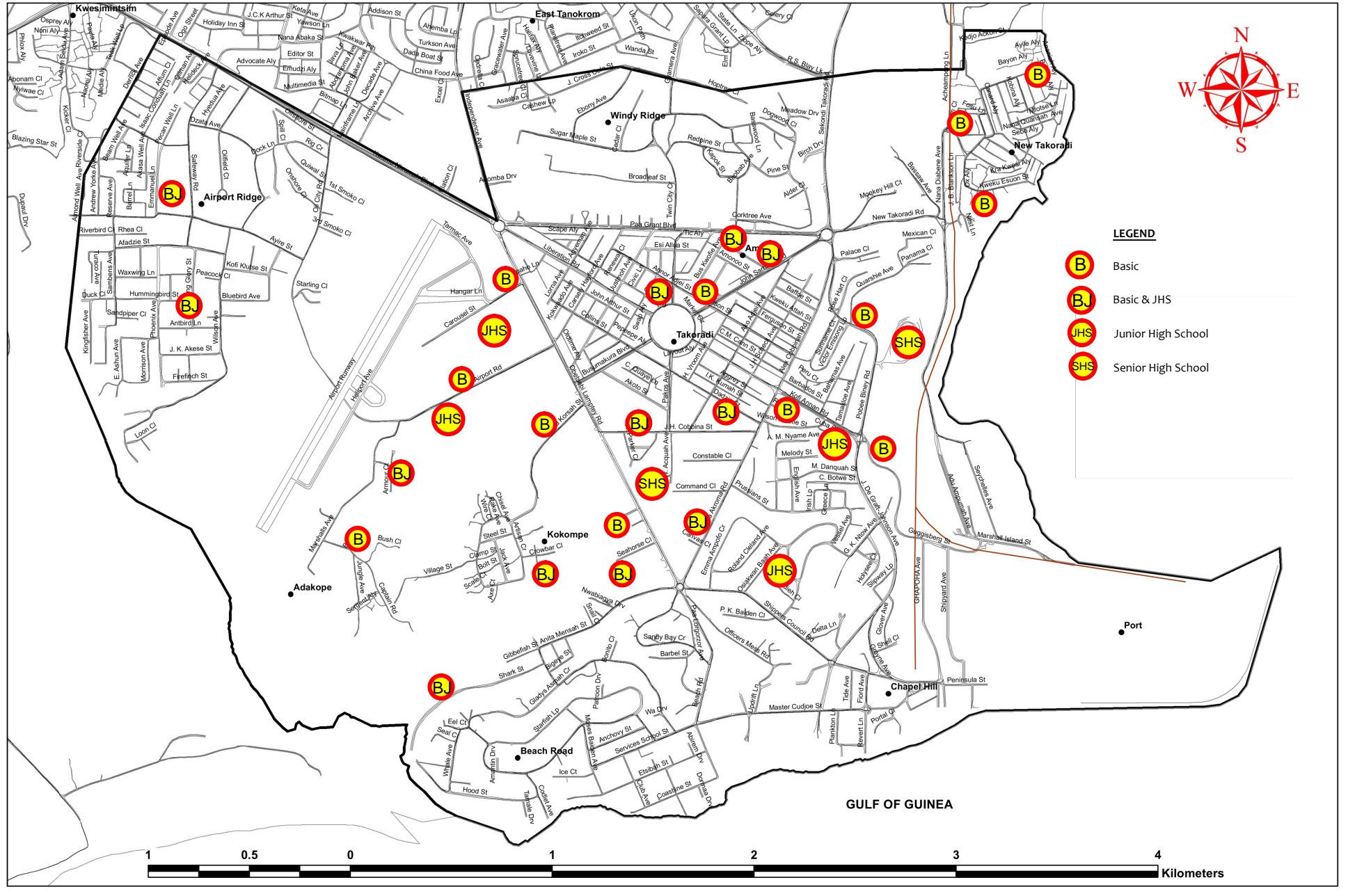


FIG. 15 - TAKORADI SUB METRO - PROPOSED COMMUNITY LIBRARIES

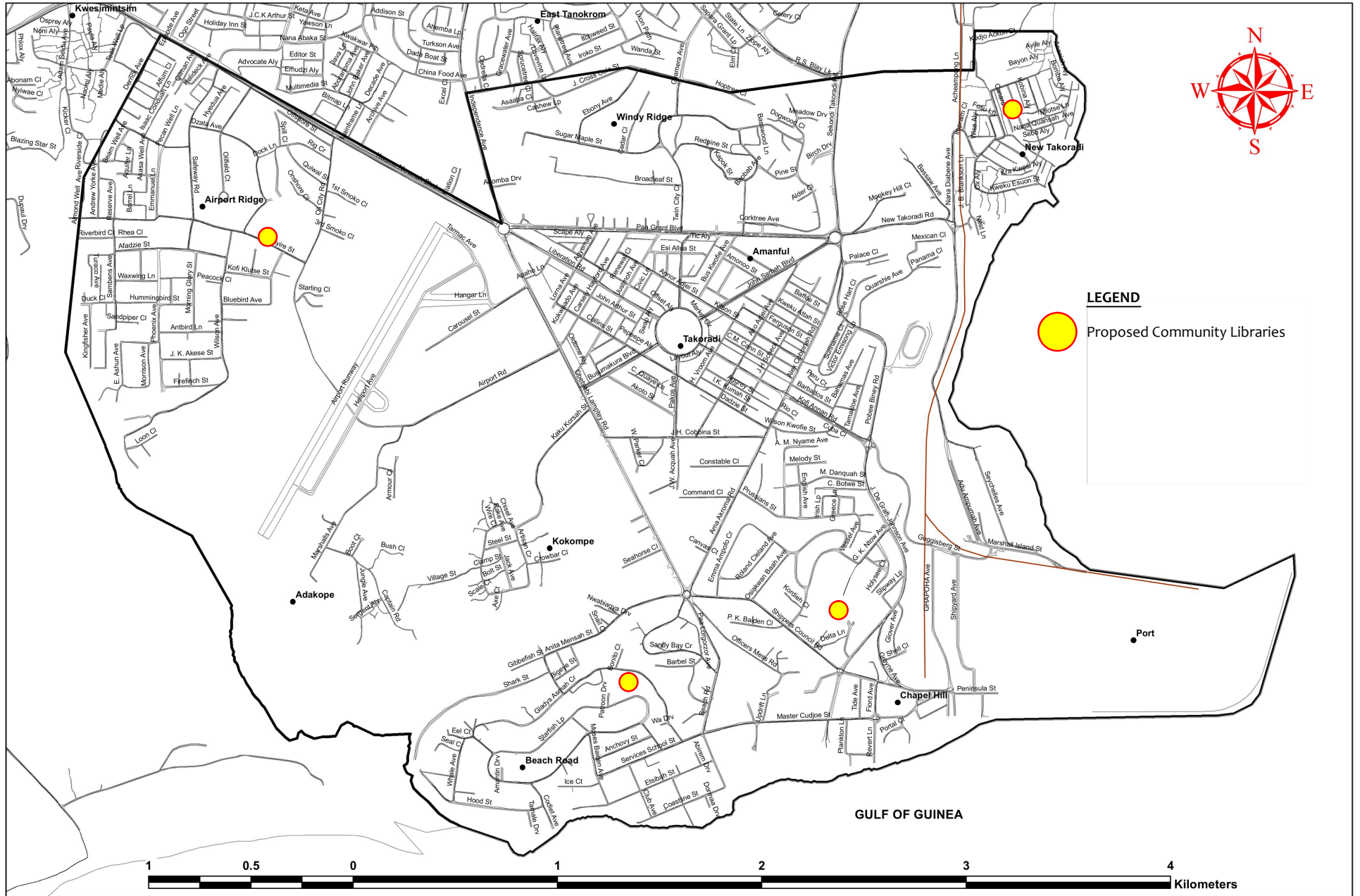
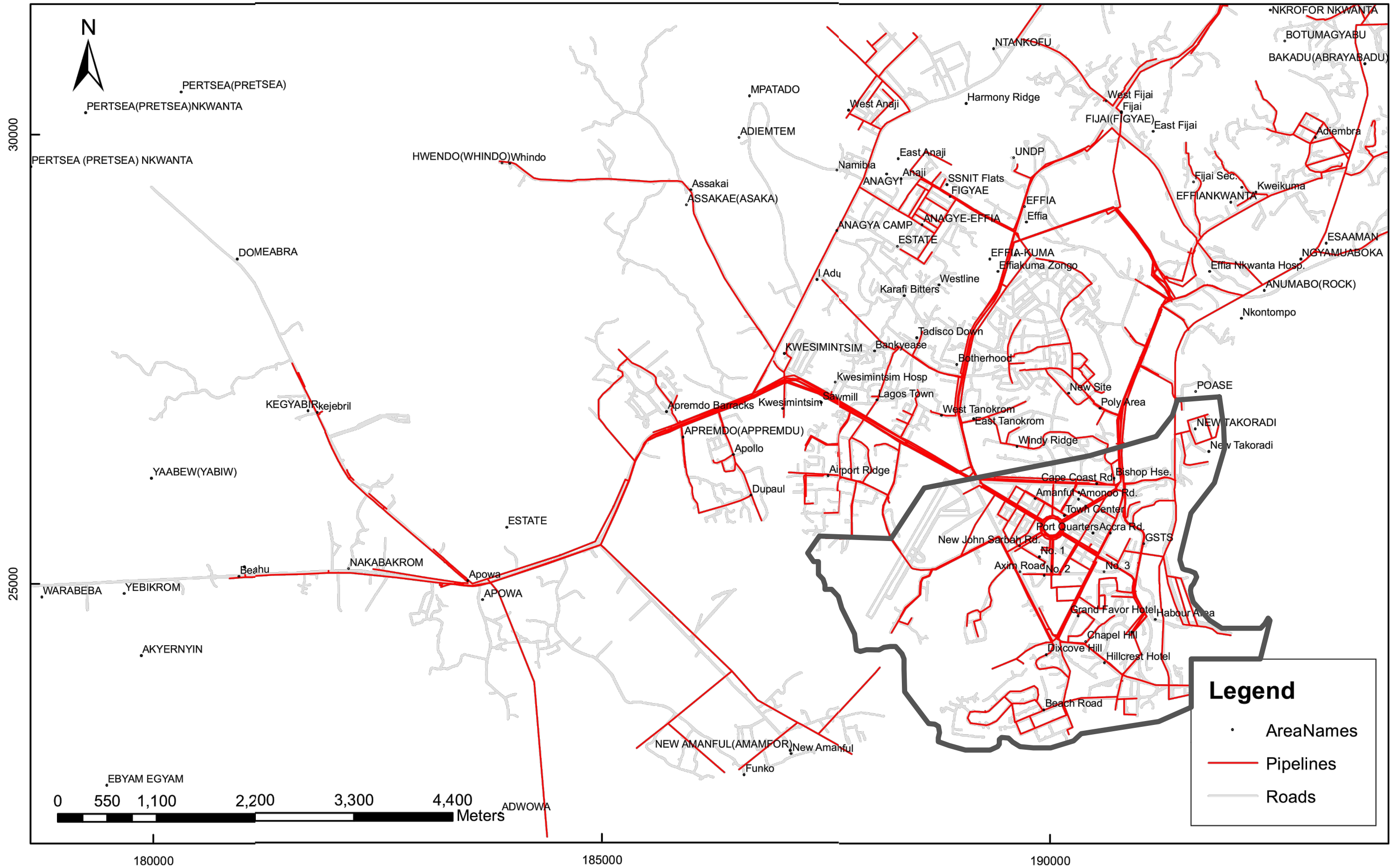


FIG. 16 - TAKORADI SUB METRO - GWCL PIPELINE NETWORK



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Date: OCT 2016

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- iii. Water supply is a challenge even for domestic consumption. The Ghana Water Company Limited is faced with the challenge of adequately providing water due to the fact that existing lines are inadequate to serve the communities. The low pressure at treatment and distribution points also results in poor water supply.
- iv. Health facilities are fairly adequate for healthcare provision however there is need for improvement in their service delivery.
- v. The sub-metro still experiences interrupted power supply.

b. Proposed intervention

The following are a set of interventions proposed in support of issues related to Infrastructure and Social Services:

- i. The sub-metro should foster the upgrade of existing public schools paying attention not only to the physical assets but more importantly the quality of educational service provision at the foundation levels (kindergarten and primary).
- ii. There is the need to accelerate investments in community libraries within the sub-metro.
- iii. Ground water resources for both domestic and commercial usage and also promote technologies that recycle waste water to avoid wastage of treated water and thereby increase the supply of the scarce treated water.
- iv. Promotion of the investment in public parks to open up leisure opportunities and develop the ambiance of the sub-metro.

7.1.6 Existing Situation and Proposed Intervention for Sanitation and Waste Management

a. Existing situation

The existing situation in the context of sanitation and waste management are as follows:

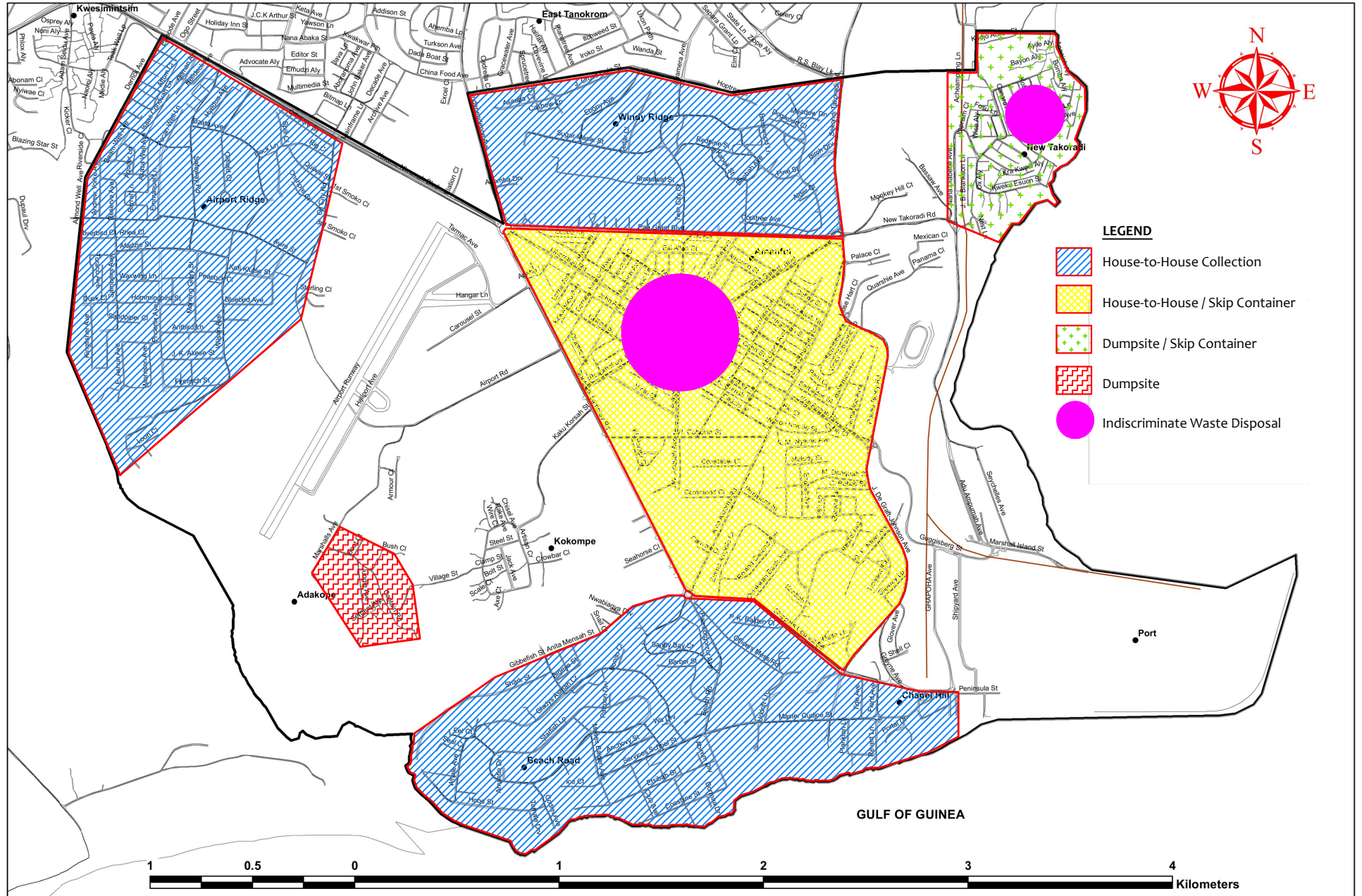
- i. Inappropriate disposal of waste with waste collectors unable to effectively and efficiently collect waste. The sub-metro is in a state of filth which is revealed especially during a heavy downpour of rain. Drains are heavily choked with solid waste.
- ii. The open dump site and skip container method of waste disposal is still being practiced in certain areas.

b. Proposed Intervention

Proposed intervention for dealing with the issue of sanitation and waste management include:

- i. Introduction of waste segregation and recycling in a sustainable manner and hence sensitizing residents on the benefits of this practice.
- ii. Increasing the number of waste collectors assigned to the sub-metro to meet the demand for waste collection.

FIG. 17 - TAKORADI SUB METRO - SANITATION & WASTE



7.1.7 Existing Situation and Proposed Intervention for Policing, Security and Fire

a. Existing Situation

The existing situation in the context of Policing, Security and Fire are as follows:

- i. Absence of a Police Post in New Takoradi despite the area being noted as a crime prone zone.
- ii. Poorly lighted major streets within the sub-metro hampering visibility and thereby increasing the incidence of criminal activities.
- iii. For an entire CBD, the presence of a mere fire post instead of a fire station makes it impossible to adequately deal with possible outbreak of fire.
- iv. Staff of the security service do not have proper accommodation facilities.

b. Proposed Intervention

- i. Proposed upgrade of the Market Circle Fire Post to meet the capacity of a Fire Station.
- ii. Proposed construction of a police post in New Takoradi
- iii. Upgrade of accommodation facilities to security personnel.

FIG. 18 - TAKORADI SUB METRO - FIRE SERVICE STATIONS

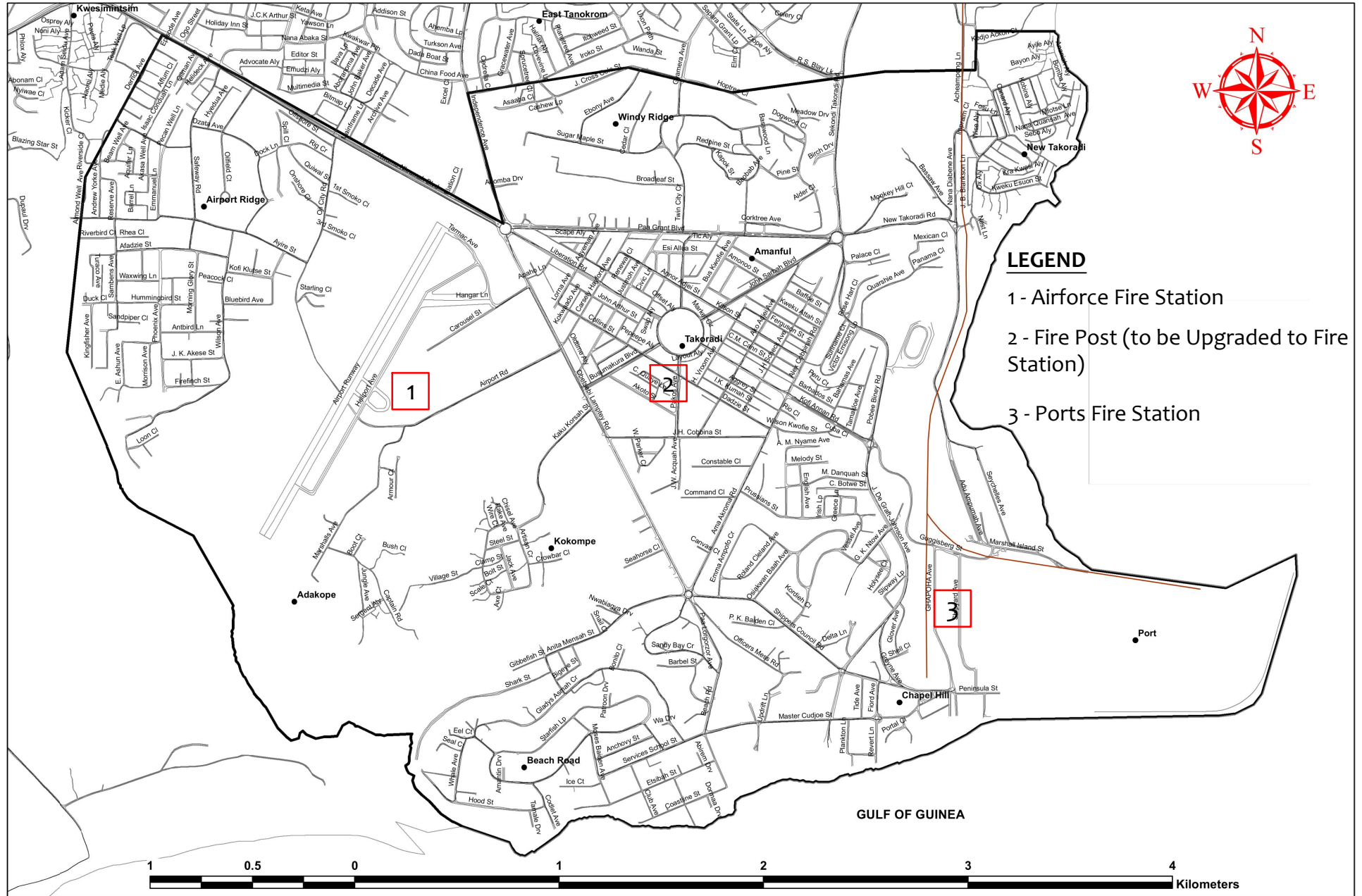
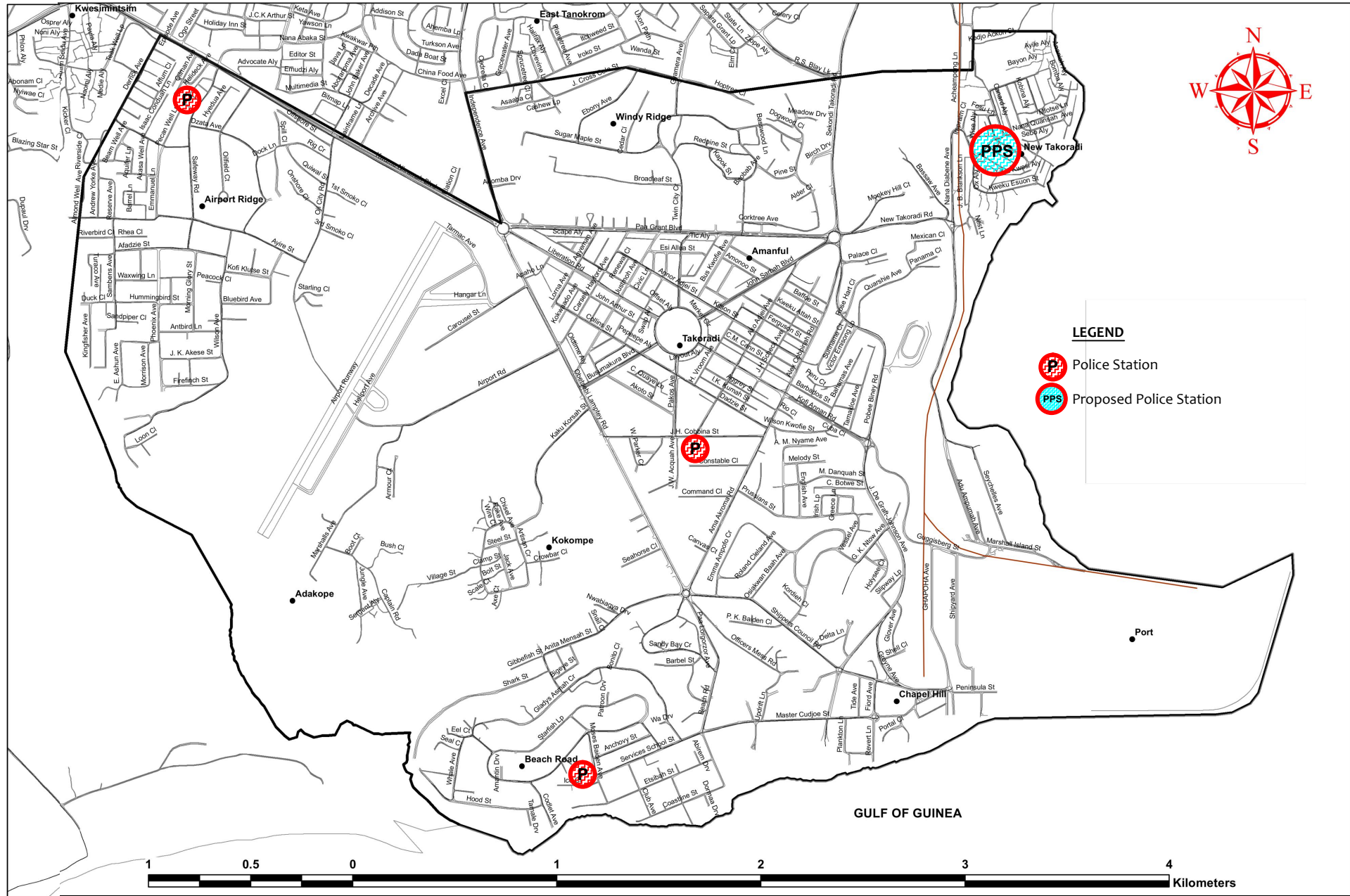


FIG. 19 - SECURITY SERVICE MAP OF TAKORADI SUB METRO

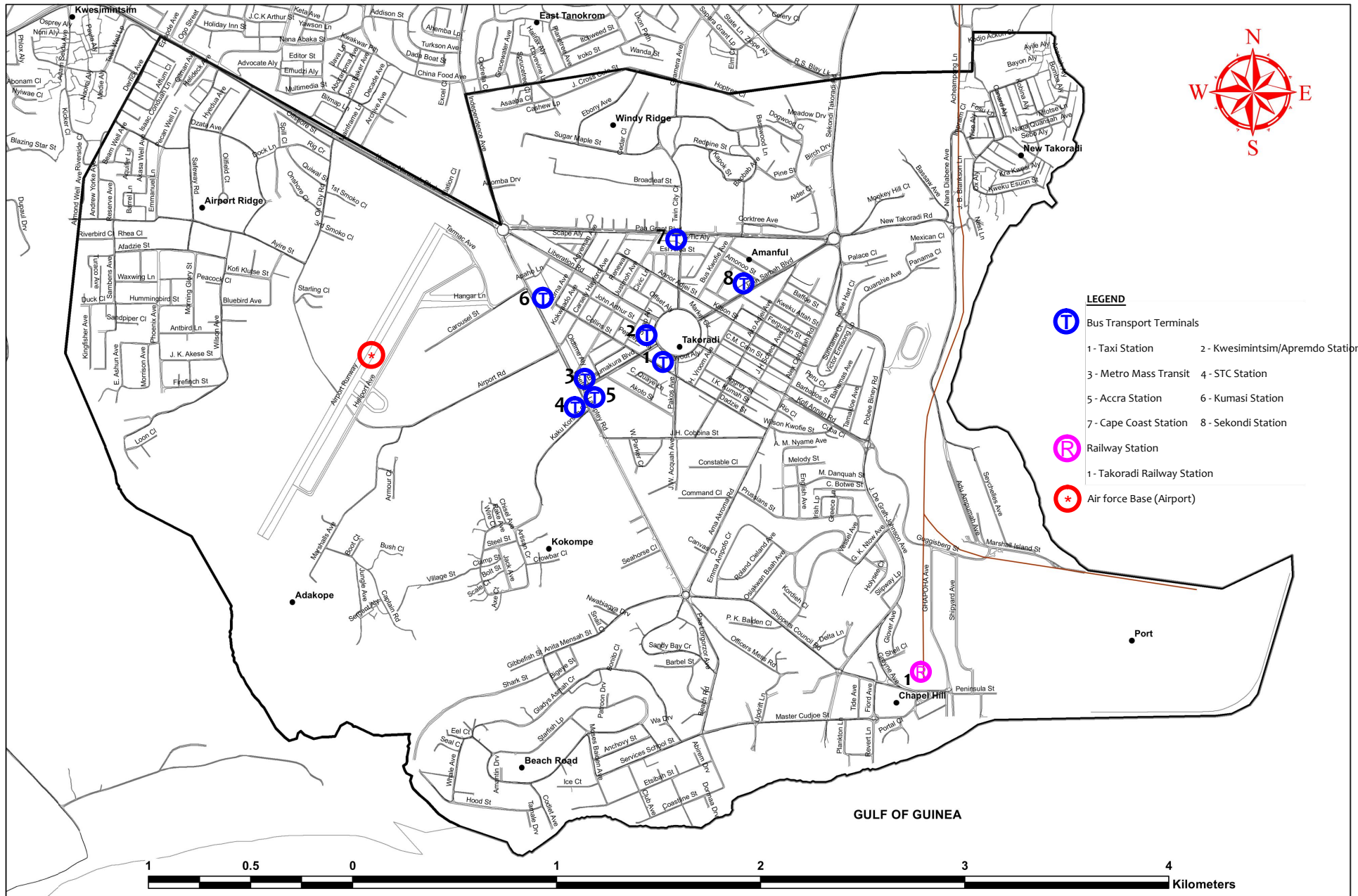


7.1.8 Existing Situation and Proposed Intervention for Transportation (Road Infrastructure, Transport Terminals and Traffic Management)

a. Existing situation

- i. The sub-metro has a deficit as far as condition of existing roads is concerned. A majority of arterial roads are congested beyond optimum capacity especially within the city centre.
- ii. Several road links within residential neighbourhoods are unengineered and in deplorable state.
- iii. There is a high incidence of avoidable traffic on the major road links.
- iv. The surge of heavy cargo trucks to and from the harbor has prematurely deteriorated some key arterial roads.
- v. Journey times within the sub-metro have a negative impact on the urban economy.
- vi. Inter-city transport terminals are located at the CBD and this increases traffic congestions.
- vii. The city centre faces major challenges of parking infrastructure as well as pedestrian movement
- viii. There is unbearable congestion as well as insanitary conditions at the transport terminals.

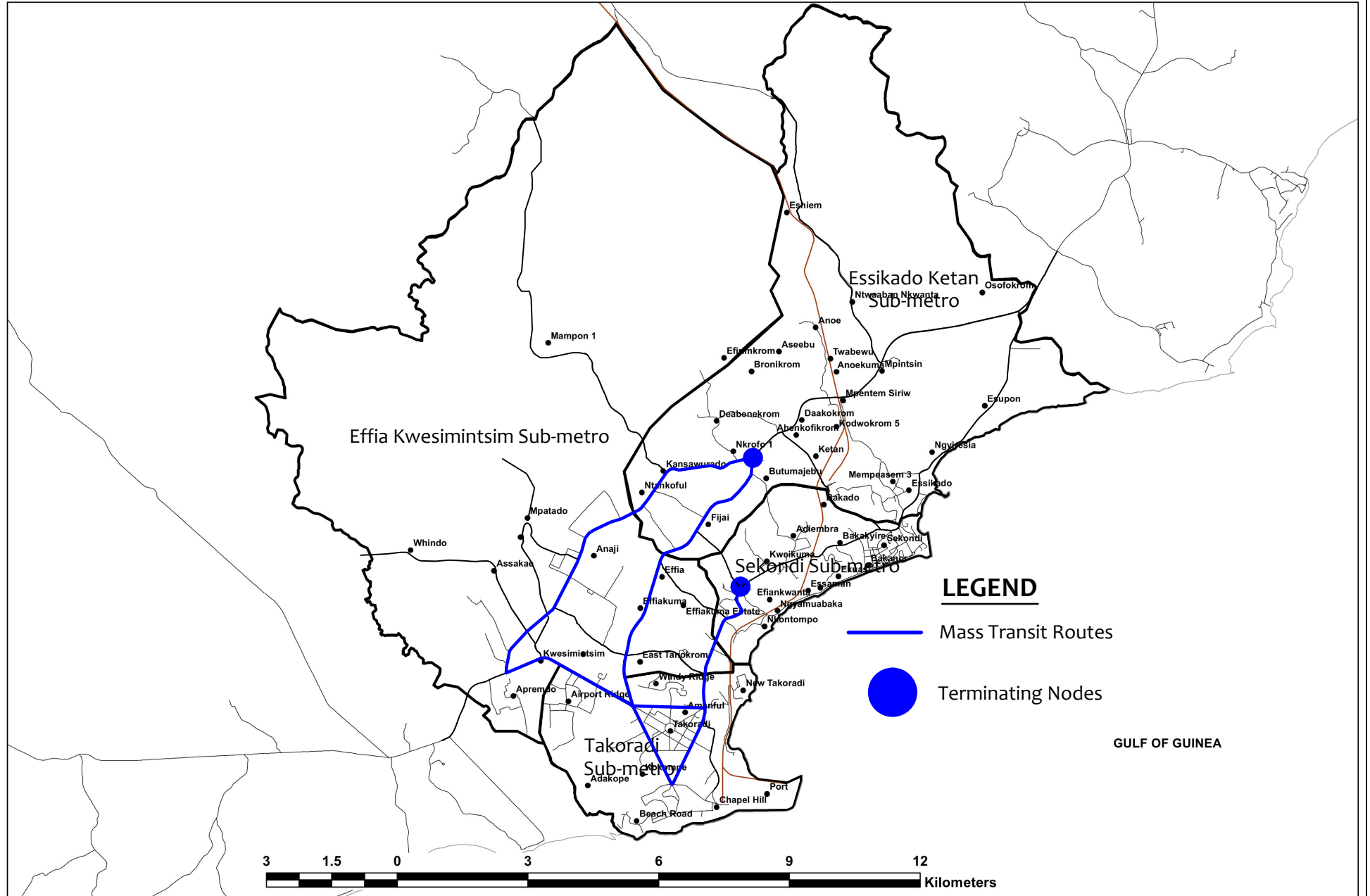
FIG. 20 - TAKORADI SUB METRO - EXISTING TRANSPORT TERMINALS



b. Proposed intervention

- i. The central area should be decongested of inter-urban transport terminals, haulage truck terminals, bulk breaking and warehousing. These terminals should be moved to the outskirts of the CBD.
- ii. Upgrade facilities at the various terminals
- iii. Introduction of the Bus Rapid Transit system of Transportation

FIG. 21 - PROPOSED MASS TRANSIT ROUTES IN STMA



7.1.9 Existing Situation and Proposed Intervention for Environment

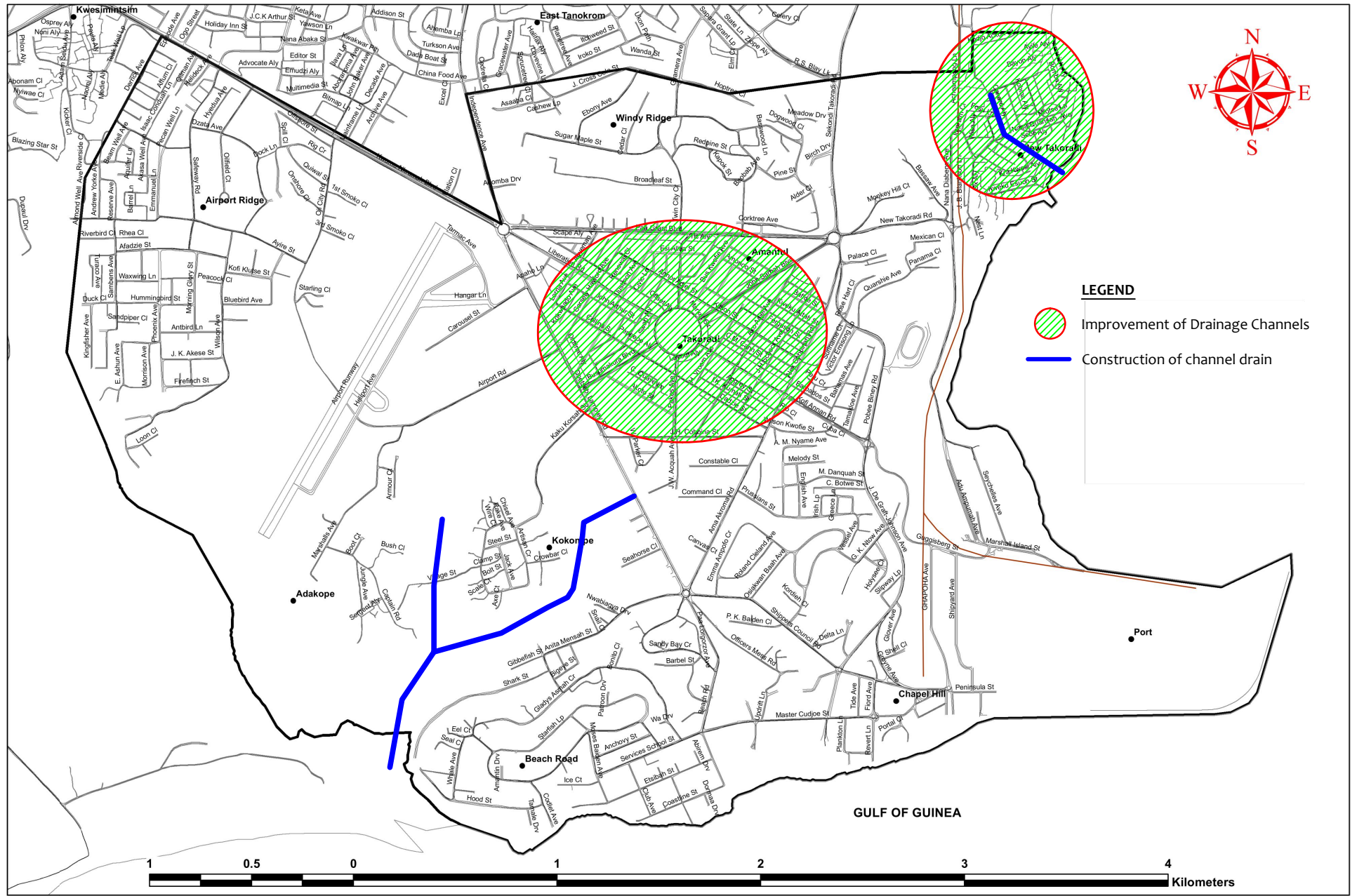
a. Existing Situation

- i. The Monkey Hill Sanctuary, which in the past used to be a tourist attraction site has been encroached on and as a result, its attraction value has been drastically reduced. The area is under threat as monkeys have not flourished as previously and the site is hardly being patronized.
- ii. The drainage channels within the sub-metro as they currently exist are silted, heavily vegetated and some contain accumulated solid waste as a direct consequence of lack of maintenance.
- iii. Takoradi sub-metro has a high concentration of wetlands all under threat of coastal erosion or encroachment.

b. Proposed Intervention

- i. The Game and Wildlife Department and Parks and Gardens need to be upgraded to meet the challenges of environmental degradation as it affects the Monkey Hill.
- ii. To improve the hydraulic efficiency of the drain channels and minimize flooding, it is recommended that a maintenance programme is undertaken to clean, disilt and remove accumulated solid waste in the channels and culverts.

FIG. 22 - TAKORADI SUB METRO - PROPOSED DRAINAGE IMPROVEMENTS



CHAPTER EIGHT: PRIORITY ACTION AREA

8.1. PRIORITY ACTION AREAS

The priority areas will include areas and issues that are of immediate importance and need to be tackled immediately ie, within a maximum of 5 years. These are captured as follows;

8.1.1 Decongestion of Market Circle

The Market Circle area being the main commercial hub of the city has over the years been subject to high levels of congestion, both vehicular and pedestrian. The prime focus of development of Takoradi is in the area of commerce. This therefore gives reason to lay emphasis on the development of Market Circle. The first approach to this development is to decongest the area to give room for future development. Decongestion exercises will include transferring the market's bulk breaking (of perishable goods) functions to nearby Apremdo and Kojokrom Markets. The Apremdo market is currently not very vibrant since consumers prefer to make their purchases from Market Circle. However when this function is transferred, the Apremdo market is envisioned to become more vibrant. Takoradi Sub-Metro can then concentrate on the provision of other goods and services such as banks, commercial offices and major retail shops other than perishable food stuff.

The decongestion exercise will further tackle the sanitation situation in the area. Choked drains has been identified as the main cause of flooding in the area. To curb this situation, disilting of drains becomes a necessity. Also, to avoid overflowing waste collectors, the sub-metro must ensure that the responsible waste collector performs its functions as expected.

The presence of unauthorized structures within the area contributes to the congestion it faces. The decongestion exercise cannot be successful without the identification of these unauthorized structures and serving notices to clear them.

To mitigate the problem of inadequate parking spaces, the proposed construction of multi-storey car park at Abrufum around the market circle will be encouraged to serve as a car park that will serve the area.

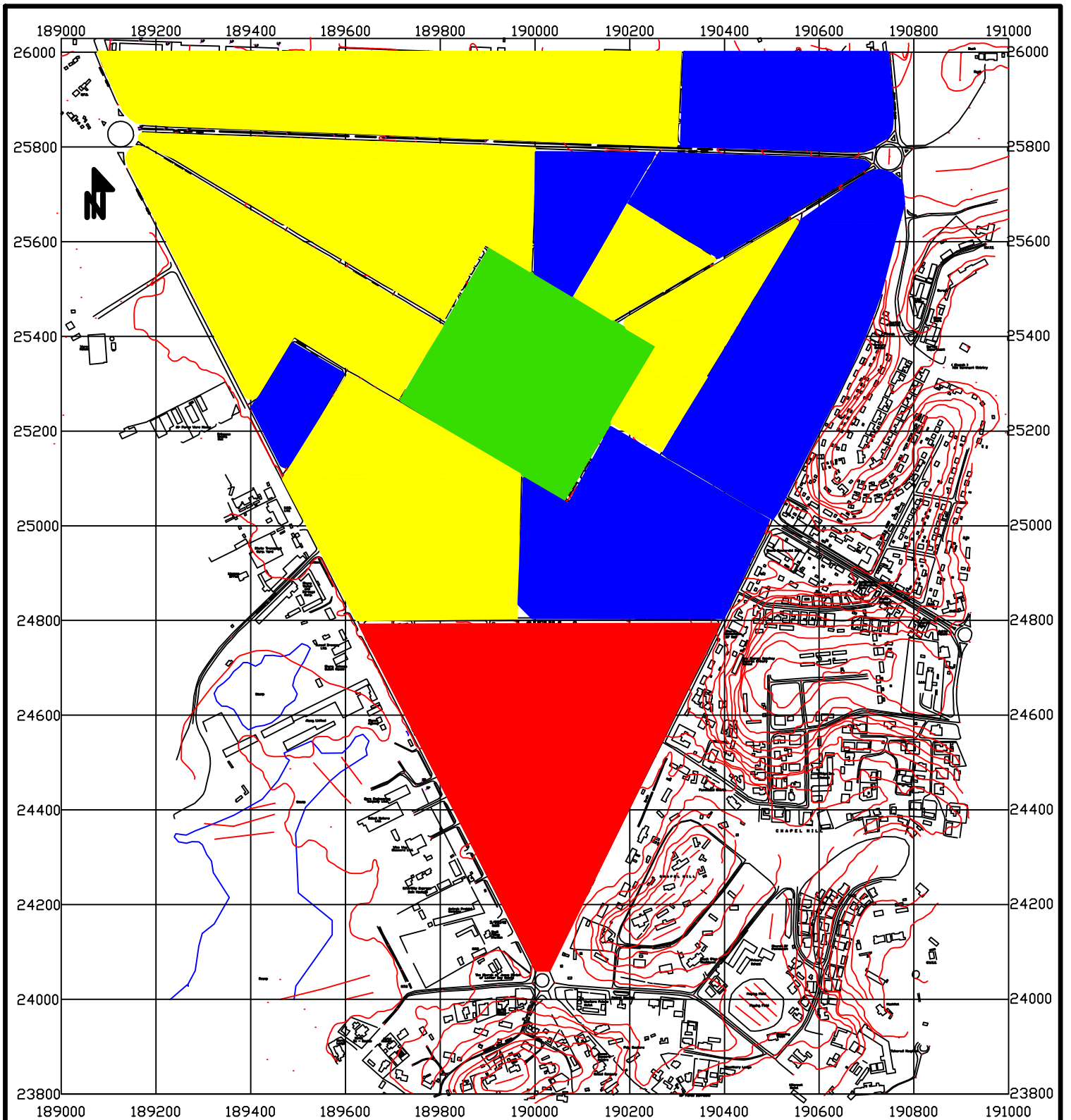
Plate 1a: 3D Concept of proposed redeveloped Market Circle



Plate 1b: 3D Concept of proposed redeveloped Market Circle



FIG. 24 - FOCUS ON CBD: PHASING OF REDEVELOPMENT PROPOSALS



LEGEND



Phase 1



Phase 2

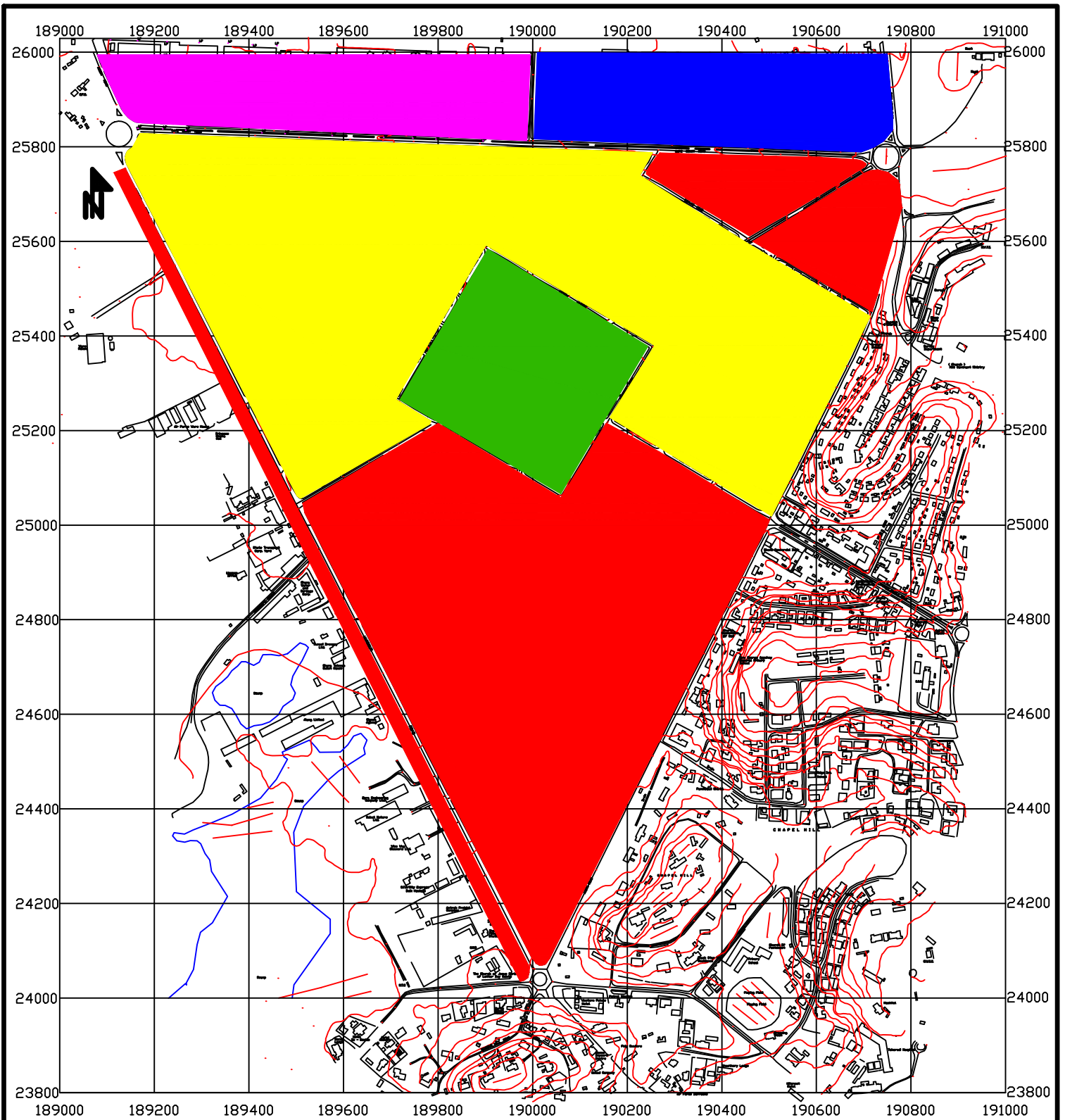


Phase 3



Phase 4

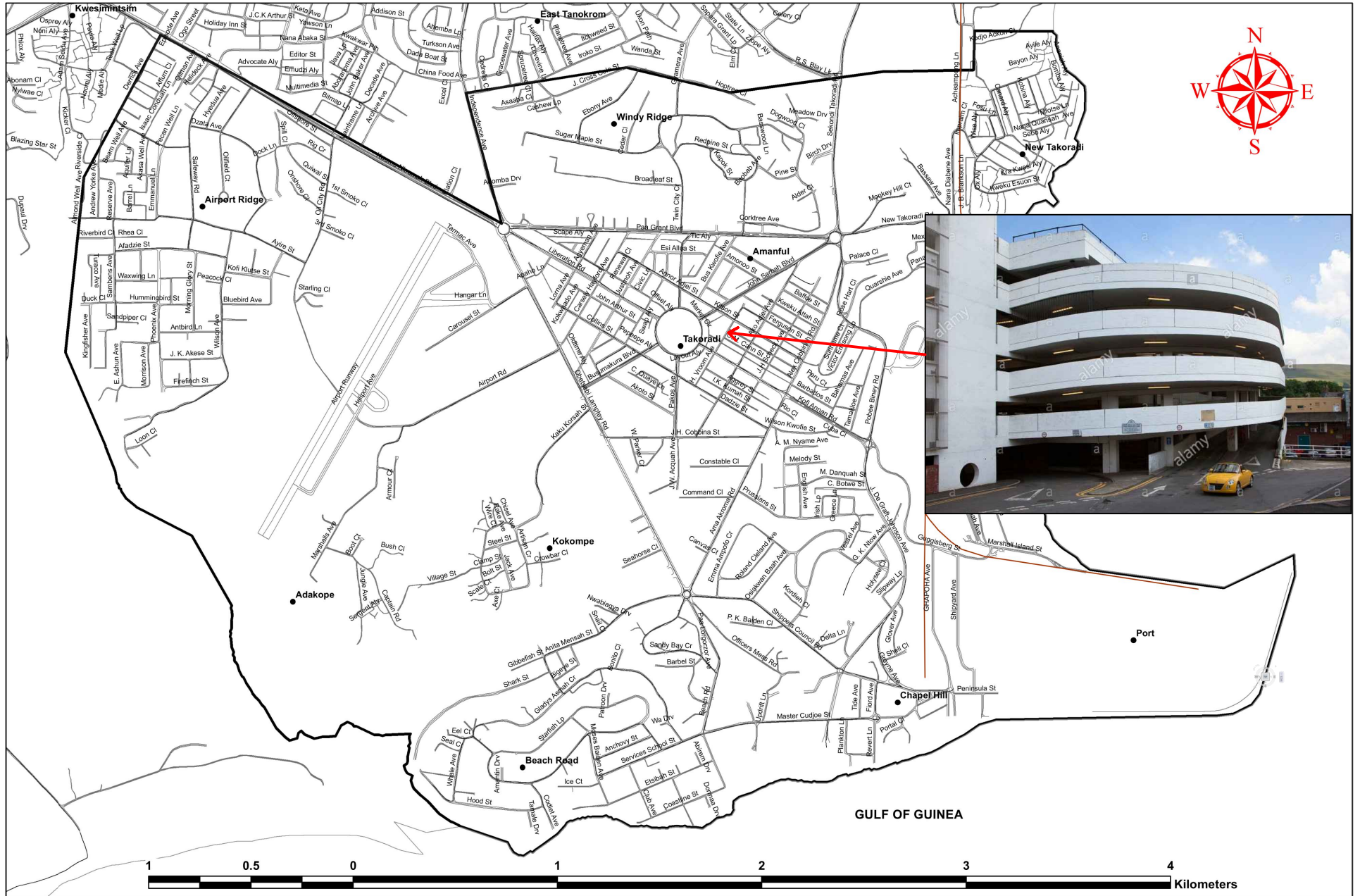
FIG. 25 - PROPOSED HEIGHT ZONING FOR CBD



LEGEND

-  1 - 2 Storeys
-  2+ Storeys
-  2 - 3 Storeys
-  4+ Storeys
-  5+ Storeys

FIG. 26 - 3D VISUAL OF MULTI-STOREY CAR PARK IN CBD



8.1.2 Creation of satellite markets

As per the plan, about three satellite markets will be created to serve the communities within the sub-metro with perishable goods. These markets will be created to ease the pressure on the Central Business District.

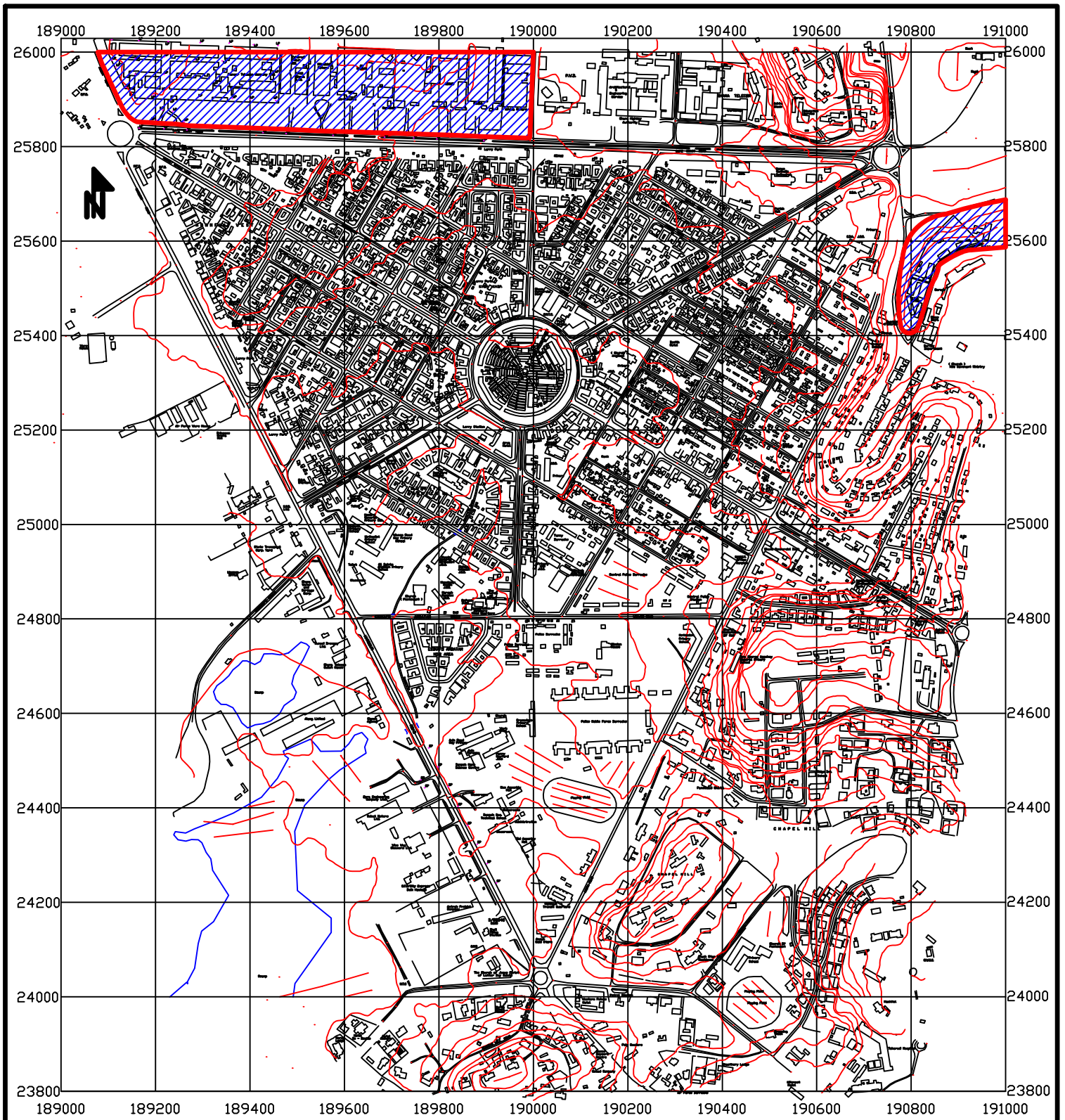
Plates 2a and 2b: Model of proposed satellite/neighbourhood market



8.1.3 Transferring of administrative offices to Sekondi

Since commerce is going to be seen as the main driving force of Takoradi Sub-metro while Sekondi Sub-metro becomes notable for its administrative, all administrative offices currently functioning in Takoradi will be moved to Sekondi within the first 5 years. This will create space for the administrative office to be converted into commercial centres with the aim of promoting commerce in the sub-metro. Figure 9 shows the areas that have been converted from administrative functions to commercial use.

FIG. 27 - CONVERTING ADMINISTRATIVE AREAS INTO COMMERCIAL AREAS



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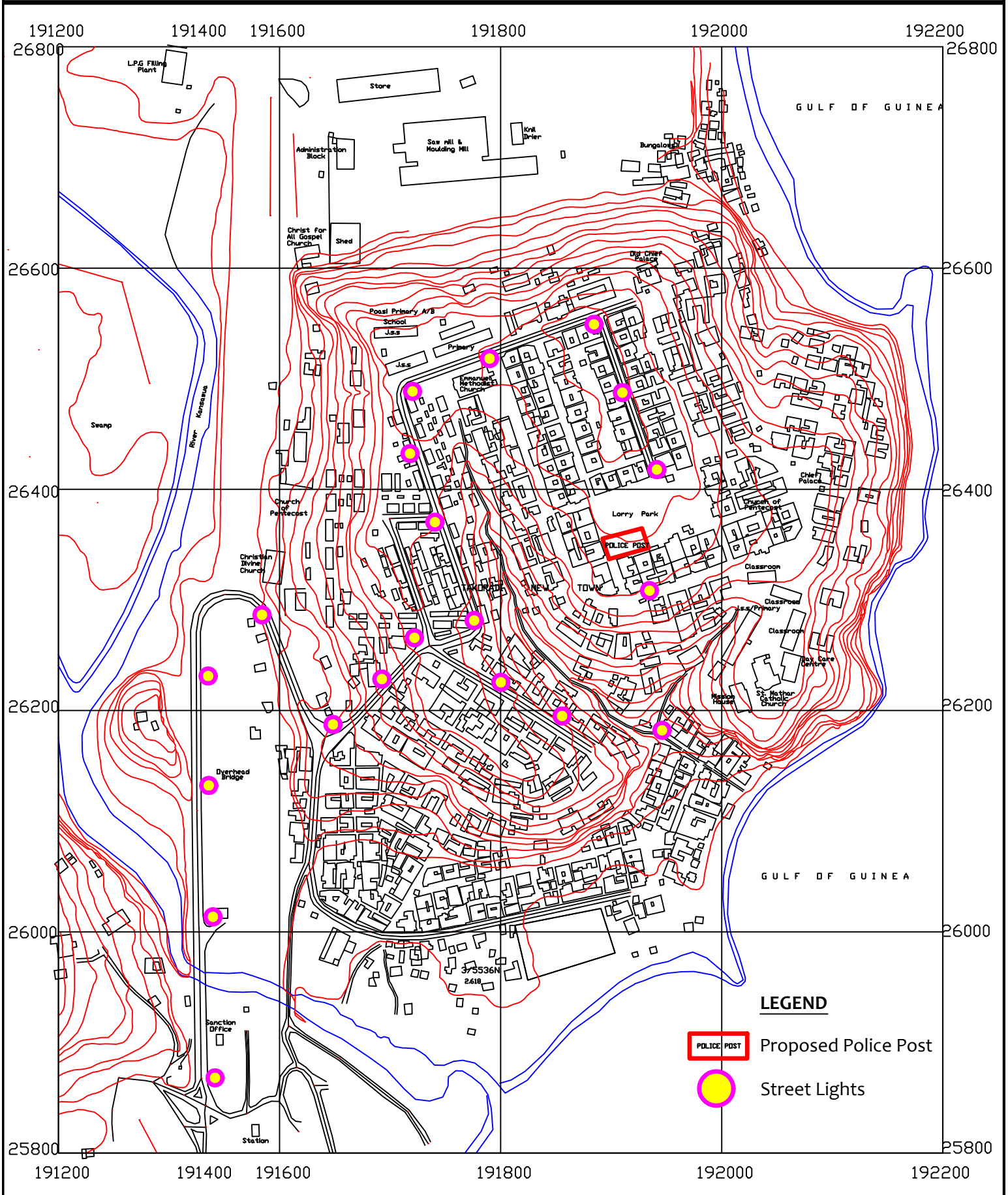


Administrative areas to be converted to Commercial areas

8.1.4 Revamping of slum areas

Another area that will be given priority are the slum areas (New Takoradi and Amanful) considering that slum upgrade is a national imperative that needs attention. This will be done by providing them with the very basic amenities and facilities required to serve the community to improve the standard of living. This is with the intention that the future generation can have adequate access to basic infrastructure services such as electricity, water and sanitary facilities and roads in good condition. Local slum dwellers will be involved by engaging them with local authorities for the sustainable provision of basic services.

FIG. 29 - PROPOSAL FOR SECURITY INFRASTRUCTURE IN NEW TAKORADI

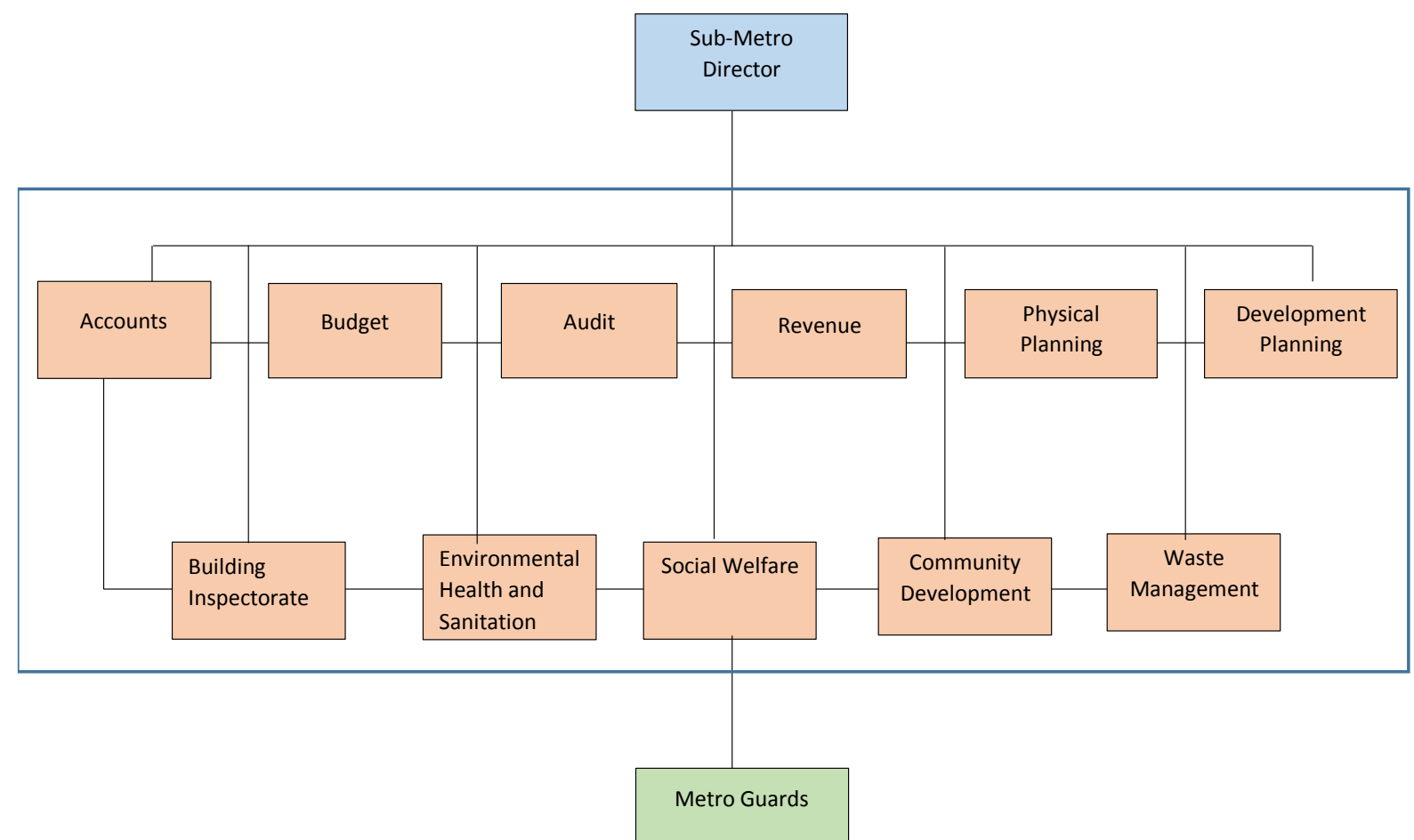


CHAPTER NINE: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION

9.1 INSTITUTIONAL ARRANGEMENT FOR PRIORITY ACTION PLAN IMPLEMENTATION

The Sub-Metro Office has a number of departments that are responsible for managing and ensuring growth and development in the communities within the sub-metro. The figure below gives a representation of the various departments and their levels.

Figure 15: Existing Institutional Structure of Takoradi Sub-Metro



9.1.1 Challenges

- **Inadequate Logistics:** The Sub-metro requires an official vehicle to run its operations while some departments do not have computers and other devices to run operations.

- **Low revenue generation:** The threshold for revenue collection is rather too small (500ghc) for the sub-metro to generate enough fund to run its operations.
- **Under-staffing:** The waste management department especially lacks the required number of staff to undertake its operations more effectively.
- **Non-payment of overtime allowances:** Since staff are not paid when they work overtime, they lack the motivation to work overtime to lessen the work load during actual working periods.

9.1.2 Proposed Interventions

- Undertake a thorough needs assessment to assess the logistical requirements of the sub-metro and make provision for the backlog of needs.
- The sub-metro should employ at least two more staff members for the Waste Management Department.
- Training programs should be frequently held to upgrade the skills of staff.

Table 1: Schedule of Activities of Priority Areas (1-5 years)

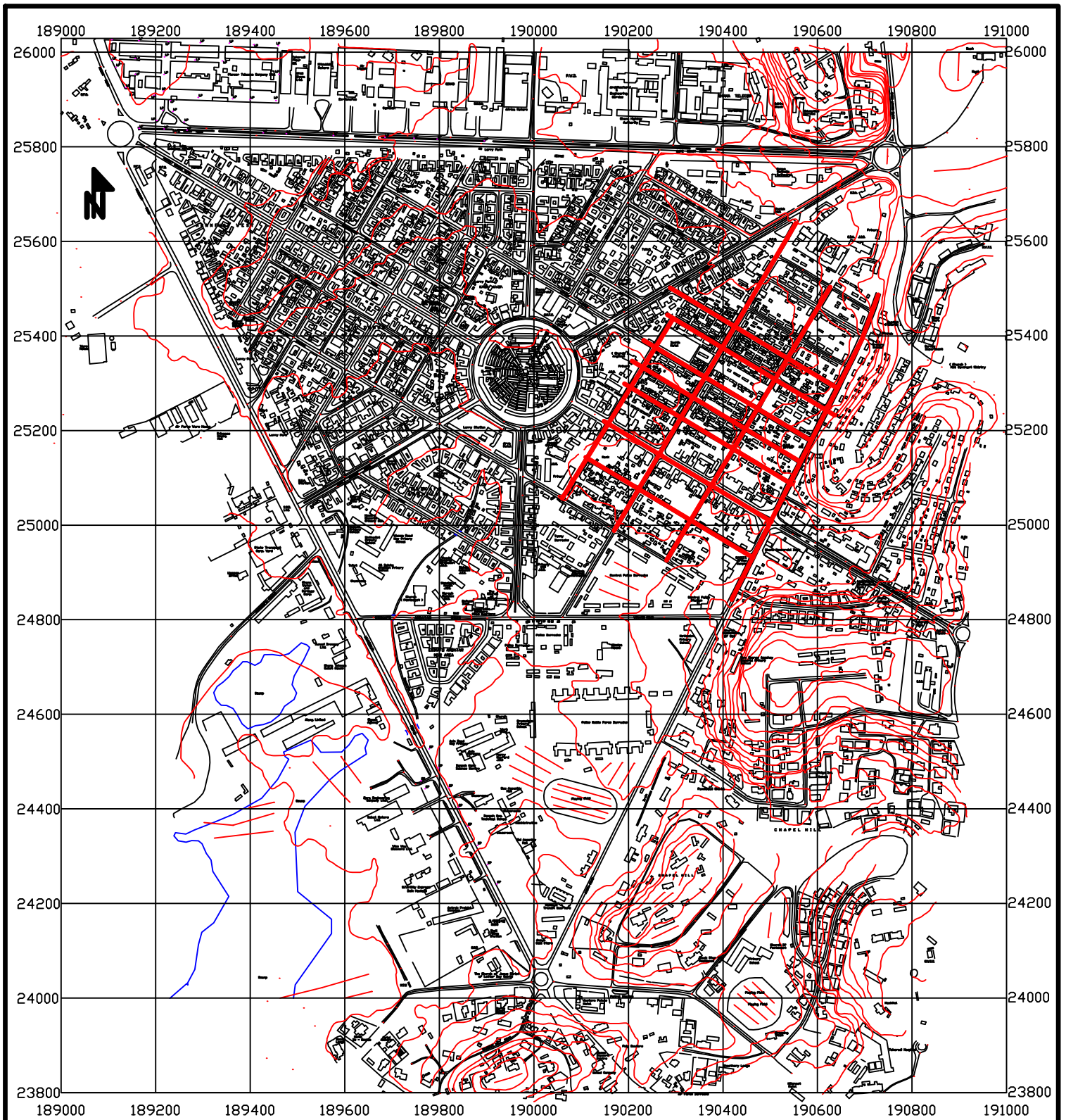
No.	Schedule of Activities	Responsible body	
		Lead Role	Supporting Role
1	Rehabilitation of access road in New Takoradi. (Figure 13)	DUR	Takoradi Sub-Metro, STMA, Project Consultant.
2	Social development programmes for slum dwellers	Takoradi Sub-Metro	Project Consultant, STMA, Traditional Council
3	Decongestion of market circle (Figure 9)	Takoradi Sub-Metro	STMA, Project Consultant
4	Improve waste management in the CBD	Takoradi Sub-Metro	STMA, Private Partners
5	Creation of satellite markets	Takoradi Sub-Metro	STMA, Project consultant

6	Relocation of Government Offices to Sekondi	Takoradi Sub-Metro	STMA, Project Consultant
7	Capacity building programmes for institutions	Takoradi Sub-Metro	STMA
8	Implementation of plan for proposed multi-storey car park (Figure 9)	Takoradi Sub-Metro	STMA Project consultant
9	Conversion of vacant public properties around Market Circle into commercial centres	Takoradi Sub-Metro,	STMA, Project consultant
10	Provision of street lights along poorly lighted streets	Takoradi Sub-Metro	STMA
11	Implementation of construction of high rise buildings for commercial purpose	Takoradi Sub-Metro	STMA Project consultant, Private Investors
12	Implementation of action programmes to protect ecologically sensitive areas	EPA	Takoradi Sub-Metro, STMA, Project consultant
13	Upgrade of Takoradi Fire post to Fire Station	Ghana Fire Service	Takoradi Sub-Metro, STMA.

Table 2: Schedule of Activities (1-10 years)

No.	Schedule of Activities	Responsible body	
		Lead Role	Supporting Role
1	Construction of Multi-purpose office complex in CBD (Figure 9)	Takoradi Sub-Metro	STMA, Private Investors
2	Construction of high rise multi-purpose commercial complex in CBD	Takoradi Sub-Metro	STMA, Private Investors
2	Upgrade roads within the Railway Quarters	DUR	Takoradi Sub-Metro, STMA
3	Conversion of vacant public properties within the CBD into commercial centres	Takoradi Sub-Metro	STMA, Private Investors
4	Detailed plans to upgrade Adakope	Project consultants	STMA, Takoradi Sub-Metro, Traditional Council
5	Detailed plans to develop Beach Fronts (Figure 17)	Private Investors	STMA, Takoradi Sub-Metro,

FIG. 30 - ROAD IMPROVEMENT PROJECT WITHIN TAKORADI



LEGEND


 Roads to be Improved

FIG. 32 - 3D VISUALS OF BEACH FRONT DEVELOPMENT

