

Spatial form and urban management sector plan



High level overview

The role of urban planning is to create a physical environment that meets the current needs of our communities, but also protects the interests of future generations. Planning does this by determining where and how development may happen and for what purposes land is used. Planning decisions have a real impact on the lives of the citizens of Johannesburg. For example, they determine where houses are built and how affordable they are. They also determine where local facilities are and how easy it is to get to work, to the shops and to leisure and community services. They influence the nature and quality of our neighbourhoods, and also how the larger city functions for all its citizens.

At the City of Johannesburg, the responsibility for urban planning rests with the Department of Development Planning and Urban Management. The Department is the City's lead department in spatial and settlement transformation. It is the responsibility of the Department to ensure that the spatial and other decisions taken now will contribute to the best pro-poor outcome for the future of Johannesburg.

The Department renders strategic spatial planning for the City, producing documents such as the City's Spatial Development Framework (SDF) and the seven Regional Spatial Development Frameworks (RSDF), as well as precinct plans and Urban Development Frameworks (UDFs) for key development nodes such as the Gautrain and traditional rail precincts. Through the Corporate Geo-Informatics (CGIS) function, the Department is the custodian of the City's cadastral data, which has applications and impacts in non-spatial areas such as billing and revenue.

The Department also has a significant regulatory responsibility for processing town planning, outdoor advertising and building plan applications, and for attending to the post-decision legal administration of approved development applications to ensure that the City receives the revenue that it requires to deliver services. Its regulatory function extends further to the daily enforcement of town planning and building control by-laws and regulations to ensure

that the rules of development are adhered to. Through its seven regional offices, the Department renders an urban management and service delivery monitoring function, whose primary concern is to ensure the maintenance of acceptable service levels across the City.

Because of our history, the City of Johannesburg does not function optimally for all its citizens. There are still deep divides between different race and income groups. Infrastructure is often inadequate, both in areas that were previously marginalised and in areas where growth has outstripped planning capacity. In some areas there is severe traffic congestion and a lack of adequate public transport. In other places, the natural environment is under tremendous stress.

To address our planning challenges our policy direction is underpinned by the key objectives of settlement restructuring and the creation of a sustainable urban form. These objectives in turn form the basis of our 20 IDP programmes. The programmes address critical policy areas such as sustainable human settlements, transit oriented development (including non-motorised transport), urban management, energy efficiency in land use and building design, growth management, spatial information maintenance and dissemination and area-based regeneration.

The officials in the Department work at different scales and time horizons to develop and implement the IDP programmes and related policies as follows:

- The strategic urban planners look to the long term. They are the authors of the City's city-wide, regional and local area spatial policies which will guide urban development and investment over the medium to long term.
- The land use planners, legal administrators and building control officers operate mainly within a medium-term time horizon and manage the development of the built environment. They process land use, township, outdoor advertising and building plan applications, and are likely to see the results of their decisions usually within the short to medium term.
- The Department's urban management function deals with operational issues on a day-to-day basis, coordinating the activities of the City's seven regions to ensure that town planning and building control laws are enforced. In addition that the City's municipal entities address visible service delivery issues such as the repairing of potholes, street lighting and refuse collection, etc.

These tasks – strategic urban planning, development management and urban management – are strongly interlinked and form the pillars of sound spatial planning and management. Policies and plans for the long term are the basis for decisions about the developments that we may expect in the short to medium term. Daily urban management ensures that the quality of the public environment encourages sustained investment and development in the long term. All of these tasks are underpinned by a world class spatial information system to inform development decisions and support the City's revenue stream:

In summary, the Department's key operations are:

- A strong vision and framework for future spatial development, expressed in robust spatial plans and implementation strategies (strategic planning);
- An efficient and integrated system for managing new development and granting property rights in the City (development management);
- A vigorous approach to enforcing compliance with the rules of development (development management).
- Eyes and ears on the ground to ensure a proper working City (urban management);
- A world class spatial information system to inform development decisions and support City revenue (corporate geo-informatics); and
- Proactive interventions to improve the quality of the built environment and counter decay (Johannesburg Development Agency) and specialised area-based initiatives (Alexandra Renewal Project, Cosmo City, Inner City Regeneration).

Five-year promise

In the 2009/10 financial year the department introduced five new IDP programmes. These programmes address the quality dimension of development management decision-making and a programme to guide the changeover from hard copy to electronic archiving and record keeping. The corridor development and mobility routes programmes were incorporated into the nodal and density programmes. The Urban Design Programme was incorporated into the Sustainable Human Settlements Programme. These changes effectively increased the number of IDP programmes in the department to 20 programmes.

The programmes have been developed in response to the department's core mandate. However, due to current stringent fiscal constraints, not all of the IDP programmes have received funding. The unfortunate implication is that while the Department will retain the 20 programmes in the 2006/11 IDP, not all of the programmes may be implemented, particularly those that have not historically received funding.

Priority programmes such as the formalisation and upgrading of informal settlements and the Inner City Regeneration Programme will remain funded to ensure their successful implementation during the current Mayoral Term of office.

If a programme is unfunded this does not imply that work will not continue. Where feasible, the department will endeavour to implement alternative strategies for funding programmes, including cutting back on selected internal operational expenditure categories, without impacting on service delivery to the citizens of the City.

Spatial form and urban management sector indicators

The Spatial Form and Urban Management sector indicators are informed by the City's five-year IDP strategic objectives of restructuring and re-engineering of the current distorted urban form; and it also guides the City's key programmes and capital investment initiatives to support economic growth potential.

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Percentage building plans approved within 24 hrs	80%	100% of complete building plan applications are approved within 24 hours	Turnaround times will be maintained Focus is to shift to the quality of decision-making
Percentage implementation of a block-by-block operational plan in identified priority areas in seven Regions	100%	100% implementation by June 2010	Continued implementation of three to five-year block-by-block operational plans in identified priority areas in seven Regions
Percentage implementation of the new approach to regularise informal settlements	100%	In-situ formalisation and provision of basic level of service complete by June 2009	Continued implementation of bulk engineering and social services by the relevant Departments and Municipal-owned Entities
Percentage new development and capital investment, focused in the short and medium-term priority areas, as defined by the GMS	50% of all private investment and 60% of all public investment in the City to be targeted at key growth nodes and focus areas identified by the GMS	Assessment and implementation strategy for one growth management area complete by June 2009	Ongoing assessment of growth targets and development trends, i.e., monitoring the outcomes of the GMS Two investment portfolios for priority GMS areas complete
Finalisation and full implementation of a consolidated town planning scheme	Three-yearly updates	Consolidated town planning scheme finalised with public comments	Consolidated Town Planning Scheme promulgated
Maintenance of the aerial photography for the City using new technologies such as pictometry, which enables 3-D viewing and measurement	2006/2009/2011	Phase 1 of CoJ aerial imagery update complete	CoJ aerial imagery update: Phase 2 complete

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Percentage implementation of the Inner City Regeneration Charter Plan	100%	Completion of Inner City Spatial Framework Implementation Plan Urban Management and Safety and Security Sectors: <ul style="list-style-type: none"> • 72% complete for 2007/08 • 82% complete for 2008/09 (as per independent assessment) 	100% implementation of 2010/11 Inner City Charter Commitments

Challenges and opportunities

Planning in Johannesburg is a complex task requiring the careful balancing of competing demands and interests. For example, the City's planners must address the question of growth for the entire metropolitan area while responding to the specific needs of local communities. They must reconcile the short-term needs of rapid and enhanced service delivery with the long-term gains of building sustainable, durable and environmentally sensitive neighbourhoods.

Johannesburg's planners are constantly striving to balance the need for order in the City with the need for spontaneity and creativity. Planners must also protect the amenities of existing neighbourhoods whilst ensuring that the City's poor and marginalised are fully incorporated into city life.

Our operational environment

The City's planners work within the parameters of the opportunities and constraints presented by the operational environment. At this point in time the department's operational environment is defined by:

- The legacy of the property boom, which has resulted in a disjuncture between spatial growth patterns and infrastructure provision;
- Illegal development pressures and slum-lording, specifically in the Inner City, resulting in increasing complaints;
- A quarter of the City's population living in informal settlements;
- The finances of the City which are heavily dependent on the spatial information system through the Land Information System (LIS). The LIS is the integration platform for the City's Property Value Chain and is therefore integral to revenue maximisation through efficient billing;
- The current slump in the property market (40% decline in residential development);
- The city-wide budget reprioritisation which has resulted in significant reductions in the Department's and the JDA's capital and operational budgets;
- Climate change and the need for more energy efficient and sustainable development; and
- Migration pressures (especially in the Inner City).

Our strategic responses

To continue delivery on its mandate within the opportunities and constraints presented by the operational environment, the Sector's strategic responses are as follows:

- The Land Information System is operational but needs to be further developed and resources are required for its maintenance;
- Spatial planning has to shift more strongly into an implementation mode;
- Process re-engineering for development applications has been implemented but further benefits are possible if the work flow between departments and entities is streamlined;
- In terms of law enforcement, we have successfully implemented an emergency plan to correct systems failures;
- The informal settlements programme is gaining momentum and success simply requires sustained energy and commitment;
- Mechanisms to strengthen and enhance urban management have been highlighted and will be systematically implemented;
- Inner City Charter deliverables have been adjusted in light of budget cuts but the underlying commitment needs to be sustained across the City;

- The JDA is engaging with its strategic challenges including the imminent conclusion of major capital investment projects such as 2010 and the BRT. Options to ensure the sustainability of the agency have been developed;
- Ongoing dissemination of the energy efficiency guidelines for both building design and land use; and
- Alternative funding sources for Cosmo City Phase II have been identified and negotiations are under way.

Strategic priorities

The sector's top four strategic priorities are:

- Formalisation and upgrading of informal settlements;
- Revenue maximisation (through the LIS/PVC);
- Law enforcement in the built environment; and
- Area-based initiatives and Urban Management.

Formalisation and upgrading of informal settlements

The formalisation of informal settlements is a precedent-setting approach in the South African context. It aims to bring a level of security to residents within informal settlements other than the formal township establishment processes which are long and tedious by including all settlements into an appropriate regulatory environment:

- For safety and to stimulate individual investments; and
- To create an environment conducive to investment by the state and owners.

The regularisation component (legal recognition in the relevant town planning scheme) is complete. We are now moving into the implementation phase wherein:

- Capital investment in hard services has commenced according to the layout and business plans for identified informal settlements; and
- The housing micro-finance model is being made accessible to all residents who wish to make capital improvements to their homes, thereby enhancing security of tenure.

Revenue maximisation

The Land Information System (LIS) is integral to revenue maximisation in the City. The LIS is the only source and integration platform for the City's property information and billing systems. The LIS thus is an essential component of the Property Value Chain (PVC). Without the LIS:

- The completeness of property information for correct billing and revenue maximisation will be affected;
- The general valuation roll will not be able to be printed from the LIS;
- Housing processes and the Property Asset Register will be excluded from the property value chain leaving gaps and risks of poor quality data;
- Development decisions are affected because all pertinent information is not readily available and because of time pressures, decisions are sometimes taken without all the information. The LIS provides the basis for information sharing in this regard by the many role players in the City; and
- Without the LIS there will be limited revenue for the City.

Law enforcement in the built environment

The department is responsible for ensuring the following:

- That buildings are safe and are in compliance with the national building regulations;
- That land and buildings are used for activities permissible in terms of the relevant town planning schemes;
- That there is compliance to all conditions laid down by the City with regard to new developments e.g. infrastructure provision, density, access, etc; and
- That all outdoor advertising is compliant with the City's by-laws.

There are different ways of dealing with non-compliance:

- Notices are served but these are unfortunately often ignored;
- Fines are issued but these are often ignored as they are less expensive than holding costs on development;
- Land owners are charged and taken to court but this process is long and has limited success; and
- Refer to attorneys for court action, e.g. to obtain orders to enable the Sheriff to demolish, remove, close, evict. This has the highest level of success.

Budget is required to deal with non-compliance. Without adequate budget, the City cannot fulfil its law enforcement mandate as it will not be able to:

- Refer matters to the courts;
- Execute court orders, e.g. to demolish illegal buildings, or close illegal businesses;
- Stop illegal development that is already under way; and
- Support Area Based Management and operations in regions.

Area-based initiatives and urban management

Cost-effective and integrated development in areas with multiple agencies and role players requires careful Area-based Management (ABM) and coordination.

To date some form of ABM has been introduced in Alexandra and the Inner City and to some extent in Greater Soweto. These initiatives must be sustained and strengthened. However there is a desperate need for ABM in places including Diepsloot, Greater Orange Farm, Greater Ivory Park and Kiptown.

ABM structures would have to address issues of coordination within municipal government and across the spheres of government. ABM could greatly enhance service delivery in the run-up to the local government elections. To be truly effective urban management requires:

- Effective systems of escalation;
- Full support from implementing agencies;
- More attention to the sustainability of interventions;
- More on-the-ground capacity in terms of urban inspectors; and
- An enhanced role of Regional Directors.

Inter-governmental relations

The Inter-Governmental Relations Framework Act of 2005 (IGRF) gives legislative expression to intergovernmental relations, alignment and integration. While it is acknowledged that the City has made significant strides in achieving and sustaining intergovernmental relationships, there are still critical areas that require further engagements, particularly with the provincial sector departments and government agencies.

The following is a summary of the critical areas of engagement that are specific to the department:

National/Provincial Department(s)	Key issues
Department of Human Settlements Department of Local Government and Housing	<ul style="list-style-type: none"> • Legislative framework for land use management • New Provincial Planning Act and Provincial Planning Commission • Operation of the Development Facilitation Act • Location of and responsibility for spatial planning at national and provincial level
Department of Local Government and Housing Department of Economic Development Transnet (Intersite)/(PRASA)	Alignment of spatial planning policies: <ul style="list-style-type: none"> • SDF • RSDFs • Urban development boundary and provincial urban edge • Urban development frameworks for traditional rail precincts
Department of Human Settlements	Coordination of development initiatives in national "hot-spot" areas, e.g. Diepsloot
Department of Housing	Management and support for key area based initiatives: <ul style="list-style-type: none"> • Alexandra Renewal Programme • Cosmo City • Inner City regeneration • Formalisation and upgrading of informal settlements
Department of Housing Department of Education National Treasury (NDPG, MIG)	Coordination of capital spending in support of the IDP, e.g. schools

Spatial form and urban management sector plan

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
<p>Enhancement of the intensity of existing well-functioning nodes and transformation of declining nodes to enable mixed-use, mixed-income, high-density development</p> <p>Planned development of three new economic nodes in selected marginalised areas</p>	<p>Nodal Programme</p> <ul style="list-style-type: none"> • Urban development frameworks were completed in 2007/08 for all the Gautrain and some traditional rail stations throughout the City • Plans for three nodes in marginalised areas have been completed and are at various stages of implementation • Inner City Regeneration Charter • Inner City design and implementation framework • Westgate implementation framework and business plan • Commercial core design and implementation framework and business plan • Randburg development framework (reviewed) and implementation framework 	<p>Nodal Programme</p> <ul style="list-style-type: none"> • Facilitate and manage implementation of nodal business plans (development portfolios, nodes in marginalised areas and market driven nodes) • Development frameworks and implementation plans for key economic and intermodal nodes
<p>Increase in densities in nodes along public transportation routes in support of defined spatial structure</p>	<p>Density Programme</p> <ul style="list-style-type: none"> • Inner City Regeneration Charter • Density standards for informal settlements. • BRT design guidelines for development along phase 1 of the BRT • Studies for 2 traditional rail and 2 BRT stations complete 	<p>Density Programme</p> <ul style="list-style-type: none"> • Facilitation of increased densities along BRT, rail stations in support of densification strategy and GMS • Identification of future phases of the BRT (Lead Department: Transportation)
<p>Implementation of public sector infrastructure investment to support priority nodal development, movement networks, urban renewal and other City priorities</p>	<p>Integrated Public Investment Programme</p> <p>Inner City Regeneration Charter</p>	<p>Integrated Public Investment Programme</p> <ul style="list-style-type: none"> • Continued focus on aligning CAPEX investment tools between City and Province • Continued coordination and management of the grant funding received from the Neighbourhood Development Partnership Grant (NDPG)
<p>Minimised demand for investment and services on the urban periphery</p> <p>Optimal utilisation of investment within the urban core (land, infrastructure and capital expenditure)</p> <p>Optimal utilisation of investment within the urban core (land, infrastructure and capital expenditure)</p>	<p>Growth Management Programme</p> <ul style="list-style-type: none"> • Completion of GMS 1 • Assessment and implementation strategy for one GMS growth area • Development portfolios completed for two priority GMS areas • Re-alignment of Capital Investment Management System (CIMS) to include central tenets of the GMS <p><i>Completion of the Land Strategy</i></p> <ul style="list-style-type: none"> • Land strategy approved • Strategic Land Steering Committee established 	<p>Growth Management Programme</p> <ul style="list-style-type: none"> • Ongoing assessment of growth targets and development trends, i.e. monitoring the outcomes of the GMS • Complete detail development portfolios for two priority GMS areas • Ongoing facilitation of development implementation in priority GMS areas (portfolio implementation) • Quarterly meetings of the Strategic Land Steering Committee (four meetings)

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
<p>Increased investor confidence in declining and under-performing areas</p> <p>Public investment in marginalised areas to facilitate crowding in of private sector spending</p>	<p>Area-based Regeneration Programme</p> <ul style="list-style-type: none"> • <i>Greater Newtown Development</i> Kippies building refurbished, Kippie statue manufactured and installed. A new visitor's centre has been built • <i>Fashion District</i> Paving and street lights completed along Pritchard and President Roads • <i>Park Station Precinct</i> Creation of a new holding space for long distance buses and taxis at Faraday and extended facility at Westgate • <i>Yeoville regeneration</i> Completion of upgrade of Yeoville Recreation Centre and completion of Yeoville library • Diagonal Street Urban upgrade of Diagonal Street between Jeppe Street to Commissioner Street completed. (Paving, lighting, furniture and art work) • <i>NASREC</i> Completion of Stadium Avenue and FIFA overlay as per 2010 office: phase 1 	<p>Area-based Regeneration Programme</p> <ul style="list-style-type: none"> • Large Scale Inner City Park • Kliptown (public environment upgrades) • Orlando East Station Precinct • Braamspruit Fitness and Leisure Westgate (public environment upgrades and upgrades around transport interchange to catalyse development) • Skateboarding plaza • Chancellor House
	<p>Upgrading of Marginalised Areas Programme</p> <ul style="list-style-type: none"> • All marginalised areas programmes captured and prioritised on CIMS according to Lekgotla outcomes 	<p>Upgrading of Marginalised Areas Programme</p> <ul style="list-style-type: none"> • Continued implementation of the Vilakazi Street Precinct upgrades • Continued implementation of the Greater Kliptown Precinct upgrades • Implementation of multi-year Soweto Urban Growth Programme • Continued implementation of urban development frameworks for Diepsloot Activity Street, Diepsloot Government Precinct, Bambanani Industrial Node, Stretford Node • Implementation of Diepsloot District Node UDF • Integrated spatial development framework for Orange Farm • Continued implementation of the Alexandra Renewal Programme • Continued implementation of the Cosmo City Programme • Formulation of three community driven precinct plans in marginalised areas

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
	<p>Informal Settlements Formalisation and Upgrading Programme (regularisation category)</p> <ul style="list-style-type: none"> Steering committee established and operational Development of registration process micro-finance model under way Layout and business plans for pilot informal settlements concluded 	<p>Informal Settlements Formalisation and Upgrading Programme (regularisation category)</p> <ul style="list-style-type: none"> Formalisation unit established and fully operational Continued implementation of bulk engineering and social services by the relevant departments and municipal owned-entities Continuation of registration process Roll-out of housing micro-finance model
	<p>Inner City Regeneration Programme (general):</p> <ul style="list-style-type: none"> The Inner City Charter The implementation and successful achievement of 66% of the Inner City Charter commitments 	<p>Inner City Regeneration Programme (general):</p> <ul style="list-style-type: none"> The completion of the BRT Effective informal trading management Sustainable taxi and cross border transportation facilities Full CCTV coverage of the Inner City Greater by-law enforcement and visible policing Completion of the Fordsburg Market Implementation of the bad buildings strategy Upgraded healthcare facilities in the Inner City Upgraded Inner City libraries with full internet access The delivery of more transitional housing Phase 1 implementation of large Inner City public park Upgrade of Westgate station precinct and transport facilities Improved safety and urban upgrades at key BRT stations Bertrams neighbourhood development upgrade of priority block Gauteng government precinct: Beyers Naude square-paving Hillbrow Berea Joubert Park upgrading of sanitary lanes Inner City skateboarding plaza, New Doornfontein Refurbish Chancellor House as heritage site
	<p>Inner city: Raising and sustaining private investment</p> <ul style="list-style-type: none"> Constitutional Hill Newtown Mary Fitzgerald Square Fashion District upgrade Main Street Upgrade Metro Mall and Faraday taxi rank Upgrading of Braamfontein Nelson Mandela Bridge BRT Phase 1 Quartz Street, Hoek Street and Fordsburg Markets Implementation of BPO projects Doornfontein and New Doornfontein 	<p>Inner city: Raising and sustaining private investment</p> <ul style="list-style-type: none"> Completion of the Fashion District Kaserne taxi rank and the International Transit and Shopping Centre Bad buildings to be addressed Increased private sector investment Improving safety levels and the quality of life in the Inner City

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
	<p>Inner City: Public Environment Upgrade Capital Programme The public environment upgrade capital programme focuses primarily on implementing upgrade projects in Doornfontein and new Doornfontein; Pageview and Vrededorp. Deliverables will also include the completion of certain projects in the Hillbrow Berea Yeoville areas:</p> <ul style="list-style-type: none"> • Hillbrow, Berea, Yeoville, Pageview, Fordsburg, Vrededorp streetscape upgrades • Sanitary lanes in Hillbrow • Governors House • Quartz Street market • End Street/Maurice Freeman Park • Ekhaya Neighbourhood Park • Retail Improvement District • Core CBD upgrade • Ernest Oppenheimer Park • Fordsburg Market Upgrade • Governor's House • Doornfontein • Greater Ellis Park Precinct 	<p>Inner City: Public Environment Upgrade Capital Programme</p> <ul style="list-style-type: none"> • Substantial up-scaling of the public environment upgrade programme in the Core CBD • Creating iconic public spaces • Improving the visual cityscape • Creating a large-scale iconic Inner City metropolitan park
	<p>Inner City: Service delivery and by-law enforcement blitzes</p> <ul style="list-style-type: none"> • 300 blitzes complete in the Inner City as at end June 2009 • 160 blitzes complete in the 2009/10 financial year 	<p>Inner City: Service delivery and by-law enforcement blitzes 200 service delivery and by-law blitzes in the Inner City</p>
<p>Increase in investment of affordable housing in close proximity to public transportation and designated nodes</p> <p>Increased accessibility to social, economic and environmental infrastructure (thresholds to be determined) Increase in the percentage (or number) of areas that have achieved a minimum acceptable level of SHS</p> <p>Design and implement codes to create safer communities, legibility, functionality and aesthetics of the urban environment</p>	<p>Sustainable Human Settlements Programme SHS policy completed and approved</p>	<p>Sustainable Human Settlements Programme</p> <ul style="list-style-type: none"> • Implementation of SHS development indices • Incorporation of energy efficiency guidelines, norms and standards into spatial plans and consolidated town planning scheme

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
<p>New Land Use Management System implemented</p> <p>Package of mechanisms and instruments to facilitate regeneration implemented</p> <p>Creative rezoning for mixed-use development</p>	<p>Single Land Use Management System Programme</p>	<p>Single Land Use Management System Programme</p> <p>Single land use management system promulgated and implemented</p>
<p>Compliance with City's legal obligations in terms of the various town planning and building control legislations that relate to the regulation and management of land use and building construction</p>	<p>Land Use Management Application Programme</p> <p>Turnaround times have been maintained</p>	<p>Land Use Management Application Programme</p> <p>Single land use management system promulgated and implemented</p>
	<p>Building Control Application Programme</p> <p>Turnaround times have been maintained</p>	<p>Building Control Application Programme</p> <p>Improvement in the quality of decisions while turnaround times are maintained</p>
	<p>Electronic Archiving System for Building Plans Programme</p> <p>Unfunded</p>	<p>Electronic Archiving System for Building Plans Programme</p> <p>Unfunded</p>
	<p>GIS for Outdoor Advertising Programme</p> <p>Programme developed</p>	<p>GIS for Outdoor Advertising Programme</p> <p>Unfunded</p>
	<p>Land Use and Building Control Law Enforcement Programme</p> <p>Target areas for area-based law enforcement initiatives identified</p>	<p>Land Use and Building Control Law Enforcement Programme</p> <p>Area-based law enforcement initiatives ongoing</p>
<p>Standards and guidelines for urban management developed and instituted</p> <p>Quality improvements in the urban environment and improvements in citizen satisfaction with quality of life</p>	<p>Urban Management Programme</p>	<p>Urban Management Programme</p> <ul style="list-style-type: none"> • Ongoing identification of regional priority areas and "hot-spots" • Implementation of operational plans for identified priority areas and "hotspots" • Ongoing service delivery monitoring and coordination • Ongoing by-law enforcement coordination • Ongoing by-law education campaigns • Ongoing implementation of urban management plans for 2010 precincts • Specific by-law enforcement for 2010 stadium perimeters • Regeneration projects in identified CBDs • Strategic initiatives to upgrade the environment in identified areas • Implementation of the Inner City model to all regions on a smaller scale with specific focus in CBDs (Soweto, Randburg, Roodepoort and Alexandra)

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
Automate, enhance and integrate prioritised spatial information processes and systems	GIS System Development Programme <ul style="list-style-type: none"> • Spatial Growth Management Application Phase 1 developed • Phase 2 of CoJ aerial imagery update to be completed June 2010 • Urban management monitoring system implemented in Region G only • Housing process not included in LIS • IMS enhancements implemented according to target 	GIS System Development Programme <ul style="list-style-type: none"> • CoJ Aerial Imagery Phase 3 • LIS Phase 2 • LIS Phase 3: Inclusion of the housing process in the Property Value Chain (PVC) • Enhancements to IMS website
Develop and maintain core spatial datasets according to Service Level Agreements (SLAs)	Spatial Information Maintenance Programme <ul style="list-style-type: none"> • Target for IMS hits met (> 4 310 738 hits) • E-learning developed and implemented • All metadata captured 	Spatial Information Maintenance Programme <ul style="list-style-type: none"> • Base data updates supplied to subscribed MoEs • Additional 60 000 sectional title units captured on GIS
Provide accessible spatial information dissemination services for the CoJ community	Spatial Information Dissemination Service Programme <ul style="list-style-type: none"> • 380 new street addresses allocated • Electronic zoning certificates available on mapping website • More than 100 000 sectional titles captured on GIS 	Spatial Information Dissemination Service Programme <ul style="list-style-type: none"> • Licensing agreements for supply of spatial data • Increase in the number of hits in the usage of GIS internet and intranet mapping site • Data layers maintenance monitoring according to Service Level Agreement(s) with MoEs
Ensure innovative, world class spatial information service solutions	Geo-Science Skills Development and Research and Development Programme <ul style="list-style-type: none"> • Best practice investigation completed • Inner City data added to mapping website 	Geo-Science Skills Development and Research and Development Programme <ul style="list-style-type: none"> • Implementation of the skills transfer plan for CGIS • Investigation for suitable LIS reporting tool • Investigation into the implementation of new GIS software (ArcGIS server)

Conclusion

In the context of financial stringency it is critical to focus on the real pillars of good city governance. In relation to the department's core function of directing and managing spatial development include:

- Spatial information (critical to City revenue);
- Strategic spatial planning and implementation;
- The system for managing new development and granting property rights;
- Enforcement of the rules of development; and
- On-the-ground monitoring and reporting.

In addition to other strategic priorities, the department would like to have achieved the following by the end of the 2010/11 financial year:

- A robust and proactive law enforcement system fully operational with adequate budget for legal referrals;
- An enhanced role for regional directors which allows them to monitor and coordinate the activities of those municipal entities and departments who are integral role players in urban management;
- Formalised informal settlements where residents have access to basic hard and soft services and to housing micro-finance;
- The Johannesburg Development Agency continuing to work as the implementation agent for area-based regeneration initiatives throughout the City; and
- A well-maintained Land Information System that is recognised at a city-wide level as being a critical tool for revenue maximisation at the City.

In order to achieve this, the department is committed to doing everything possible to ensure that the spatial instruments and controls listed above are not compromised so that we do not lose our capacity to direct and manage growth and change in the City of Johannesburg.