



# CITY OF JOHANNESBURG BUILT ENVIRONMENT PERFORMANCE PLAN

**2016/17**



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**PART-A INTRODUCTION**

**1. Background**

The Built Environment Performance Plan (BEPP) for the City of Johannesburg (CoJ) is a requirement by the Division of Revenue Act (DORA) in respect of infrastructure grants related to the built environment of metropolitan municipalities. The City of Johannesburg first compiled the BEPP for the 2011/2 financial year as part of the motivation to seek the Urban Settlement Development Grant (USDG) (formerly the Municipal Infrastructure Grant - Cities). The document provides a brief strategic overview of the City’s built environment and related capital investment. It provides a framework to measure and monitor the built environment. The BEPP is a long-term, outcomes based strategic plan to be revised on an annual basis. Its primary purpose is to facilitate the spatial integration and transformation of the City through strategic strategies and programmes.

The BEPP indicates how the City applies its capital financing, including grant resources and other sources of finance. Other monetary components that are indicated within the BEPP include fiscal and regulatory instruments, incentives within its jurisdiction, intended impact and outcomes of these interventions.

It is a document that seeks to strengthen government relations between the City, Gauteng Province and relevant National Departments. It is intended to provide better clarity in relation to the link between capital budgeting and various other resources allocated to the City. In turn the municipal plan provides a guideline for future Provincial and National Government programmes and funding. The BEPP is meant to complement existing strategic and spatial documents within the City, specifically the Growth and Development Strategy (GDS) – Joburg 2040, the Integrated Development Plan (IDP), the Spatial Development Framework (SDF), and the Service Delivery Budget Implementation Plan (SDBIP). As seen in Table 1, since the 2014/15 financial year, the BEPP acts as a motivation for a ‘basket of grants’ and not only the USDG.

*Table 1: Municipal Grant Allocations to Municipalities – Division of Revenue Act.*

<b>NAME OF GRANT</b>	<b>PURPOSE OF GRANT</b>
Integrated City Development Grant (ICDG)	To provide a financial incentive for metropolitan municipalities to integrate and focus their use of available infrastructure investment and regulatory instruments to achieve a more compact urban spatial form.
Urban Settlement Development Grant	Supplements the capital revenues of metropolitan municipalities in order to support the national human settlements development Programme focussing on poor households
Human Settlements Development Grant (HSDG)	To provide for the creation of sustainable human settlements
Public Transport Infrastructure Grant (PTIG)	To provide for accelerated planning, construction and improvement of public and non-motorised transport infrastructure
Neighbourhood Development Partnership Grant (NDPG)	To support and facilitate the planning and development of neighbourhood development programmes and projects that provide catalytic infrastructure to leverage third party public and private sector development towards improving the quality of life of residents in targeted under-served neighbourhoods (generally townships)
Integrated National Electrification Grant (INEG)	To implement the Integrated National Electrification Programme by providing capital subsidies to municipalities to address the electrification backlog of occupied residential dwellings, and the installation of bulk infrastructure and rehabilitation and refurbishment of electricity infrastructure in order to improve quality of supply.

Collectively grant funding represents a significant proportion with an approximation of 40% of the City's annual capital budget.

The BEPP 2016/17 and the basket of grants will be aligned through:

- i. The Identification of priority areas for infrastructure delivery within the City of Johannesburg;
- ii. An amendment of conditions and output indicators used to measure the performance of the grants that highlight critical inter-dependencies such as the number of housing opportunities provided within 500m of a public transport;
- iii. Inclusion of provisions in the Division of Revenue Act (DORA) relating to the alignment of infrastructure grants to a pipeline of prioritised projects;
- iv. Introduction of fiscal and regulatory instruments to catalyse private sector investment;
- v. Improving the management of strategic precincts and public transport operations within the urban network.

In addition the highlighted functions, the BEPP 2016/17 provides the baseline for human settlement indicators devised by National Treasury. It also measures urban integration within the City over an extended period of time. Future revisions of the BEPP will report on progresses of the discussed indicators to illustrate successes and areas that require more work.

The BEPP 2016/17 will focus on:

**(a) Spatial Planning and Project Prioritisation**

- i. Spatial Targeting - Prioritization of Integration Zones, marginalised areas and growth nodes;
- ii. Local Area Planning - Developing a strategy for the *prioritised* Integration Zone(s), Marginalised Areas and Growth Nodes and undertaking precinct planning within Integration Zones in consultation with provincial and national spheres as well as SOE's;
- iii. Project preparation for selected key catalytic urban development projects;
- iv. Intergovernmental Planning and sector alignment;
- v. Developing a strategy for the Prioritised Integration Zone.

**(b) Intergovernmental Project Pipeline and Capital Funding.** Improving intergovernmental funding alignment via the project pipeline. Effecting transformation in targeted spaces requires changes in funding approaches by the provincial and national spheres, as well as State Owned Enterprises;

**(c) Implementation of the metropolitan pipeline of urban development projects;** and

**(d) Urban management to protect and sustain public, private and household investment.**

The content of each section is presented to address concerns and to provide particular information requested by National Treasury.





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### **2. Confirmation of Adoption**

City of Johannesburg Metropolitan Municipality Council resolution stating the adoption of the BEPP 2016/17 submitted to National Treasury by 31 May 2016 in compliance with the DORA.

## **PART- B SPATIAL PLANNING AND PROJECT PRIORITISATION**

### **3. Strategic Review of the Built Environment**

The city of Johannesburg is situated in the Gauteng province and it is classified as an economic powerhouse of South Africa and Southern Africa. According to Census 2011 data, the City has a population of 4.4 million. The city's population is projected to increase at an annual growth rate of about 1.3 % per annum. Based on current trends, it is anticipated that Johannesburg's population will double within 50 years, shifting from the current 4.4 million people, to an expected 6.1 million people by 2030. Natural increase is an important component of the increase of the City's population and there are many other factors that contribute to this growth.

The city continues to attract both local and international migrants seeking economic opportunities. Johannesburg is faced with the challenge of providing housing, services and opportunities for a diverse and growing urban population. The city also continues to face challenges of poverty, inequalities, social exclusion and underdevelopment.

The City of Johannesburg It has a financial, municipal, roads and telecommunications infrastructure that matches that of leading world cities, with the City Deep freight terminal - classified as one of the larger inland ports in the world - handling 30 percent of South Africa's exports. There are approximately 7 519km of roads in Johannesburg, of which about 6 614km are tarred. For a full Strategic Review of the Built Environment infrastructure of the City of Johannesburg see **Annexure A** hereto attached.

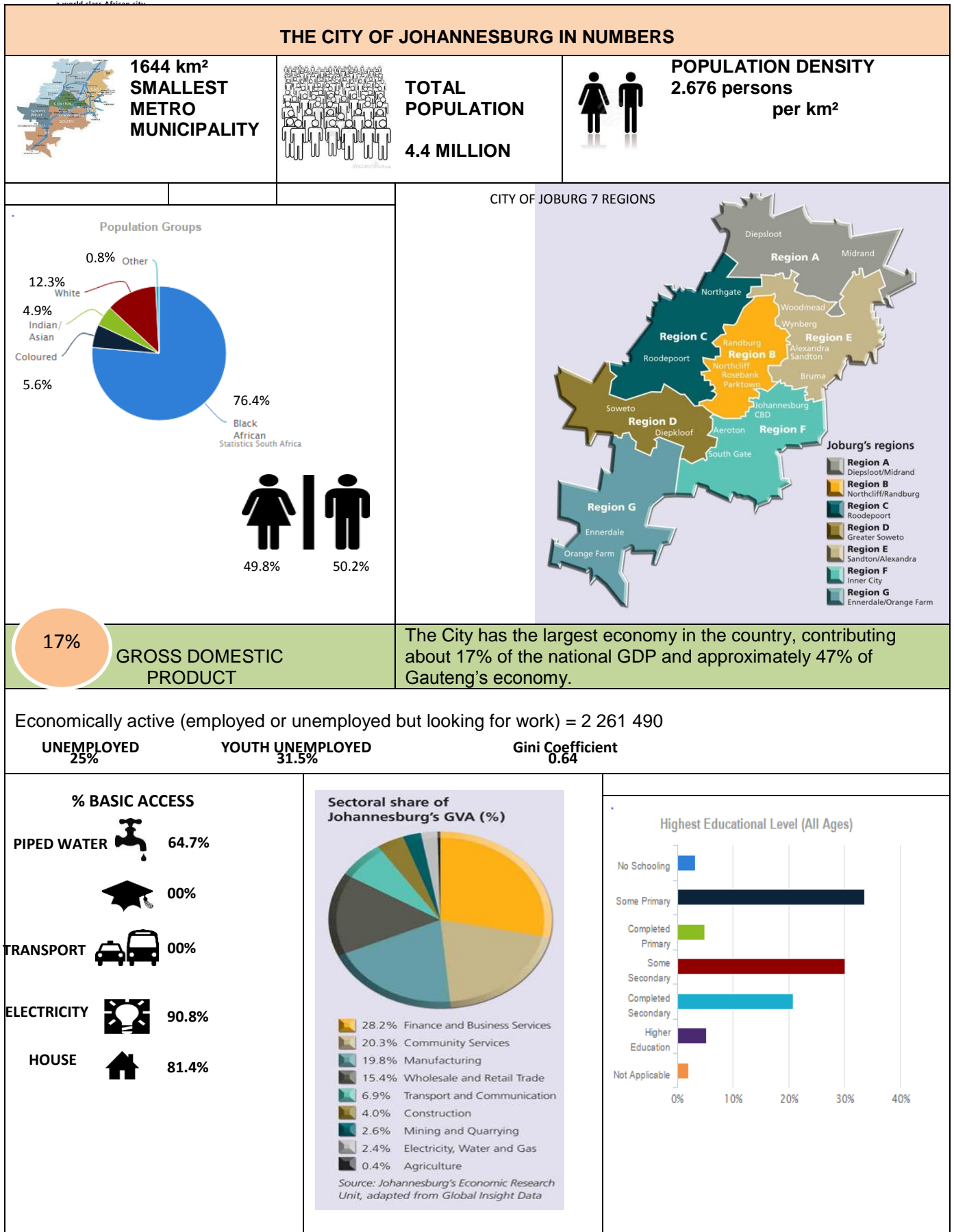


Figure 1: The City of Johannesburg in numbers

## **4. Spatial Targeting**

### **4.1. Long Term Vision**

Johannesburg's vision is to be a World Class African City of the Future – “a vibrant, equitable African city, strengthened through its diversity; a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society.”

The long-term plan of the City to realise the City's Vision is the Growth and Development Strategy 2040 (GDS 2040). The GDS 2040 provides a set of defined strategic directions that frame the five-year Integrated Development Plan and by extension the spatial plans of the City.

The GDS 2040 was approved in October 2011 and the City's business planning processes and budgets have been aligned with this new strategic direction. The strategy restates the City's resolution in confronting the past injustices created during Apartheid, working towards a democratic, non-racial, non-sexist and just City while simultaneously confronting present and future challenges as they emerge.

The Joburg 2040 GDS paradigm embraces the concepts of liveability, resilience and sustainability, as the characteristics of the future City. Four drivers for change were identified to contribute to achieving these ideals – inclusive and productive economic growth, environment and services, human and social development, and sound governance. The following principles were in turn defined to unpin these drivers:

**Principle 1: Eradicating poverty**

**Principle 2: Building and growing an inclusive economy**

**Principle 3: Building sustainable human settlements**

**Principle 4: Ensuring resource security and environmental sustainability**

**Principle 5: Achieving social inclusion through support – and enablement**

**Principle 6: Promoting good governance**

The four outcomes are as follows:

- **Outcome 1:** Improved quality of life and development-driven resilience for all
- **Outcome 2:** Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.
- **Outcome 3:** An inclusive, job-intensive, resilient and competitive economy.
- **Outcome 4:** A leading metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive GCR.

Each outcome is further unpacked into a number of output which are indicators the City proposes to use in order to measure progress against these outcomes. The City's preferred approach is to identify and/or develop indicators that allow for gathering of more nuanced information and data, and appropriate monitoring and evaluation of progress. There has therefore been a move away from 'standalone' indicators, with the City preferring to use selected indicators that combine more than one measure, where this is possible. The GDS 2040 is available on the City of Johannesburg website.

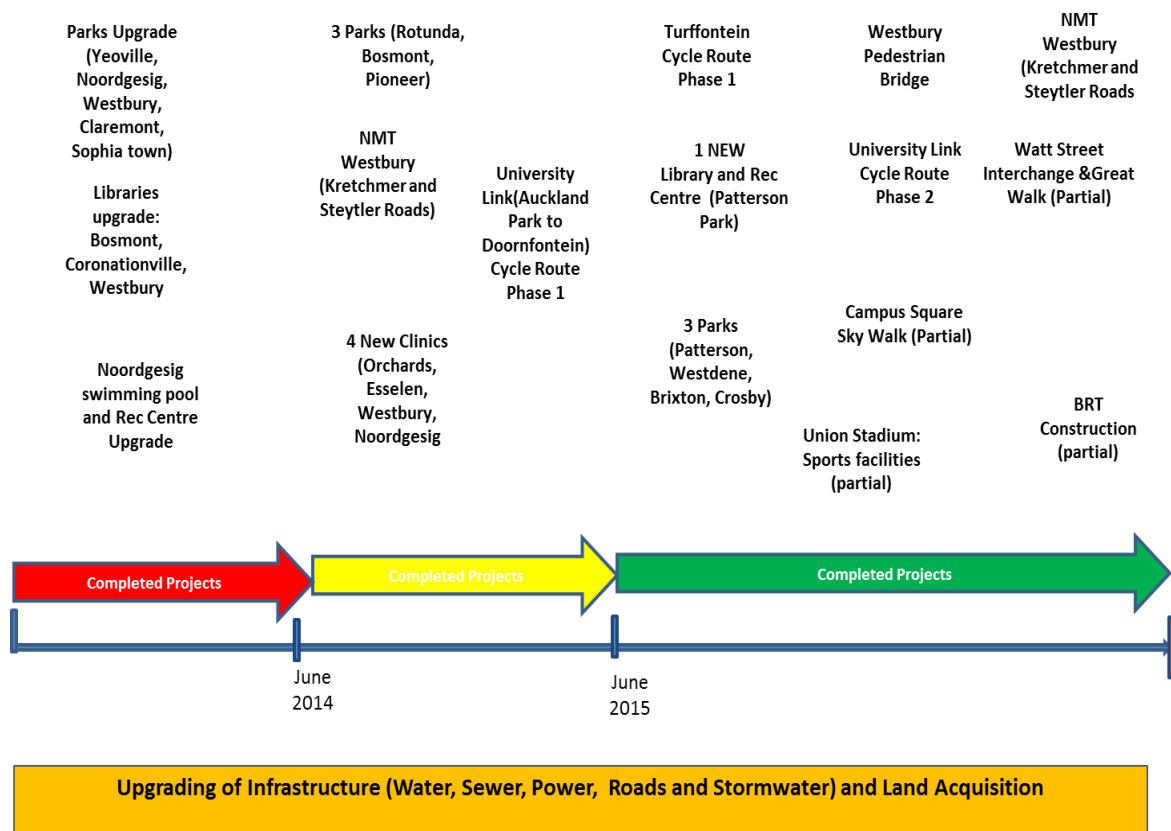
To integrate the GDS outcome into the Integrated Development Plan (IDP) process (the medium term strategic plan for the City as required in terms of the Municipal Systems Act (56 of 2000), four IDP master programmes or clusters were formulated: Economic Growth, Governance, Human and Social Development and Sustainable Services. Each programme formulated a series of sub-programmes in support of the outcomes and principles entrenched in the GDS 2040.

Given the long term projection inherent in the GDS 2040 strategy the IDP focuses on particular aspects and interventions known as Mayoral Priorities that will achieve the broader GDS 2040 outcomes in the long term. The Mayoral Priorities for the current five year IDP are:

- Employment creation, investment attraction and retention
- Informal Economy, SMME and Entrepreneurial support
- Green and Blue economy
- Transforming sustainable human settlements
- Smart City and Innovation
- Financial Sustainability
- Climate Change and resource resilience
- Building safer communities
- Active and engaged citizenry
- Agriculture and food security
- Repositioning Joburg in the global arena
- Good governance

Transforming Sustainable Human Settlements priority has direct bearing on achieving the aims of the Built Environment Performance Plan whilst the other priorities support the outcomes of the BEPP and all work together in transforming the City, and cannot be excluded from this policy document.

The Spatial Development Framework (SDF) is a legislated component of the IDPs that prescribes development strategies and policy guidelines to achieve a particular urban form,



Implementation of all the above listed projects (Figure 26 and Figure 27 will be undertaken by responsible departments and municipal owned entities.

### **Louis Botha Implementation**

The Bus Rapid Transit Infrastructure for this corridor is currently being implemented and to date, projects in Local Area 3, for Patterson Park have commenced.

Some of the infrastructure projects in the corridor are:

- Power: Upgrade Kelvin/Sandringham OHL to be Commissioned 2016
- Power: New Sandringham Sub-station to be Commissioned 2018
- Sewer upgrades of 14.8km of sewer lines is in the initiation phase
- Sewer: Northern WWTW (460MI) capacity is in the construction phase
- Water upgrades to create 3 PRV zones for pressure management, 37.5 MI and 16.7 km pipelines is in design phase

*Figure 28: Louis Botha – Infrastructure- Social*

### **Empire-Perth Implementation**

The BRT infrastructure for this corridor has already been implemented. In the Knowledge Precinct only catalytic projects to support interventions in Empire Perth corridor were identified, a precinct plan was never drafted and NMT projects have been 100% completed and the Pedestrian bridge design has been finalised and the process of selecting contractor will begin soon.

Some of the infrastructure projects in the corridor are:

- Hurst Hill Substation upgrade to be completed in 2018
- Water upgrades of 7.6km water pipelines, 26 MI Reservoir, 2MI Tower the project is in design phase
- Sewer upgrades of 5.2km of sewer lines which is in initiation phase
- Sewer: Bushkoppie WWTW (200 MI capacity) is in construction

*Figure 29: Empire Perth-Infrastructure- Social*

### **Turffontein Implementation**

The Rotunda Park Precinct is currently being implemented by the JDA, and is currently in the first of three implementation phases. This phase includes the following projects which are being catalysed:

- High Street North and Northern Gateway;
- Park Inner Crescent and;
- Eastern Gateway.

Some of the infrastructure projects in the corridor are:

- Power: Upgrade Wemmer S/S to be Commissioned 2021
- New Oakdene Sub-station to be Commissioned 2020
- Water upgrades to install a pump station, a 2.5MI Tower and 9.7 km of water pipelines which is in the design phase
- Sewer Upgrades of 7.4km of sewer pipelines the project in in the initiation phase

Figure 30: Turffontein- Infrastructure- Social below illustrates the relationship between the IDP and SDF. The SDF seeks to translate the broader City objectives into a long term spatial plan. The Spatial Development Plan is one of the key planning instruments that shape the built environment and therefore is a crucial base component of the Built Environment Performance Plan. It forms the basis of the BEPP’s spatial targeting which aims at planning for and prioritising projects that will begin to create the desired spatial form. The City’s SDF is detailed in the section that follows.

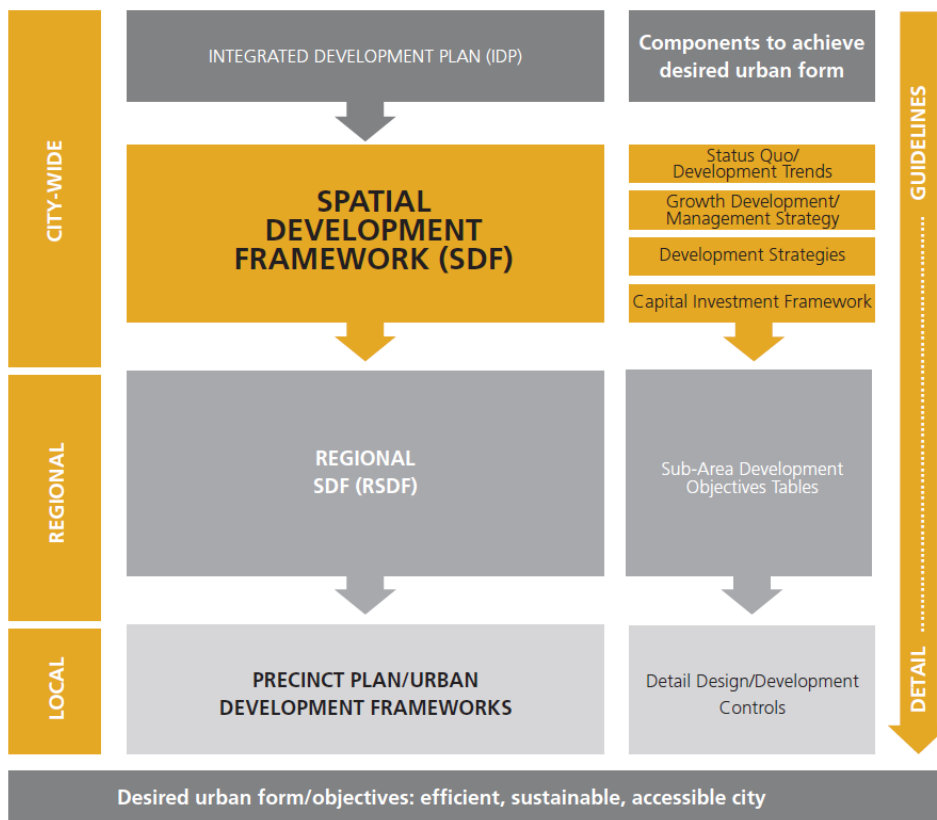


Figure 2: Spatial Policy in relation to the IDP



## 4.2. Spatial Development Framework

The Johannesburg Spatial Development Framework (SDF) is in its final stages of review, with the final version set to be adopted by Council during the 2015/16 Financial Year. Underpinning the City's SDF is a series of policies that guide its implementation:

- The Growth Management Strategy (GMS), which determines where, and under what conditions, growth can be accommodated, in order to achieve the desired urban form presented in the SDF.
- The Sustainable Human Settlement Urbanisation Plan (SHSUP),
- The Economic Development Strategy 2015
- The Regional Spatial Development Frameworks (RSDFs) provide an area-specific interpretation of the SDF and GMS for each of the 7 Administrative Regions. The Department of Development Planning refers to these policies to assess development applications received by the City. This provides guidance to achieve the desired urban form for the City.
- The Capital Investment Framework (CIF), through the application of the strategies and guidelines of the SDF, is the component of the IDP by which the City identifies and prioritises capital projects from which the medium-term capital budget for the City is finalised.
- Precinct Plans and Urban Development Frameworks (UDFs) provide detailed design and infrastructure requirements and associated policy for localised areas and defined sections of the City (respectively). The Strategic Area Frameworks (SAFs) for the Corridors of Freedom fall within this category of plan.

### 4.2.1. Transformation Agenda: towards a spatially just City

The Johannesburg SDF 2040<sup>1</sup> is a city-wide spatial policy document identifying the main challenges and opportunities in the city, setting a spatial vision for the future city, and outlining a set of strategies that would lead to the realisation of that vision. Importantly, along with providing a spatial vision, **the SDF defines the priority transformation areas to be used in the City's capital investment prioritisation model (Johannesburg Strategic Infrastructure Platform – JSIP)**. This will ensure that infrastructure investment is directed to priority areas as defined in the SDF.

The core objective of the SDF 2040 is to **'create a spatially just world class African city'**. The SDF 2040 is premised on the notion of spatial transformation, defined through the principles of equity, justice, resilience, sustainability and urban efficiency which this SDF seeks to translate into a development policy.

The SDF is not a static master plan; it is rather a dynamic model of strategic planning that will be cyclically reviewed, adjusting the focus and direction based on city transformation that takes place on the ground.

### 4.2.2. Spatial vision: a compact polycentric city

The spatial transformation vision of the SDF 2040 seeks to create a spatially just world class African city. The vision is based on a modelling exercise testing three development scenarios, each hypothesising the growth of Johannesburg from 4.3 million to 7 million people by 2040. The first model describes a scenario with dispersed, sprawled growth. The second describes a 'linear development' scenario where future development occurs along an expansive public transport network (corridor development) linking all marginalised areas of the city, through vast development corridors to

<sup>1</sup> While SPLUMA dictates that the SDF should indicate a 5 and a 10-20 year vision for the SDF, this SDF has taken a 25 year view in line with the City's GDS 2040.

the inner city. The third scenario is a compact polycentric model which concentrates growth in a compact urban core and around priority transformation areas and key urban and transit oriented development nodes. The compact polycentric city model performed significantly better than the other two in terms of economic, environmental and social indicators.

**Therefore, the spatial vision envisaged by the SDF 2040 for Johannesburg is a compact polycentric city with a dense urban core linked by efficient public transport networks to dense, mixed use, complimentary sub-centres, situated within a protected and integrated natural environment.**

**The future compact polycentric Johannesburg will bring jobs to residential areas and housing opportunities to job centres (rather than merely transporting people between the two). It will bridge spatial and social barriers and build a framework for a spatially just city.**

#### **4.2.3 The Spatial Framework**

**In realising a compact polycentric city form and ensuring transformation, the SDF identifies the following layers of focus for which it outlines development strategies:**

- **A Transformation Zone**

The transformation zone is the key focus area of the SDF in terms of future growth. In this zone the city will promote densification, diversification and intensification through capital infrastructure investment, increased density allowances and other incentives. The Transformation areas within this zone are: the Inner City, the Corridors of Freedom, Soweto, the Mining Belt and the Randburg- OR Tambo Development Corridor. The development strategies for each of these transformation areas are detailed in the SDF.

- **Consolidation Zone**

The SDF acknowledges that beyond its transformation zone, there are existing challenges and areas of opportunity which it refers to as the consolidation zone. The consolidation zone addresses areas of urban consolidation and infrastructure maintenance and management. It also addresses infrastructure backlogs, particularly with regards to improving sustainability and quality of life in deprivation/ marginalised areas. Including informal settlement regularisation programmes.

- **Ecological Resource Zone**

This focuses on re-inforcing the Urban Development Boundary (UDB) and limiting development beyond the boundary.

- **The Spatial Economy**

The spatial economy is focused on all the city's nodes and the strategies outlined in their classification and density guidelines.

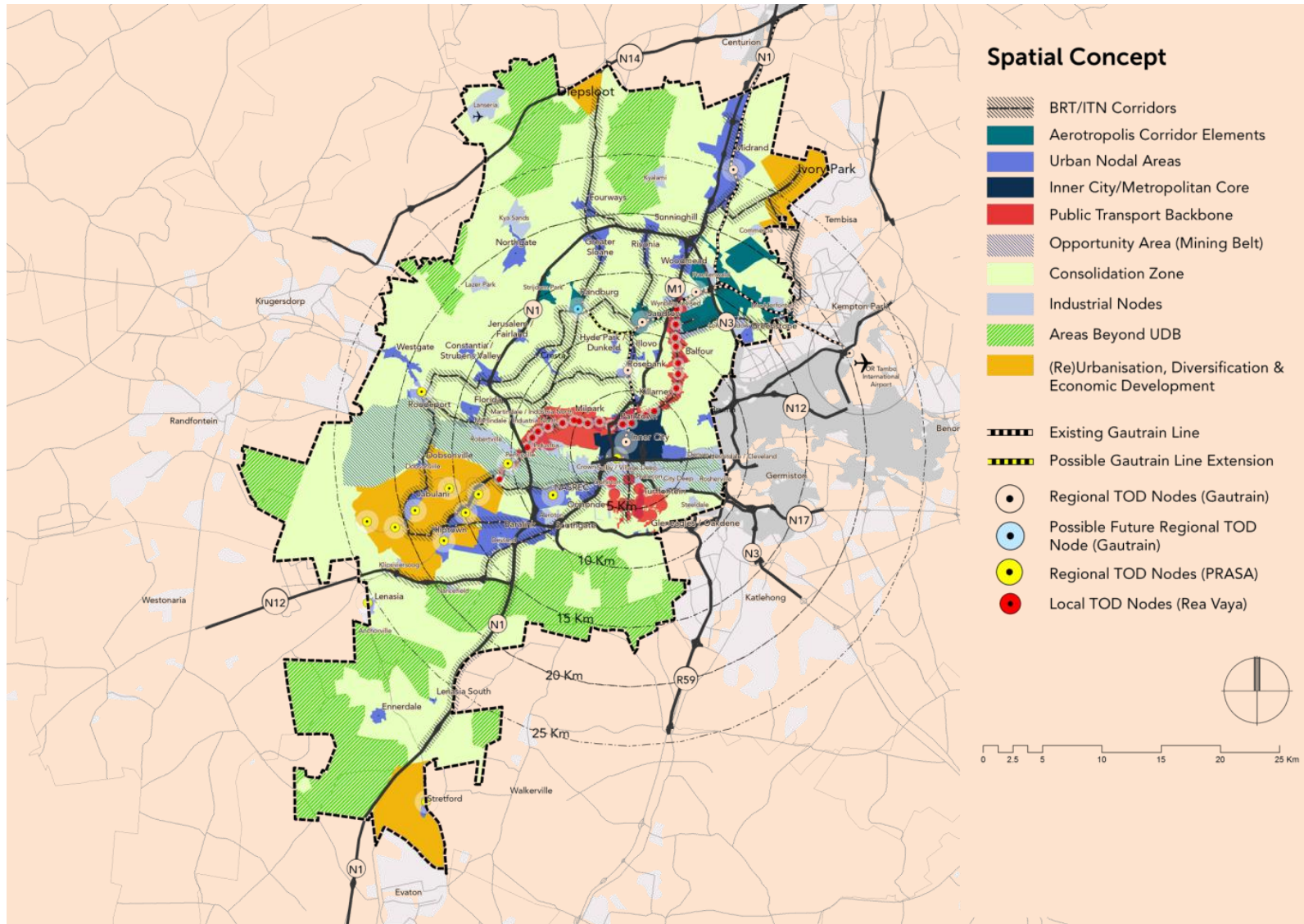


Figure 3: Spatial Framework

### 4.2.4. Implementing the SDF: Capital Investment and Growth Strategy

*The spatial framework above, along with the spatial policies and design guidelines, will be implemented through a targeted capital investment and growth strategy.*

#### 4.2.4.1 Capital Investment Focus

The main purpose of the SDF is to provide clear direction for future growth through development policies and strategies. The implementation of the SDF in order to achieve the desired outcome takes place at mainly two levels:

Firstly, the implementation of state and private sector development initiatives is overseen by the city as part of its regulatory functions for approval of development. The implementation and application of the Spatial Framework intent, policy guidelines and requirements and various legal and policy mechanisms would direct the development initiatives to ensure compliance and achievement of overall goals and outcomes of the SDF.

Secondly, the implementation of the SDF will rely on infrastructure capital investment that supports the growth directions and ambitions for future development. The SDF will guide both private and public investment in bulk infrastructure and services. Public sector investment in infrastructure and services represents the most significant portion of capital investment in the city and the link of the spatial framework with the capital investment programme is essential for successful implementation.

This aspect of integrated spatial and investment planning is well established in Johannesburg. A well-established institutional capital budget process that ensures alignment to the strategic growth objectives and spatial plans has been established within the City administration. The process also ensures compliance with the requirements and regulations of the MFMA and the guidelines of National Treasury. The process consists of a number of extensive consultations between all departments and entities responsible for capital investment and the Planning Department, who is the custodian of the SDF and related development strategies and also coordinate and direct the capital planning process and formulation of the capital budget (section 14 outlines the process in detail).

#### Capital Investment Framework

There are broadly three main categories for capital investment that contribute to the overall strategy and the Capital Investment Framework.

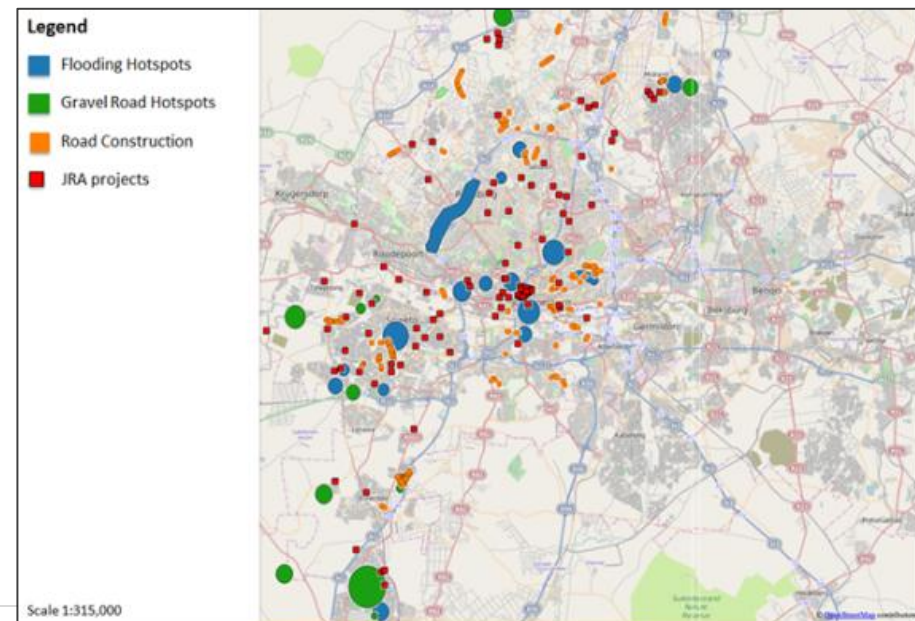
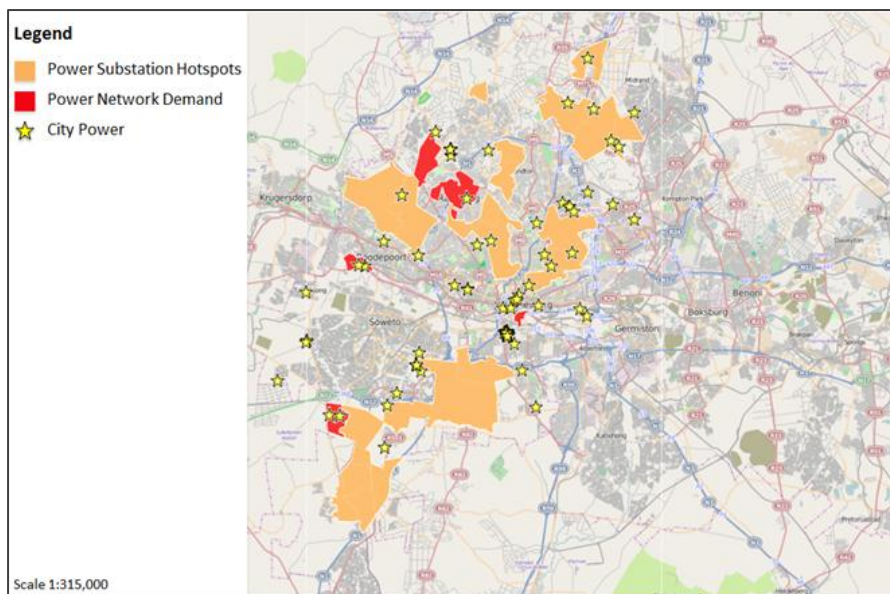
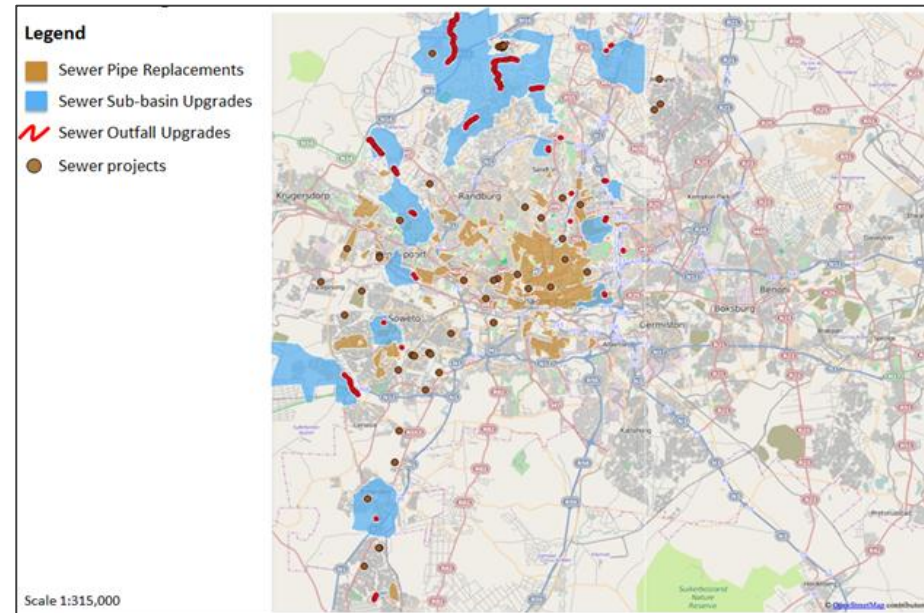
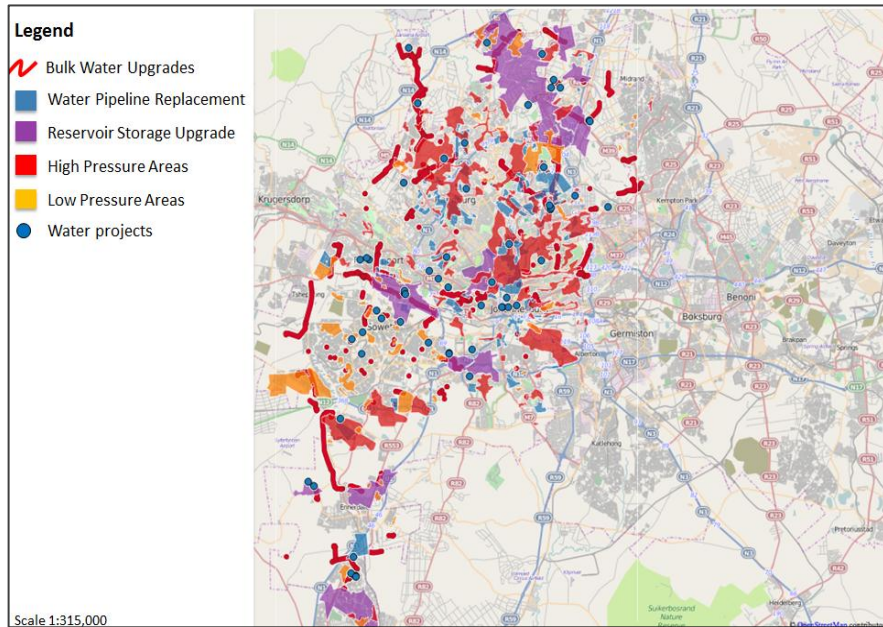
##### 1. Infrastructure Asset Management

This category refers to investment in existing infrastructure assets to deal with the asset life cycle requirements for refurbishment and replacement in order to secure continued service delivery. The CIP provides the priority areas that require refurbishment and replacement in terms of the asset management plans. It includes areas where service level constraints exist as a result of current demand exceeding the existing capacity, and thus remedial upgrading of capacity to meet the service standards is required.

The priority areas for upgrading, refurbishment and replacement of existing infrastructure for the main infrastructure types (Roads, Power, Water, Sewer), are depicted in figure 4 below.



Figure 4: Infrastructure Hotspots (Water, Sewer, Power, Roads)



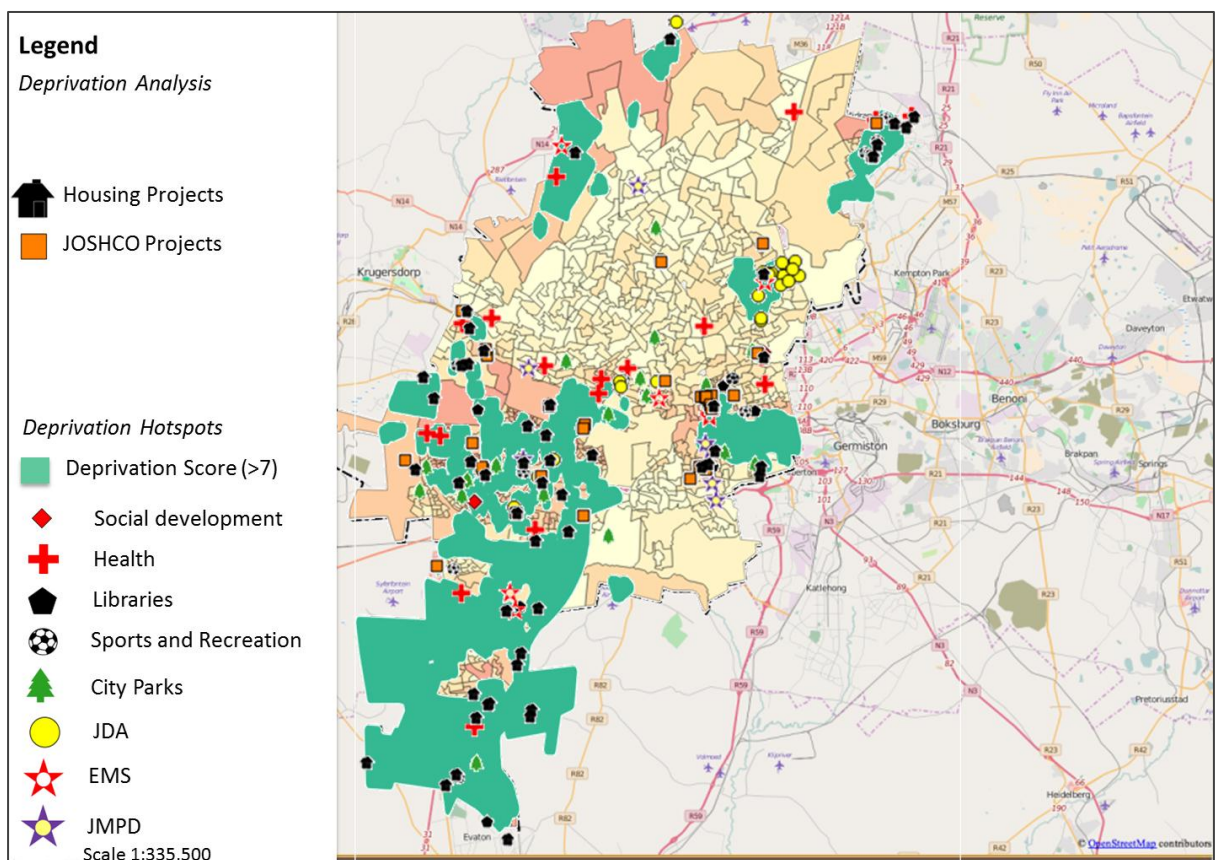
In priority development areas like the transformation zones, strategic economic nodes and deprivation areas, upgrading of existing infrastructure, (in addition to refurbishment and replacement), to create additional capacity for development will form part of the asset management investment where it contributes to the intended development outcomes of the SDF.

2. Infrastructure investment to deal with backlogs in deprivation areas

This investment is specifically focused on eradicating backlogs and deficiencies of engineering and social infrastructure related to the deprivation areas. Investment in these areas also needs to address the structural and built form aspects that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving problems specifically related to the deprivation areas and at the same time create sustainable and liveable settlements as an outcome.

The deprivation area programmes that are already in existence, (previously referred to as marginalised area programmes), are directed at the existing areas of Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra. These programmes will be supplemented by similar programmes focused on the Zandspruit area and the general area of the Southern Deprivation areas.

Figure 5: Investment related to Marginalised Areas





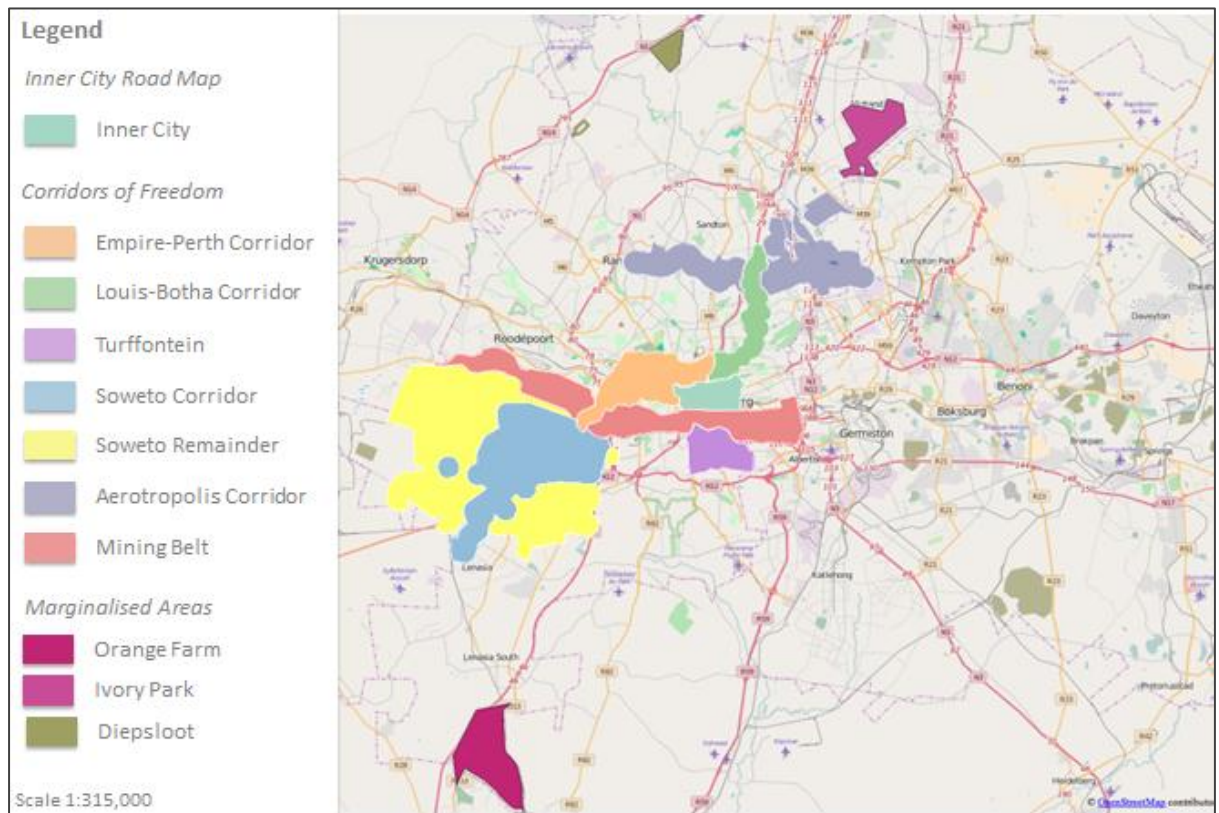
These areas are classified as high priority investment areas with clear envisaged outcomes and spatial opportunities as expressed in the SDF, as well as detailed frameworks and development strategies for the individual areas.

The Formalisation of Informal Settlements Programme is an integral part of the deprivation areas investment plan. A large number of housing projects are currently addressing the need for housing in these areas. The development strategy is to conclude existing projects already on the ground and that new in situ development projects be aligned to the SDF policy imperatives for integrated and sustainable development before any new capital investment is allocated.

### 3. Improve infrastructure capacity for development in strategic growth areas

This category of investment targets the transformation zones and strategic economic nodes to ensure adequate capacity for development to accommodate urbanisation and economic growth needs. Development programmes in the transformation zone require additional capacity to implement the respective development strategies and accommodate intensification and densification and to ensure better functionality of the urban system.

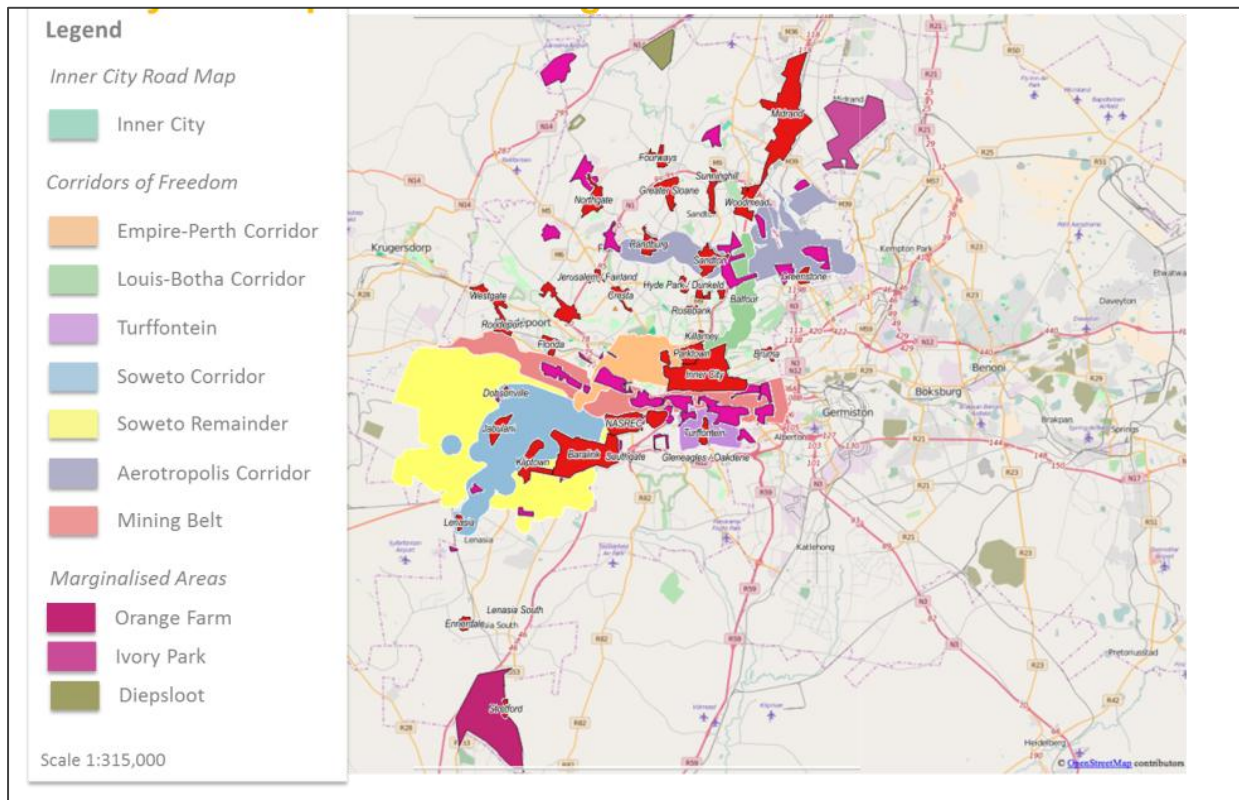
Figure 6: Priority Transformation Zones/Areas



The transformation areas are the main focus for future development through urban intensification and expansion and thus are high priority areas for growth enabling capital investment. Each of the programmes that make up the transformation zone already have detailed development frameworks and precinct plans to guide capital investment. Investment in these areas covers the full range from engineering infrastructure to social infrastructure and facilities. The Corridors of Freedom and Inner City have clear investment programmes, with funding allocations in the MTEF, that will ensure the desired urban structure and developmental outcomes are achieved.



Figure 7: Economic Zones, Priority Development and Integration Zones



Another priority for intensification and expansion is investment to support economic growth centres in terms of the Johannesburg Economic Strategy. Investment in economic infrastructure will support and safeguard the current economic backbone of the city and ensure growth and expansion possibilities and the creation of jobs. The investment focus on the nodes is also of strategic importance for the deprivation area programme to ensure more economic growth and job opportunities in close proximity of economically marginalised areas. Where economic nodes form part of the transformation zone such investment is already integrated in the respective development programmes.

There will never be adequate funding available to cover all the competing infrastructure and development needs across the whole city. The JSIP and the associated capital investment planning process assist the city to find the best balance between the different competing interests and ensure that the optimal mix of investment to secure and improve the current asset base and achieve the objectives for upgrading and development of deprived areas and future development aspirations and needs of the city.

Even though broad priority areas for investment have been identified, funding availability, economic growth rates and practical considerations require that development and growth have to be managed. The concept of growth management firstly requires that growth and investment have an area based focus in order to consolidate a range of investments that will have a catalytic effect. This area based focus has already been defined in the detail plans that support the transformation zone. The second implication of growth management is the phasing of growth and the timing of investment that will release new growth opportunities. It is therefore important that growth trends be monitored and interpreted to influence policy and investment decisions. Growth management is also linked to the SDF development indicators that will provide a measure of the success in relation to the intended development outcomes and targets. This would then allow for future adjustments of investment policy to be more responsive to prevailing conditions and development objectives.



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The SDF integrates all the urban components of infrastructure, transport, housing and economic development to provide the basis for targeted capital investment to achieve current and future development outcomes and targets.

### 4.3. Identification of Urban Network, Integration Zones and Hubs

The Urban Network Model developed by National Treasury is understood by the City as, "...a transit-orientated precinct investment planning, development and management approach aimed at strategic spatial transformation in order to optimize access to social and economic opportunities for all and especially the poor as well as to minimize transaction costs to participating in the urban economy."<sup>5</sup>

This definition of an urban network is detailed as a primary and secondary network of hubs (nodes) (concentrations of economic and social activity or economic potential) and corridors that facilitate public transit)<sup>6</sup>.

The **primary network** consists of the Joburg CBD and other metropolitan (e.g. Sandton), regional (e.g. Randburg) and mixed-use nodes, certain industrial nodes and public transit corridors (i.e. Corridors of Freedom) linking nodes.

The **secondary network** refers to "secondary public transport linkages that connect each Neighbour hub with lower order nodes" within marginalised townships of the City (e.g. Diepsloot, Ivory Park, Alexandra, Soweto, Greater Orange Farm).

The previous BEPP's identified the City's development corridors as the primary network, with the Corridors of Freedom and the Mining Belt as the integration zones.

In interpreting municipal plans, specifically the spatial plans of the City as captured in the SDF in terms of the Urban Network Model it is acknowledged that the spatial realisation of the SDF is too detailed for prioritising medium to long term qualitative change in the built environment. To this end the Priority Transformation Areas (previously known as Capital Investment Priority Areas (CIPAs) (see Figure 8) were developed. The Priority Transformation Areas define the primary network for the City. As already mentioned the Priority Transformation Areas provides the basis for prioritising and re-directing the City's capital budget for the medium to long term. The Priority Transformation Areas are :

- The Corridors of Freedom with a focus on the Louis Botha, Perth-Empire, Turffontein and Mining belt Corridors.
- The mixed-use and industrial nodes.
- The Marginalised former black townships of Ivory Park, Diepsloot, Alexandra, Soweto and Orange Farm where the highest levels of deprivation and the highest population densities are located within the City (the secondary network).
- The Inner City (the CBD) and,
- Informal Settlements

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<sup>5</sup> National Treasury. 2012. Identification of the Urban Hub: Document 1 Methodology Development

<sup>6</sup> National Treasury. 2012. Proposed Urban Network Model

#### 4.3.1. Central Business District (CBD)

As described above the CBD remains an important area of economic, residential and social interaction catering for a diverse range of incomes, cultures and races – incorporating both the formal and the informal sector in complex relationships. The key policy guiding the City’s engagement with the CBD is the Inner City Road Map.

#### 4.3.2. Integration Zones

The City of Johannesburg integration zones are, as mentioned, the Corridors of Freedom namely Louis Botha, Perth-Empire and Turffontein and the Mining Belt, as represented in Figure 8.

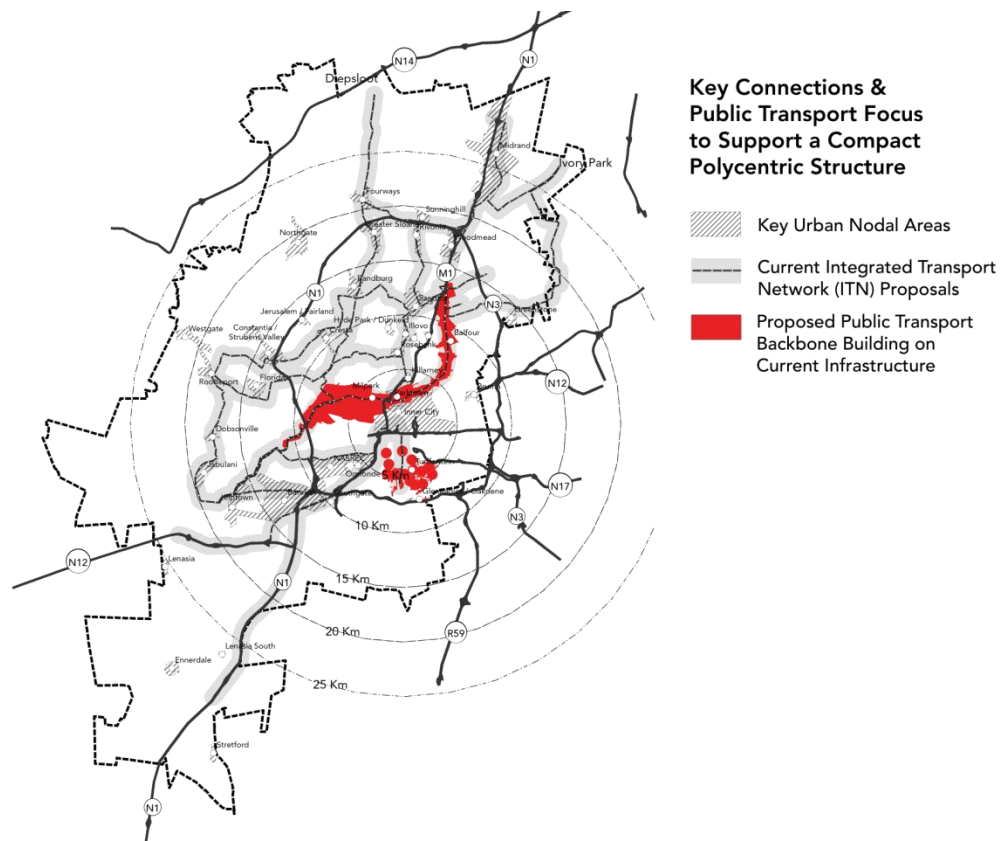


Figure 8: Corridors of Freedom emphasising (from north to south) Louis Botha, Perth Empire and Turffontein Corridors

The public transport backbone of the corridors is the Rea Vaya Bus Rapid Transit System and feeder routes in conjunction with existing taxi and rail infrastructure, supported by quality non-motorised transport infrastructure.

The development rationale is Transit Orientated Development (TOD) at stations, mixed use or industrial nodes.

Each of the Corridors has a ‘basket’ of service interventions that respond to:

- Movement infrastructure
- Service infrastructure
- Social infrastructure
- Public environment infrastructure

- Land acquisition
- Housing projects
- Institutional projects

Detailed plans for the three Corridors in question have been compiled in the form of Strategic Area Frameworks (SAFs) as detailed below.

### 4.3.2.1 Louis Botha Corridor

*Figure 9: Louis Botha Corridor*



This corridor links the Inner City (CBD) to Alexandra and to Sandton. The corridor is located in the central eastern area of the City, primarily in Administrative Region E. In terms of the Strategic Area Framework the plan identifies priority precincts and projects.

The Corridor is focused on Louis Botha Avenue, which becomes Old Pretoria Main Road north of Alexandra.

The Louis Botha Strategic Area Framework is the City's Guide for the short to medium term development of the Corridor.

The priority precincts proposed by the Plan are: Marlboro, Wynberg Balfour and Orange Grove (Figure 10). These are mixed nodes located along the Louis Botha Corridor. These precincts are located in the vicinity of proposed BRT Stations. It is these areas where intensification of residential, economic and social use is to be encouraged the most.

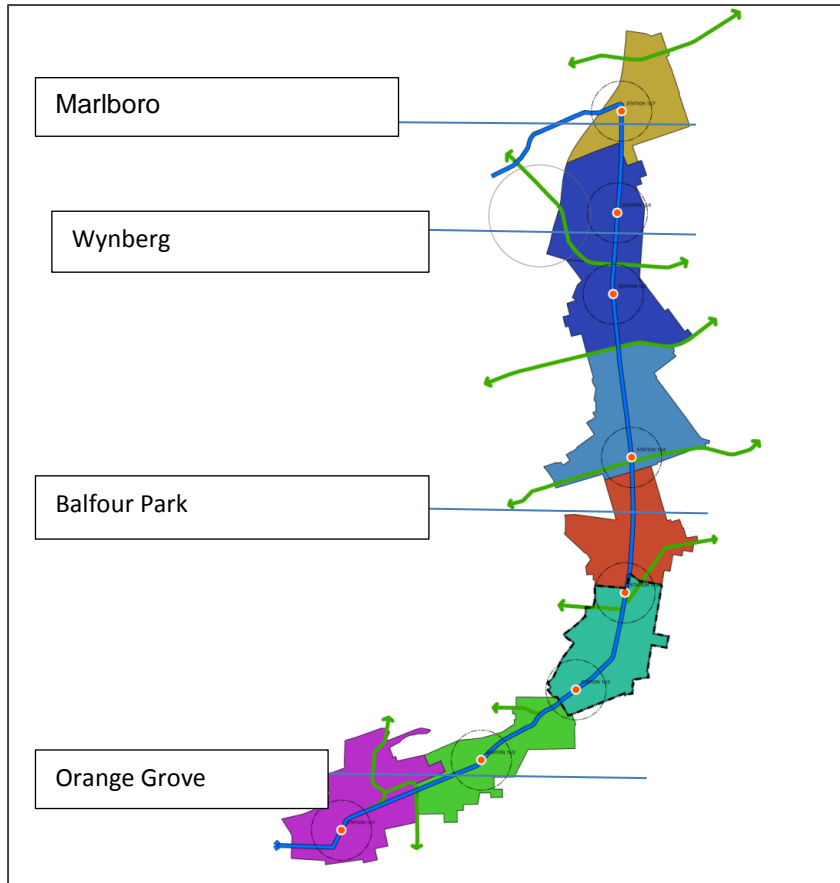


Figure 10: Priority Development Areas within the Louis Botha Corridor

The key interventions planned for the corridor in the short to medium term are:

- Infrastructure capacity for densification
  - Power- R75,000,000.00
  - Water- R65,000,000.00
  - Sewer- R25,000,000.00
  - Roads- R32,953,800.00
- Transport infrastructure (Bus Rapid Transit infrastructure for Louis Botha) including the Watt Street interchange and freedom walk at Wynberg will cost approximately R2 billion, this project is to be funded out of PTIS.
- Patterson Park redevelopment and facilities – R32 million
- Marlboro Housing – R414 million

The Bus Rapid Infrastructure for this corridor is currently being implemented. A detailed list of projects for the Louis Botha corridor for the next six years is detailed in section D.



#### 4.4.2.1.1 Louis Botha Detailed Planning

The Louis Botha study has identified eight local areas within the broader corridor area. These areas are:

- **Local Area 1: Parktown/Hillbrow;**
- **Local Area 2: Yeoville/Berea/Upper Houghton;**
- **Local Area 3: Orange Grove/Fellside;**
- **Local Area 4: Highlands North;**
- **Local Area 5: Balfour;**
- **Local Area 6: Bramley;**
- **Local Area 7: Wynberg/Alexandra**

Detail on each of these priority precincts is presented in the Louis Botha Strategic Area Framework.

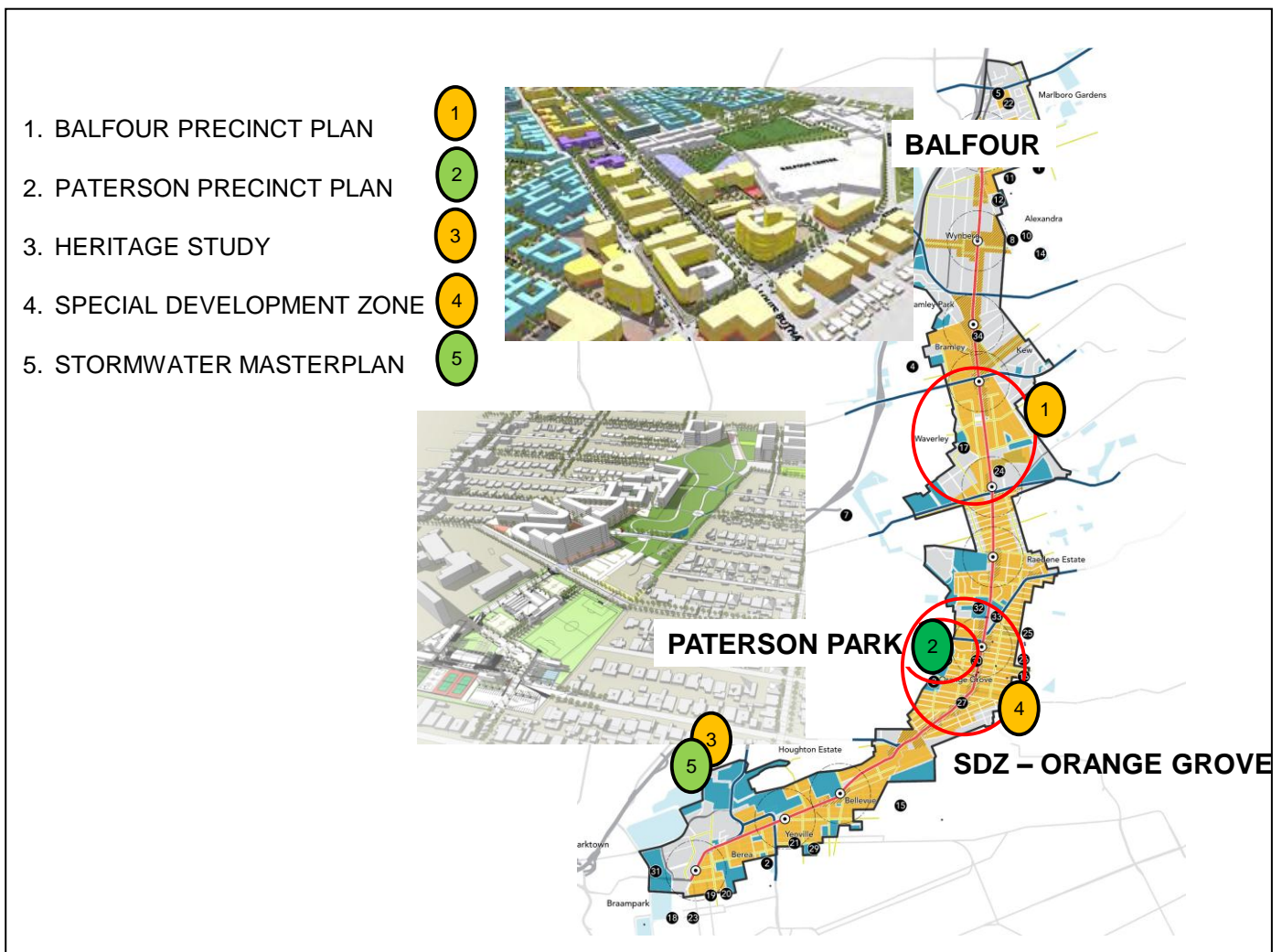
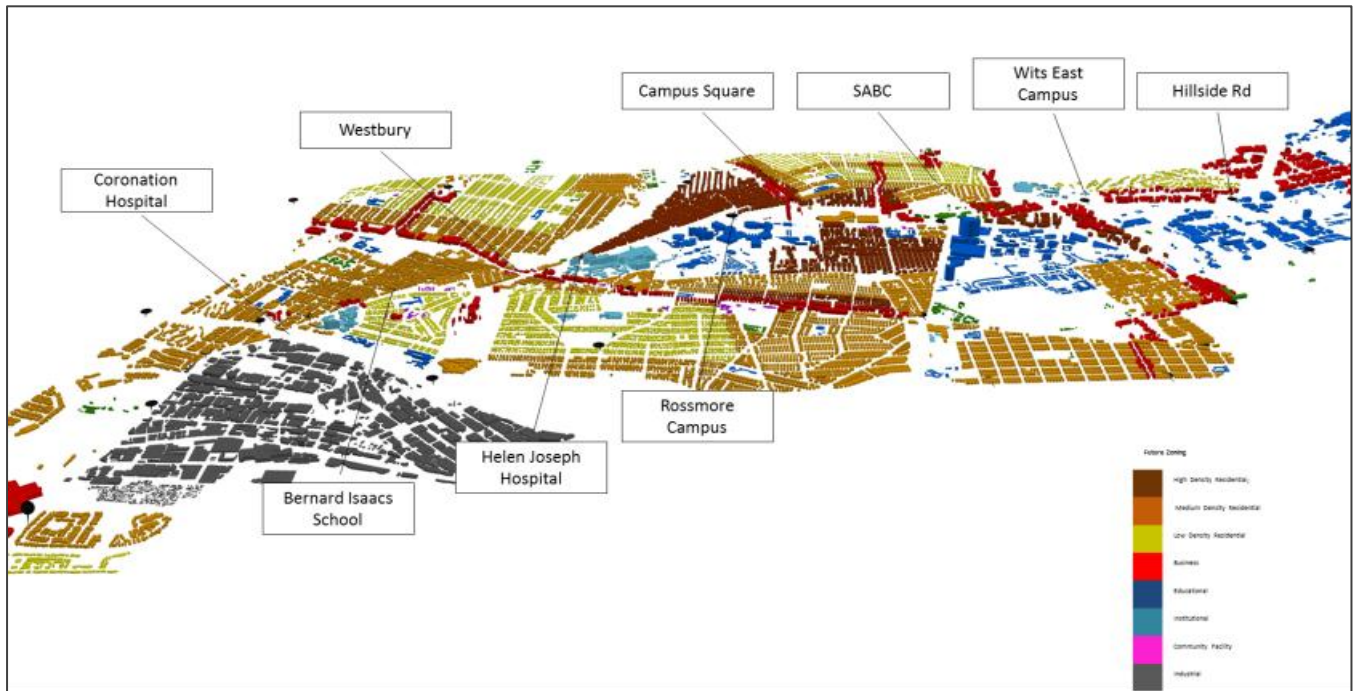


Figure 11: Louis Botha-Detailed Planning

**4.3.2.2 Empire Perth Corridor**

The Perth Empire Corridor connects the CBD with Soweto - the largest collective of former black townships in the City- to the south-west. The Corridor follows Empire Road – Stanley Avenue – Kingsway – Perth Road – Harmony Street – Fuel Road – Commando Road – New Canada Road – Main Road (see *Figure 12*).



*Figure 12: Proposed Perth/Empire Corridor Strategic Area Framework identifying key features of the Corridor*

Nodes within this corridor include Parktown, Auckland Park (including Melville), Milpark, Brixton, Martindale and Industria and other neighbouring industrial nodes (e.g. Croesus).

The area is characterised by institutions that are critical to the City and the Country’s economy and society; these include: the University of Witwatersrand; the SABC; the University of Johannesburg (Auckland Park Campus); the Helen Joseph Hospital and the Coronationville Hospital.

The corridor also includes a number of poor communities situated in two informal settlements: Westbury, Pennyville and Noorgesig.

The Perth/Empire Strategic Area Framework is to guide the City’s development approach to the area. The proposed ‘basket’ of service interventions is intended to support the strategic intensification of land uses within the Corridor.

Key Projects required for the corridor to realise its development potential include:

- Increased Infrastructure capacity for densification
  - Power- R190,060,000.00
  - Water- R40,000,000.00
  - Sewer- R20,000,000.00
  - Roads- R126,600,200.00
- Westdene dam Redevelopment – R21,970,000.00

- Westbury redevelopment including social facilities – R175 million
- Pennyville Housing – R140,000,000.00

The BRT infrastructure for this corridor has already been implemented. Detailed Project lists arising from the redevelopment of the Corridor are listed in Section D.

#### 4.4.2.2.1 Empire-Perth Detailed Planning

The Strategic Area Framework for this corridor identifies 5 priority local areas which are subject to further planning (precinct plans). Detail on each of the listed local area plans is available in the Empire Perth SAF:

- **Local Area 1: The Knowledge Precinct (Auckland Park/UJ);**
- **Local Area 2: Brixton**
- **Local Area 3: Westbury**
- **Local Area 4: Milpark Node;**
- **Local Area 5: Pennyville/Noordgesig**

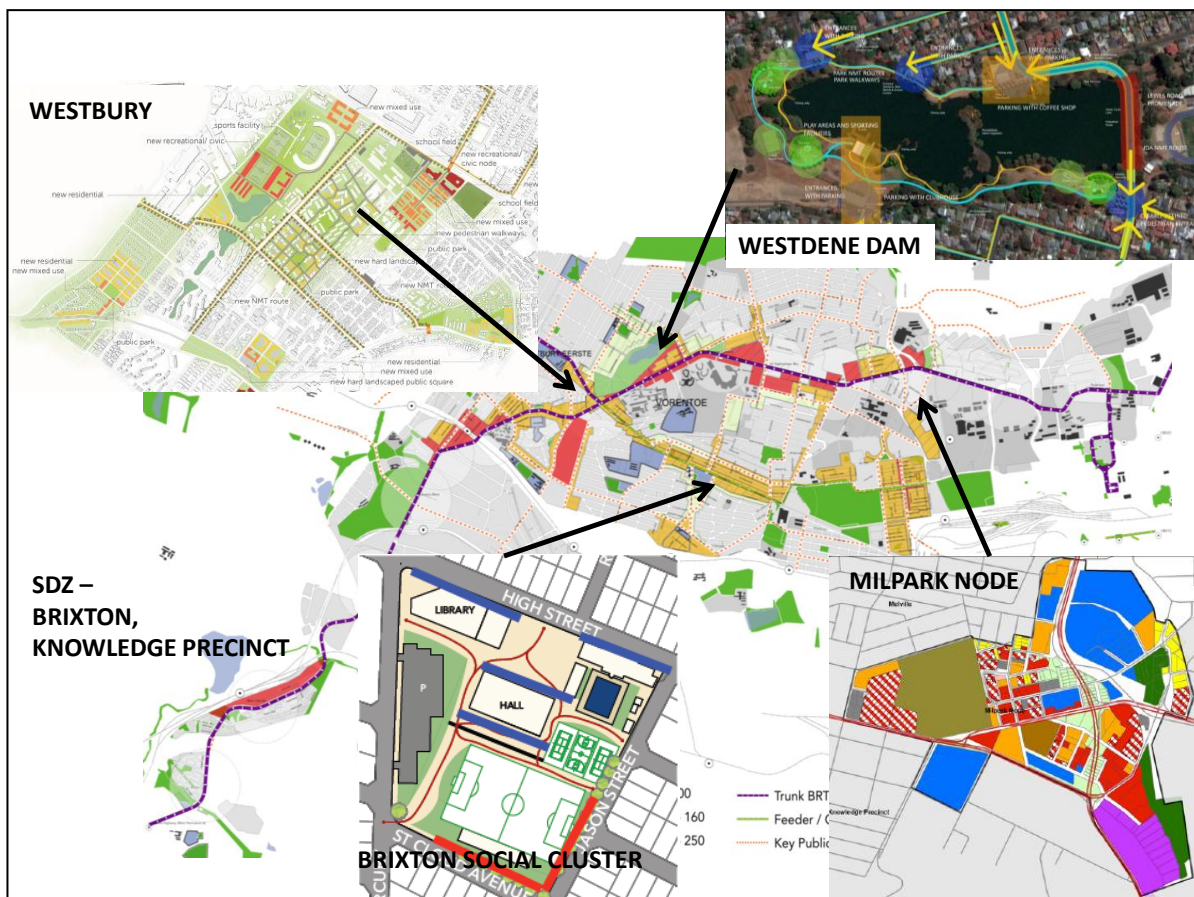


Figure 13: Empire-Perth Detailed Planning



**4.3.2.3 Turffontein Corridor**

Turffontein is located south of the CBD on the southern edge of the mining belt. The Turffontein Corridor is different from the two corridors detailed above. Initially, the corridor was to be focused on Booyens Road/ Klip Rivier Drive and Rifle Range Road and the link to the existing BRT Route on Soweto Highway and the desire lines through to the Johannesburg South. However, due to urban decay being experienced in Turffontein and the potential for densification within the suburb it was decided that the broader Turffontein area would form the focus of the Strategic Area Framework.

Unlike the Louis Botha and the Perth/Empire Corridors no proposed bus rapid transit system traverses the study area. The existing Soweto Highway leg of the Rea Vaya systems serves the edge of the study area. One of the primary functions of the Turffontein Strategic Area Framework is to identify the need for a bus rapid system feeder bus network or a re-orientated regular Metrobus service for the Area.

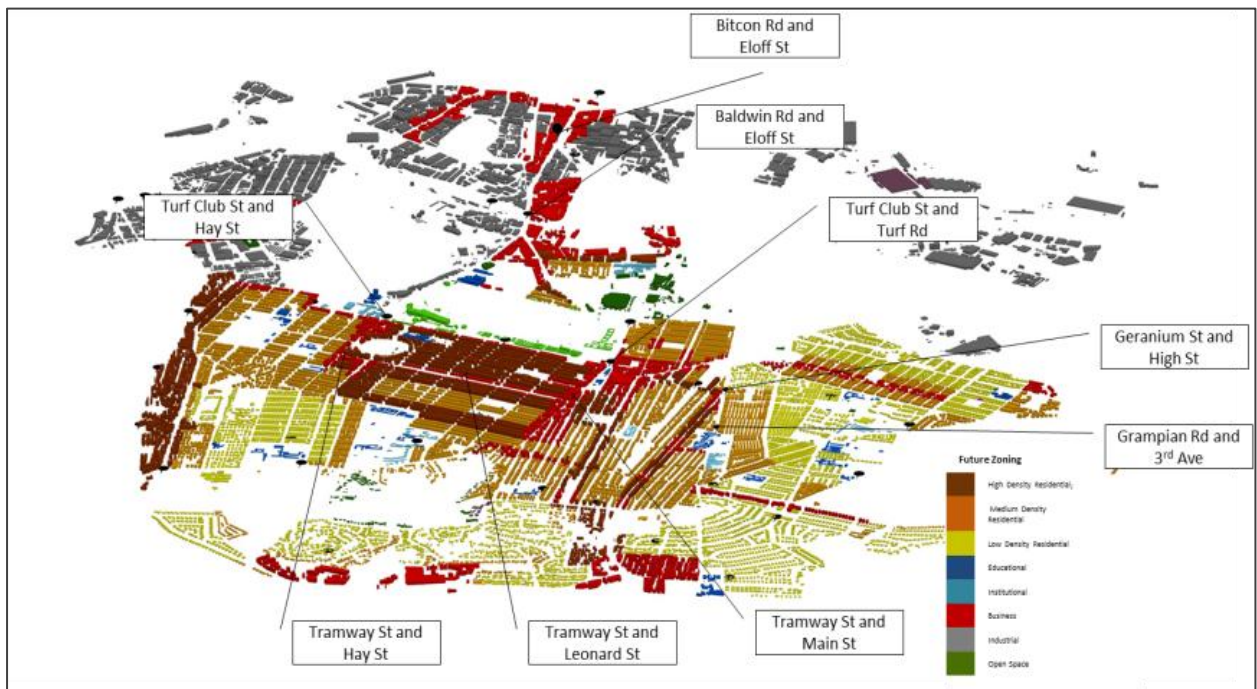


Figure 14: Turffontein Corridor Strategic Area Framework indicating key roads in the area

Turffontein and neighbouring suburbs, have a significant immigrant population which in part is due to the proximity to the Central Business District (CBD). A further noticeable trend has been an increase of poverty within the area. Despite this there is still a lively and important trade and associated commercial component within the area especially in the established industrial and activity streets.

Structuring elements of the study area include: west-east railway line, the M1 and M2 Highways, mine dumps, the Robinson Landfill Site, the Turffontein Race Course, Wemmer Pan and Moffat Park.

Focal points for the Turffontein Strategic Area Framework include:

- Stafford Rail Station in Booyens Industrial Township
- Wemmer Pan and associated open spaces and community facilities, and

- De Villiers Road and Rotunda Park within Turffontein

The key service related projects to facilitate the redevelopment of Turffontein are:

- Infrastructure capacity for densification
  - Power- R1,887,306,000.00
  - Water- R86,947,000.00
  - Sewer- R25,000,000.00
  - Roads- R48,373,600.00
- Linear Central Park and community facilities – R30.6 million
- Rental and Social Housing – R269 million
- Wemmer Pan Redevelopment – R28 million

The list of service related projects is detailed under section D.

#### 4.4.2.3.1 Turffontein Detailed Planning

The following Priority Precincts, or key building blocks within the Turffontein study area, we identified and detailed:

- **Wemmer Pan**

The Wemmer Pan area has been identified as one the catalyst precincts that should be optimised in terms of provision of a range of recreational facilities and the possible clustering of social facilities that will serve as a significant anchor and catalyst for other developments around the area. This area has been subjected to numerous spatial planning initiatives, the last approve plan, being the Wemmer Pan Urban Development Framework.

A detailed Urban Design Plan for the Wemmer Pan Cluster is currently being developed. This plan seeks to address current urban development issues through tangible and realistic interventions.

- **Turffontein**
- **Stafford (Booyens Precinct)**

No Projects related to the Booyens Precinct have commenced yet.

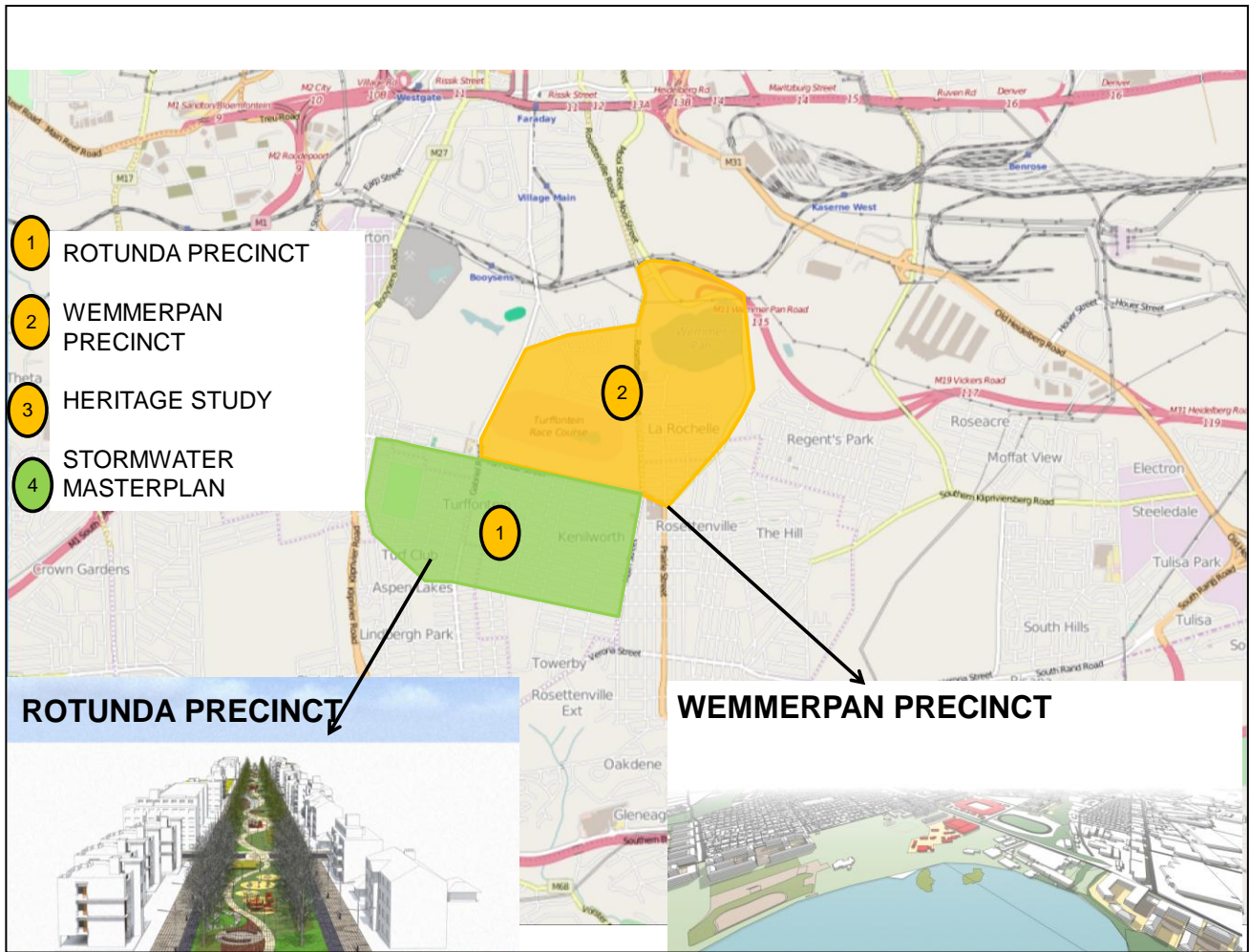


Figure 15: Louis Botha- Detailed Planning

#### 4.3.2.4 Mining Belt

This is an area that runs across the City's borders in a west to east direction immediately south of the Central Business District, per Figure 16. The Spatial Development Framework defines the Mining Belt as an area for large scale redevelopment through the execution of commercial and residential development within the Zone.

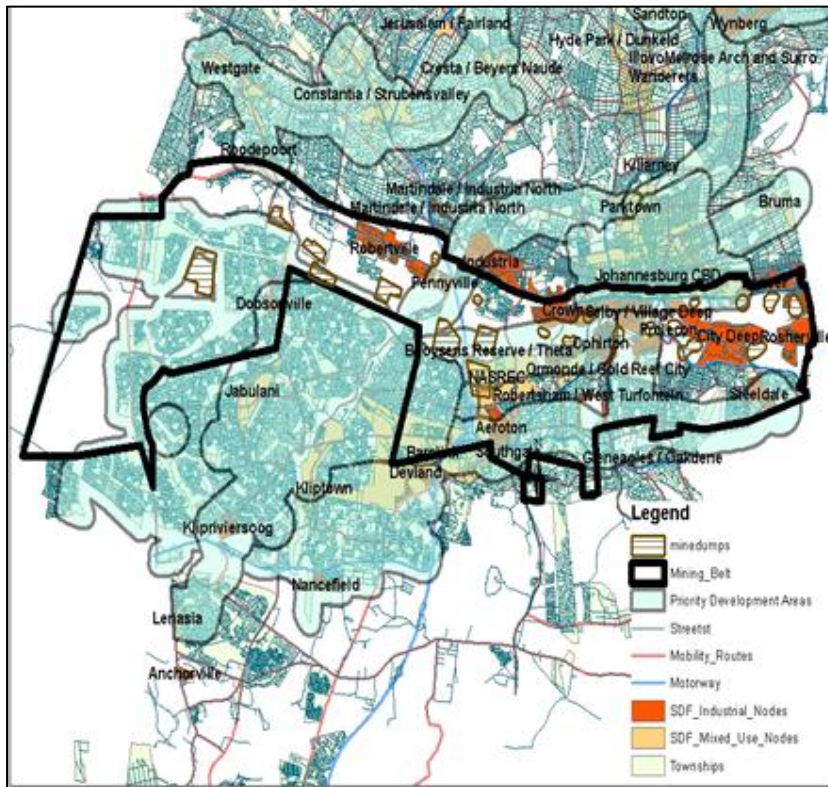


Figure 16: Proposed Mining Belt Zone

Analysis work conducted in the current SDF review process identifies the mining belt as a key discontinuity in the urban fabric which exacerbates urban fragmentation in the city by dividing it north/south. The effects in the western parts of the belt are most prominent. In particular, it divides Soweto and the economic centres along the western corridor between the inner-city and Krugersdorp (in Mogale City), running through Roodepoort<sup>7</sup>. As such the mining belt therefore becomes a significant opportunity to break this fragmentation and densify the City around the core.

However, the scale of the environmental and mining decline is so great that the Municipality cannot single headedly create sustainable human settlements within this area. The development of the mining belt requires a coordinated approach between the various spheres of government, the mining sector, other industry role-players, the logistics and transport industry, environmentalists and residents in order to improve the liveability and productivity of the area.

Key challenges facing the Zone include:

- Acid Mine Drainage
- Under-mining
- Wind-blown particulate matter from mine dumps. There is a need to remove mine dumps.
- Poor road and rail access into the mining belt (poor north south linkage into the area)
- Decline of industry within certain townships

<sup>7</sup> Draft SDF 2040



- Re-mining at certain points along the mining belt which has delayed the redevelopment of areas within the Zone
- Location of poor communities within certain existing townships, hostels and informal settlements along the mining belt in hazardous locations

Key opportunities in this zone:

- Improvement and Expansion of the logistics port at the City Deep in line with the SIP2 priorities
- Expansion of the Joburg Market in order to improve the City's food security and look at opportunities to expand food processing enterprises within the area
- Transnet's on-going capital reinvestment programme to revitalise rail infrastructure and improve the quality and reliability of trips for commuters accessing the CBD especially from Soweto and Germiston
- Two of the current Corridors of Freedom, the Perth-Empire Corridor and the Turffontein Corridor, traverse the Zone. The interventions proposed in terms of the Strategic Area Frameworks for the Corridors could act as catalysts for a broader intervention within the mining belt zone
- Significant areas of open land that have potential for redevelopment
- Willingness of owners to investigate proposals to redevelop the mining belt

The scale and complexity of the challenges and opportunities within the mining belt need a coordinated response from all stakeholders. It is for this reason that it is proposed that the area be packaged as an integration zone for special intervention.

#### **4.3.2.4.1 Planning**

The mining belt is currently in the planning phase. Work is currently underway for the development of a Strategic Area Framework (SAF) for the Western Mining Belt Development Corridor. The aim of this SAF is to define the future development vision for the planning area, as well as the mechanisms which are required to achieve this future end state.

This project is divided into the following phases, and is currently at the second phase:

Phase 1: Strategic analysis and synthesis

Phase 2: Drafting of Strategic Area Framework

Phase 3: Finalisation of Strategic Area Framework

Phase 4: Strategic Area Framework Implementation Plan



### 4.3.3. Urban Hubs

#### 4.3.3.1 Jabulani Hub

The Corridors of Freedom and associated metropolitan and regional nodes form the primary intervention areas in addressing the structural aspects of the primary network as defined by National Treasury. With regards to the secondary network, focusing on the marginalised areas, Jabulani and surrounding areas in Soweto have been identified as the pilot project for specific interventions in order to establish a vibrant, diverse and healthy mixed-use node.

Jabulani is an emerging secondary mixed use node (hub) within Soweto. The node is located within a Capital Investment Priority Area as defined.

Jabulani is located in the central north western area of Soweto and is served by the Inhlazane Train Station, managed by PRASA, and is located on a proposed BRT route. This makes Jabulani a critical point by which people in Soweto access other areas in Soweto, the CBD and the rest of City, and a potential beneficiary of future transit orientated development.

The node is defined by Koma Street and the railway line, with most of the development situated along Bolani Road in close proximity to the Inhlazane Train Station. It also includes a significant natural system which at present consists of portions that are largely disconnected from one another. The Jabulani Water Tower as well as the Jabulani Mall and the Soweto Theatre are important landmark features within the area.

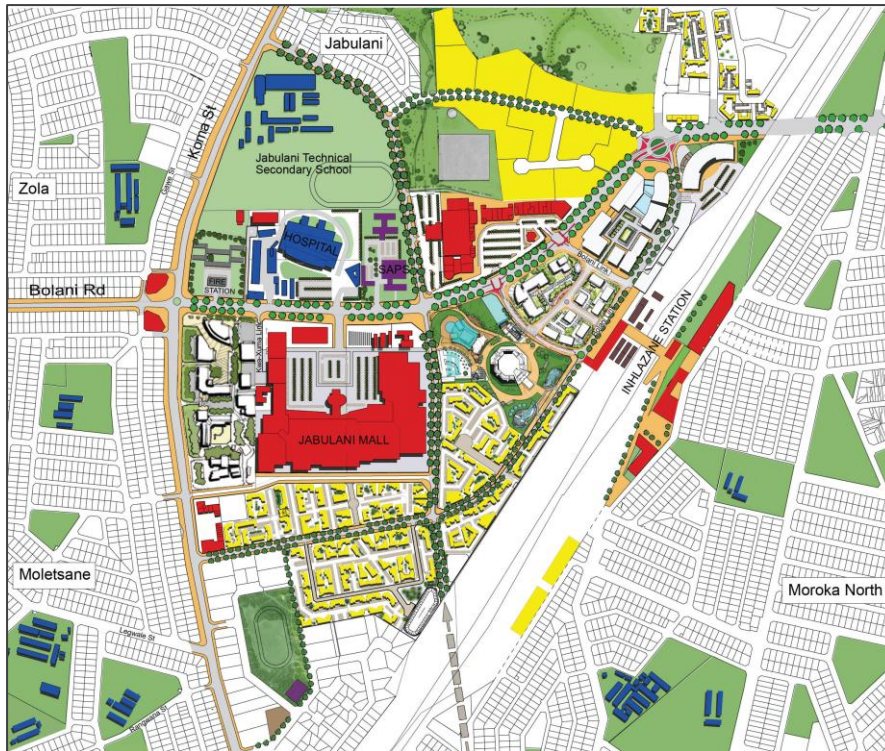


Figure 17: Jabulani Cultural Precinct: Urban Design Report Proposal

The City's plans for the precinct are defined in the Jabulani Cultural Precinct: Urban Design Report and Urban Design Framework.

The City's objectives for the future development of Jabulani are:

- The creation of unique public spaces and defined connections to surrounding activities in order to provide safe and secure environments for the user while emphasising and enhancing a sense of place-identity.
- The establishment of mixed-use environments that transform the node into a sustainable, vibrant and high density zone with improved transport connections. These connections will further enhance push and pull factors between Jabulani, surrounding areas and the greater City of Joburg.
- The identification of the full development potential of all future developments in terms of their contribution to the formation of a more sustainable environment. Sustainability is viewed in economic, social, environmental and physical terms, as it applies within the node and to the broader context of Jabulani.
- The promotion of integrated land use development.
- Reinforce the functional integration of major transport points to the greater urban context as well as their effectiveness within the node.

The Priority intervention programmes in Jabulani as defined in the Urban Design Framework are:

- Transportation - pedestrian movement; Inhlazane Train Station; taxis; bicycle lanes
- Open Space - Jabulani Amphitheatre Park; Water Tower Park; Jabulani Flats Park; pocket parks
- Retail and Commercial Opportunities – Formal and informal enterprise development
- Integration of institutional Uses within Jabulani

### 4.3.3.2 Alexandra Hub

Alexandra Hub includes: Alexandra, Marlboro, Far East Bank, Marlboro Station and Wynberg. It is proposed that this area be expanded to include the Farm Frankenwald, the Linbro Industrial Node, Linbro Park Agricultural Holdings, Westfield, Modderfontein Land Holdings, Buccleugh, Farm Rietfontein and Farm Waterfall holdings east of the N1 Highway (see Figure 18). The SDF review proposes the development of this area as part of a connection to the Aerotropolis.

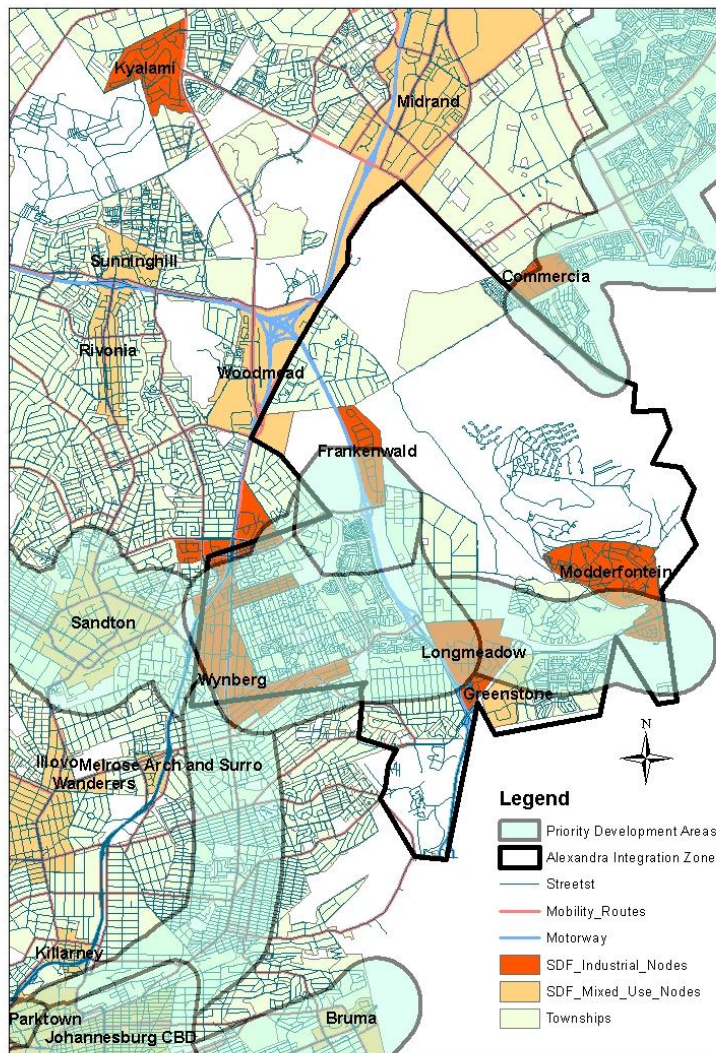


Figure 18: Alexandra Integration Hub

The reasons for proposing the above include:

- Despite significant public investment and effort in Alexandra the township remains an over-crowded, degraded space that is poorly integrated with the surrounding urban fabric
- Industrial areas in the vicinity are well located in relation to the Province’s network of highways and are well located to access Oliver Tambo Aerotropolis, but certain industrial areas have suffered due to illegal occupation of factories.
- The implementation of the Louis Botha Avenue Corridor of Freedom and the subsequent Randburg/ Sandton-Marlboro Corridor of Freedom (with its extension to Ivory Park) will

intersect the area in question increasing the potential for transit orientated development within the zone.

- The introduction of bus rapid transit related development will strengthen the existing rail transit at the Gautrain Station at Far Bank Ext 9, and increase the potential for development in the vicinity of the Station.
- In terms of integrating the dispersed urban fabric that comprise the Gauteng City Region, the development of the zone in question is critical to ensure a more coherent urban form. However to achieve this, significant public investment is required to address the barriers to this integration, in particular: the N3 Highway, the M1 Highway, the Linbro Park Landfill Site, transmission line servitudes, the Gautrain Railway Servitude and a lack of pedestrian access routes and associated facilities.
- The Zone in question is the location of the last remaining large portions of undeveloped land in the east of the City. It is critical that this land be developed in a sensitive manner and integrates new development with the existing urban fabric.
- In addition the Zone is the location of large public and private institutions and land owners. The potential to negotiate public/private partnerships for the development of the area is higher than in other areas within the City.
- The development of the integration zone could better integrate Ivory Park with the City of Johannesburg through the extension of Marlboro Drive through the Modderfontein land holding.

Key elements within this hub include:

- The Louis Botha Corridor of Freedom
- The proposed Randburg – Sandton – Marlboro Corridor
- Wynberg
- Marlboro Station node
- The proposed Modderfontein mixed use node
- The proposed Modderfontein Gautrain Station
- Expanded Industrial Nodes

#### 4.3.4. Marginalised Areas

In addition to the Jabulani Hub the City has undertaken detailed planning for emerging hubs within Ivory Park, Diepsloot and Orange Farm which are identified in the SDF and Growth Management Strategy as marginalised areas. At a City-wide level these are peripheral localities that constitute the secondary network, but at a City Region level these largely deprived townships are strategically located within Gauteng. Diepsloot and Orange Farm, have development frameworks that guide their development. A Marginalised Areas co-ordination forum was established to monitor and report on progress with regards to the implementation of these development frameworks.

Large scale government housing programmes are still predominantly provided at the edge of Johannesburg's urban system, mainly in marginalised areas. These are RDP style subsidised housing developments that are scoring very low on the Sustainable Human Settlement Index. This trend entrenches the geography of poverty and is in direct conflict with one of the fundamental growth principles of curbing the creation of large enclaves of poverty. The impact of these projects should be considered within the context of the Gauteng City Region, not necessarily from individual municipalities' perspectives and far better coordination should be facilitated by the Provincial Government to ensure a more integrated approach to housing solutions. With the finalisation of the housing accreditation process the Provincial Housing Programme will need to be reviewed.



#### 4.3.4.1 Addressing Marginalisation through (re)urbanisation

The areas of Diepsloot, Ivory Park and Orange Farm all have high population densities but are mostly residential and underserved. In these areas mixed land uses must be strategically included, to drive economic development and job growth. Social services should be improved to promote mixed use areas where people can not only live, but access city amenities such as jobs, schooling, healthcare and recreation.

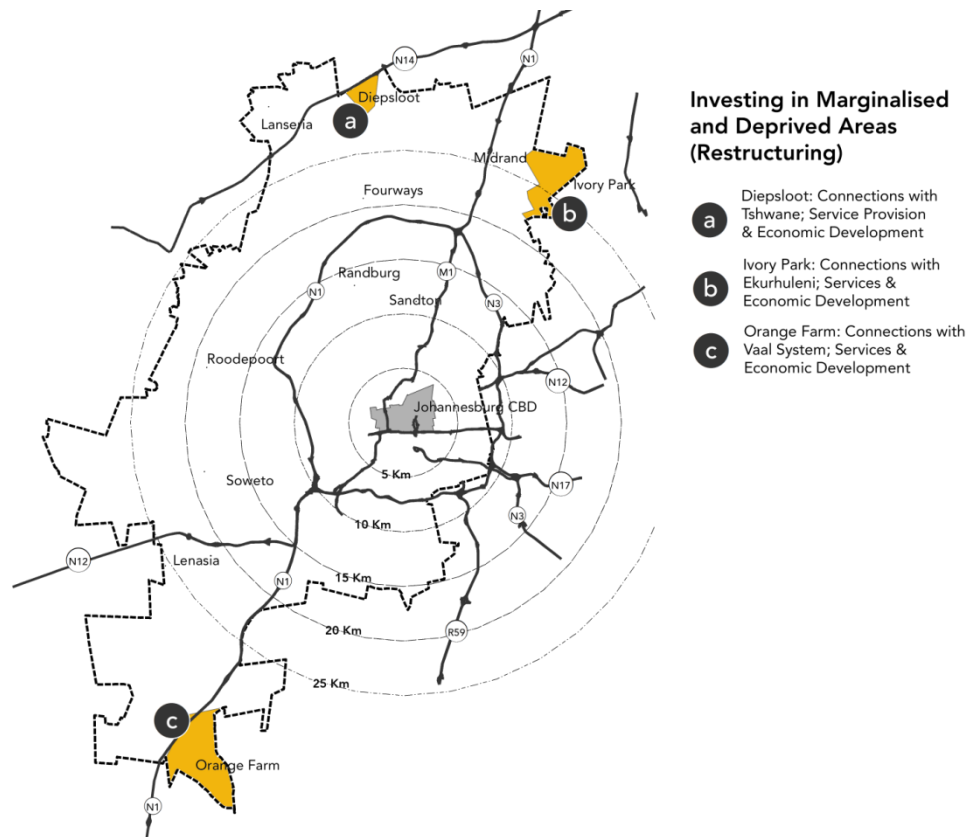


Figure 19: Investing in Marginalised and Deprived Areas

The process of addressing spatial inequality in the city, particularly in Diepsloot, Ivory Park and Orange Farm (highly deprived areas in terms of the City's deprivation study) is a long term one, and central to the broader Transformative Vision underpinning the proposed SDF concept. There are certain key strategies that emerge as proposed priority interventions in this regard.

- On-going commitment to service upgrading (e.g. gravel roads upgrading),
- Improving the lives of people living in informal settlements through upgrading and infrastructure provision,
- Intensive capital investment to stimulate economic activity,
- Emphasis on social amenities which are absent or limited in terms of capacity,
- Extension of walking, cycling and public transport provision and infrastructure,

- Provision of high quality public transport and upgrading of precincts around public transport nodes such as taxi ranks, interchanges and rail and Rea Vaya BRT stations. indicate projects that are proposed in the marginalised areas.

In addition to investment in strategic infrastructure to support longer term growth, it is imperative that the current spatial inequalities that characterise marginalised settlements and nodes within the city be addressed through the SDF. The aim is not to merely connect these areas to city amenities (including jobs and social services) but to diversify them into liveable city districts, where people can work, shop, recreate and access healthcare and education. At the same time, they should be connected by efficient public transport to the wider city.

These areas require investment in the historic shortfall in basic services and amenities and the on-going maintenance, upgrading and renewal of existing networks and components throughout the City. In terms of the vision for a future city however, it becomes imperative that this investment is generative in nature, rather than merely responsive. In this regard, there are certain strategies that are important in investing in these largely single use settlements. Investment in these cases must be seen in terms of its potential to generate future opportunity and urban “logic” in the system, as opposed to just addressing current need. In the case of marginalised settlements, investment should seek to establish a clear urban logic that can serve as a basis for future sustainable urban growth.

Due to the peripheral location of Orange Farm, Diepsloot and Ivory Park, there is a need to look at them in terms of a regional logic beyond the boundaries of the city. Preceding SDFs focussed on integrating these areas into the functional core of the city. Whilst this is important in the short term, it does not necessarily address the longer term sustainability of these settlements, or reduce the need to travel, a major financial burden on many residents. As such, the areas should be connected, in the short term, to regional economic centres nearby, and in the medium to long term, developed as mixed-use nodes in their own right.

Diepsloot, for example, is roughly 30km from the Johannesburg inner-city, yet only half that distance to the growing Centurion node in the neighbouring municipality of Tshwane. It is also more logical to connect it via public transport routes (as opposed to development corridors) to economic nodes in the north of the city, such as Midrand and Fourways. A similar dynamic exists in the settlements of Orange Farm and Ivory Park, with Orange Farm having connections through trade and employment with areas such as Ennerdale, Vereeniging, and Van der Bijl Park. Ivory Park relates strongly to Midrand and areas in Ekurhuleni, such as Thembisa (which it effectively forms part of) and the OR Tambo aerotropolis. At the same time, these peripheral nodes should be developed within their own borders, enhancing self-sufficiency and supporting economic growth and job creation.

The strategy for the peripheral nodes of the city can be summarised as:

- Diepsloot: Enhance connections to the nearest larger regional centre – the Centurion node, and provide improved services and infrastructure, economic development and growth of mixed-use nodes within the settlement. Address environmentally sensitive areas around Diepsloot in a sustainable manner and in a manner that maximises on economic and social value. Incorporate this natural environment as a structuring element in Diepsloot in a way that provides public open space for the community.
- Orange Farm: Enhance connections to the nearest larger regional centres – Ennerdale, Vereeniging and Vanderbijlpark, and provide improved services and infrastructure, economic development and growth of mixed-use nodes within the area.
- Ivory Park: Enhance connections to the nearest larger regional centres – Midrand and Ekurhuleni, and provide improved services and infrastructure, economic development and growth of mixed-use nodes



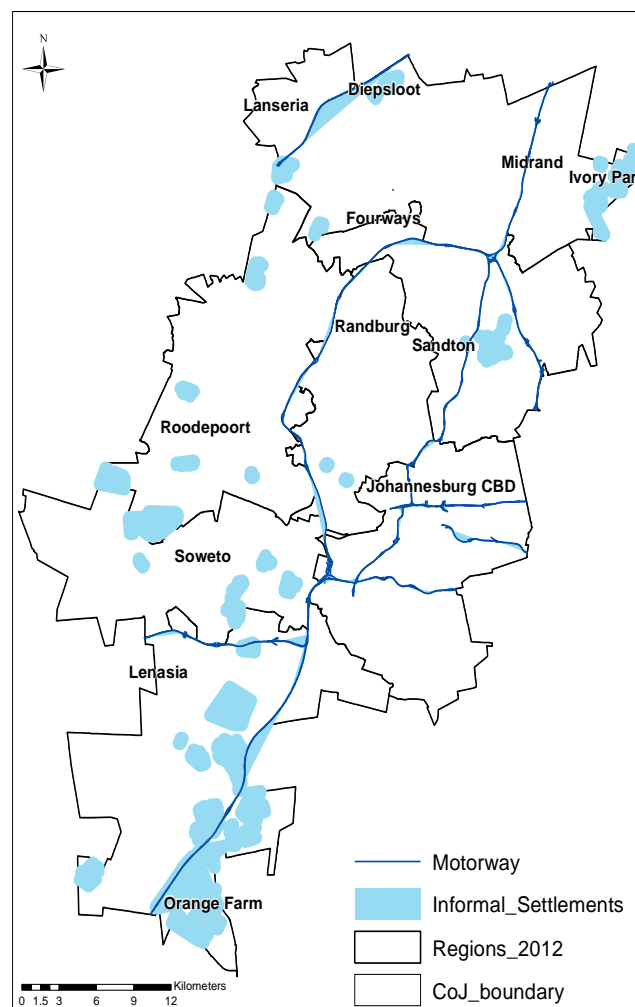
#### 4.3.4.2 Informal settlements

Cities such as Johannesburg have the vast challenge of improving the lives of those living in informal dwellings and closing the gap between rich and poor. If Johannesburg is to become an inclusionary arrival city, it needs to make space for the urban poor majority through good planning initiatives such as densification, diversification and integration.

While the population is growing, there is an existing housing backlog in the city: those who are informally housed in often inadequate living conditions. Informal dwellings include informal settlements, informal backyard dwellings, and formal buildings that are informally occupied. While these areas are often well located (a reason that people have chosen to live there) they are often poorly serviced (if at all), living conditions are often inadequate, and they can pose risks to their inhabitants, from fire to flooding, illness and crime.

The Sustainable Human Settlement Urbanisation Plan (March 2012) compiled for the City's Housing Department, provides an overview of the spatial location and characteristics of informal settlements in Johannesburg (also see figure 21). The CoJ informal settlement database identifies each informal settlement by name and spatial referencing, and links the settlement to a dataset with attributes (such as number of units, ownership, infrastructure, category – i.e. relocate, in-situ upgrade, regularise, project linked).

Figure 20: Location of Informal Settlements within the City of Johannesburg



The City of Johannesburg reiterates the position supported in national policy (e.g. Breaking New Ground, the National Development Plan, National Development Outcome 8 and the National Upgrading Support Programme) and City of Johannesburg Policy (e.g. SHSUP and the City’s Informal Settlement Regularisation Policy) that in-situ upgrading of informal settlements should be the first option for intervention, with relocation only applied where upgrades are not possible and where the land inhabited is unsuitable for human habitation. When relocation is necessary, distances should be kept to a minimum (within 2 km). Moving people far from where they live moves them away from the opportunities, livelihoods, relationships and amenities that prompted them to locate there in the first place.

The outcome of the Formalization and Regularization of Informal Settlements Programme being undertaken is that informal settlements will be mostly upgraded in situ. Most of these settlements are situated within otherwise established formal settlements, but there are some that are located peripherally or in isolation from the larger urban areas. The danger is that their regularisation could further entrench the geography of poverty. However, due to historical processes of development and engagements with the affected communities the City is obliged to continue with the upgrading process – unless the supply of well-located medium to high density projects can be rolled out at scale.

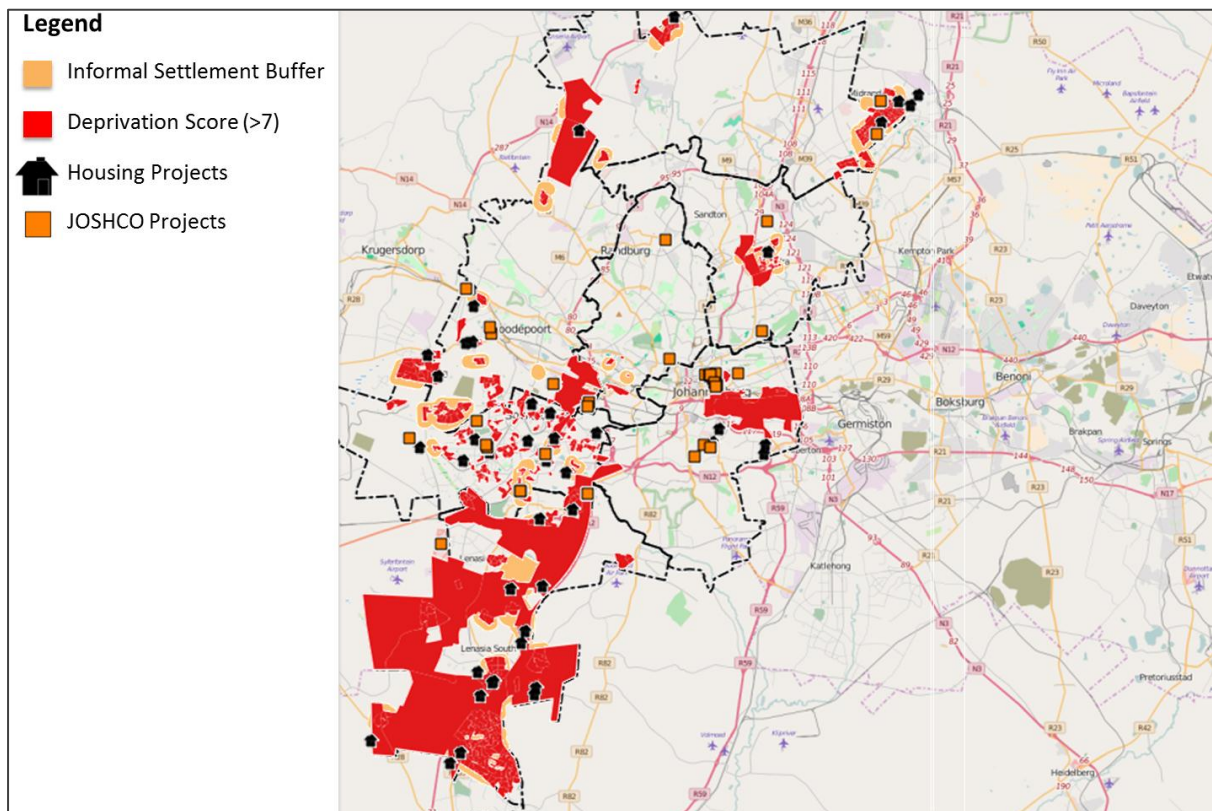


Figure 21: Housing Investment Related to Informal Settlement Area

#### 4.3.4.2.1 Implementation

It is estimated that the City has 252 informal settlements with an estimated 164 939 informal structures. From the existing CoJ informal settlement database, it was indicated that 26 settlements have been successfully relocated and about 45 have been formalised, mostly in the south and west of the City.

Table 2: Informal Settlements Programme

	Total	Formalised	Relocated	Delivered	% Delivered	Outstanding	% Outstanding	Upgrades	Relocations	
									To Projects	No Project/land
Region A	73	1	9	10	13.69%	63	86.31%	30	30	3
Region B	3	0	0	0	0.00%	3	100.00%	2	0	1
Region C	29	1	0	1	3.44%	28	96.56%	17	7	4
Region D	34	1	10	11	32.35%	23	63.65%	7	6	10
Region E	16	0	0	0	0.00%	16	100.00%	1	15	0
Region F	12	0	1	1	8.33%	11	91.67%	2	9	0
Region G	85	42	6	48	56.47%	37	43.53%	5	32	0
<b>Total</b>	<b>252</b>	45	26	71	28.17%	181	71.82%	64	99	18

#### 4.3.4.3 Backyard units

Most of the City's 320 652 backyard units are located in Region A (34%) and Region D (44%). Backyard units represent a far greater challenge to the municipality due to the scale and the complexity of regulating the phenomenon. Informal back-yarding must also be addressed where it yields sub-standard living conditions. The aim here should not be to do away with back-yarding. The practice of backyard rental housing provides valuable income for home owners, provides affordable shelter for the urban poor, and densifies low density urban areas. The City should see the process of back-yarding as a positive one that can be adapted and improved to maintain livelihoods and provide affordable housing in the city in a way that provides an adequate standard of living, access to economic opportunity and improved quality of life for low income urban dwellers.

There is a definite correlation between backyard units and better located areas with infrastructure, such as Alexandra, Ivory Park and Diepsloot, as well as Soweto, compared to Region G that only accommodates 10% of all backyard units (See Annexure A: Strategic Review for the spatial distribution information of the backyard units).

### 4.3.5. Nodal Strategy

The nodal strategy proposed in the SDF 2040 seeks to maximise the development and economic growth potential of the existing nodal structure of the city, by differentiating the unique characteristics and qualities of different nodes; categorising them accordingly, and offering a set of recommended interventions for each. This offers directions for the gradual development of all the relevant nodes in the city. The directions are organised in tables (below) summarising the main characteristics of the nodes and guidelines for development or intervention.

The four developed and detailed categories of nodes are:

- Mixed-use / Key Urban Nodes
- Industrial Nodes
- Transit-Oriented-Development Nodes
- Neighbourhood Nodes

#### 4.3.5.1 Mixed-Use/Key Urban Nodes

The system of mixed-use urban nodes that exists in the city provides an important basis for integrating future growth and investment. Not all nodes have the same potential in this regard, however, and the challenges confronting individual nodes are equally diverse in nature. A strategy to guide short to medium term growth within key nodal areas must thus take cognisance of these variations, whilst at the same time seeking to contribute to the longer term vision expressed through a compact Polycentric urban model around which the SDF Spatial Concept is premised.

The Key Urban Nodes are divided according to a Nodal Hierarchy being: CBD (Metropolitan Core) Node, Metropolitan Node, Regional Node, District Node and Neighbourhood Node.

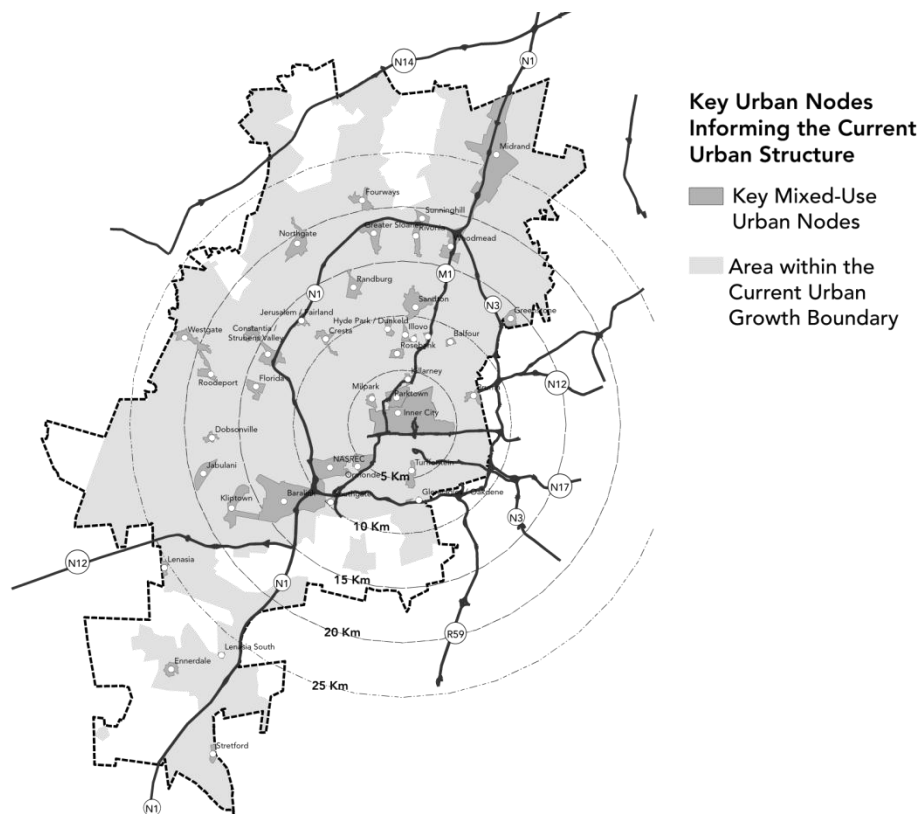


Figure 22: Urban Nodes

While the guidelines and management approach given with the Nodal Hierarchy suggest a broad framework for directing the longer term development of nodal areas within the city, specificities of different nodes should be taken into account. Therefore, a set of priority guidelines for some of the key metropolitan nodes is presented as a Priority Nodal Strategy, giving strategic basis for short to medium term intervention in nodes that are key to realising the longer term vision of a Compact Polycentric City.

The distinction that is important to note here is that the Nodal Hierarchy provides a high level “placement” of these nodes relative to one another, whilst the Nodal Strategy proposed here provides more immediate direction to shorter term growth priorities for key Urban Nodes. Below are the tables outlining both the Nodal Hierarchy and the Priority Nodal Strategy:

	CBD (Metropolitan Core)	Metropolitan Node	Regional Node	District Node	Neighbourhood Node
<b>Description</b>	<p>The CBD is the historical origin and core of the metropolitan city.</p> <p>The CBD serves national and international communities.</p>	<p>These nodes are of metropolitan significance in terms of attracting people from areas beyond the metropolitan boundaries of the city.</p> <p>They offer a deeper selection of merchandise/economic opportunities, and draw from a larger population base.</p>	<p>These nodes are of significance within the metropolitan area. They serve specific regional areas. Equally important is that these nodes serve as economic hubs and focal points for employment opportunities.</p> <p>They satisfy the needs of a large primary and secondary catchment areas and have a wider entertainment component while supporting comparative and destination shopping.</p>	<p>Serves one or more neighbourhoods.</p> <p>Most of these nodes do not necessarily fulfil a true regional role, but rather that of a larger community node.</p> <p>The tenant mix is wider and competes on both ends against neighbourhood and regional nodes.</p>	<p>The nodes are of significance in local areas and mainly consist of retail development with an opportunity for smaller scale offices and social facilities.</p> <p>There are a considerably large number of these nodes within in the metropolitan area.</p> <p>These centres usually service the surrounding neighbourhood within a 2km range</p> <p>They fulfil a convenience and express convenience role.</p>
<b>Dynamics / characteristics of the node</b>	<p>Situated at the confluence of metropolitan routes and freeways, in the area of highest accessibility.</p> <p>Diversity of activities and public facilities across the range of primary, secondary &amp; tertiary uses.</p> <p>Full range of public transport facilities.</p> <p>Established high-density residential component.</p> <p>Serves the national and international communities through transport, employment, accommodation and services.</p> <p>Due to the CBD's large footprint, there are different areas within the CBD that has distinct profiles.</p>	<p>Situated on mobility spines supported by mobility roads and have access to urban freeways</p> <p>A variety of goods, services and speciality products are offered at the node.</p> <p>Distinct profile.</p>	<p>These nodes are situated on mobility spines supported by mobility roads.</p> <p>Fulfil a variety of functions with sufficient mix of uses.</p> <p>Not necessarily a distinct profile, with nodes in tight competition against each other.</p>	<p>These nodes are predominantly located on mobility roads and / or activity streets (but not necessarily in all cases).</p> <p>Activities are of a local nature providing for convenience, daily needs and social services.</p> <p>Pedestrian activity is relatively easy.</p>	<p>Pedestrian-preferred access.</p> <p>Activities serve the immediate neighbourhood / suburb and are convenience based (not office dominated)</p>

Table 3:Nodal Hierarchy



	CBD	Metropolitan Node	Regional Node	District Node	Neighbourhood Node
Development Guidelines	<p>Promote and acknowledge as the core of the city.</p> <p>Symbiotic relationship with decentralised nodes.</p> <p>Improve pedestrian linkages</p>	<p>Intensity and pedestrian-friendliness to connect the various activity precincts in spite of being a very large node.</p> <p>Provision of adequate public transport facilities</p> <p>Provision of informal trading facilities</p> <p>Provision for inclusionary business</p> <p>Provision for social facilities and metro parks</p>	<p>Intensity and pedestrian-friendliness to connect the various activity precincts and uses within smaller precincts.</p> <p>Provision of adequate public transport facilities</p> <p>Provision of informal trading facilities</p> <p>Provision for inclusionary business</p> <p>Provision for social facilities and at least a metro park</p>	<p>Intensity and pedestrian-friendliness to connect the various uses</p> <p>Provision of adequate public transport facilities</p> <p>Provision of informal trading facilities</p> <p>Provision for inclusionary business</p>	<p>Pedestrian preferred access</p> <p>Creation of active spaces</p> <p>Economic feasibility for new nodes</p> <p>Interface with surrounding environment</p> <p>Dominated by convenience use with small scale offices</p> <p>Design approach should focus on creating attractive spaces</p> <p>Provision for public transport facility where the neighbourhood node is on major transportation routes</p>
Required management approach	<p>The focus should fall on revitalisation and marketing in order to change perceptions.</p>	<p>The focus should fall on the creation of a clear profile for each metropolitan node.</p> <p>The design approach should focus on integrating various uses and different precincts visually and physically into a cohesive whole.</p>	<p>The focus should be on the monitoring and management of nodes to prevent an oversupply.</p> <p>The design approach should focus on integrating various parts of the node in one cohesive whole, as well as integrating the node within its surrounding environment through pedestrian linkages.</p>	<p>The design approach should focus on integrating these nodes within their immediate environment by providing sufficient, safe and pleasant pedestrian linkages.</p>	<p>The design approach should focus on the creation of attractive public spaces even on a very small scale.</p> <p>Leftover spaces should be avoided at all cost.</p>

Table 4: Priority Nodal Strategy

#### 4.3.5.2 Industrial/Specialist Nodes

Johannesburg has long been a centre for mining and manufacturing. Critically, a major transportation network emerged in the late 19th century to carry the City's new-found mineral wealth. The City's role as a transportation hub supported the development of industrial facilities fed by a rapidly-expanding labour supply. Within its brief history the City of Johannesburg rose to become an industrial powerhouse in Africa. More recently, the city has seen a shift to the tertiary economy.

An important goal for the City is to promote the successful development of Johannesburg's economic base in part by ensuring that industrial land is maximised for its highest and best use. Ultimately, it is in the City's interests to direct manufacturing, warehousing, or other industrial activities to the most competitive new or existing locations for such activity, so that these sectors may flourish and create jobs and income for local residents.

The City has finalised a council-endorsed study, which focuses on the following key objectives as part of an Industrial Land Study for Johannesburg: specify the industrial uses with growth potential in Johannesburg, identify competitive locations for industrial growth, examine existing industrial areas and identify the highest-end-best use for older industrial zones, recommend policies, programmes, incentives and strategies required to resolve key issues in the supply of industrial land and redevelopment of older industrial zones.

The rationale for the selection of the Industrial Nodes was following key issues and information that were looked at as part of the research and analysis component:

- **Economic Overview:** Key economic trends are summarised along with an updated analysis of industrial land supply and demand.
- **Employment Trends:** Issues covered include the location of employers' and employees' places of residence and work and others.
- **Industrial Property Market Update:** Issues covered include how land/ building supply affects rentals and the ability of smaller industries to afford to move to better building space or even established industries to expand and ultimately create more jobs.
- **Infrastructure Summary:** Support infrastructure and its impact on the growth or decline of industrial development are discussed.
- **Business Survey (questionnaire survey):** Significant input was gathered through a survey of 100 manufacturing and other industrial businesses as a sample of the Chamber of Commerce).
- **Key stakeholder issues:** Key drivers and inhibitors for industrial business and property owners were obtained from the various interactions with stakeholders.
- **Prioritisation Criteria:** criteria for the selection of priority areas for industrial development review, based on input from the demand analysis, infrastructure assessment, surveys, interviews, focus groups, and City policy framework.

Expansion of Existing Industrial Node/Zoning

Criteria	Potential Industrial Node
<ul style="list-style-type: none"> <li>• Build-out</li> <li>• Sustainability</li> <li>• Infrastructure Capacity</li> <li>• Environmental Sustainability</li> <li>• Market Pressure/Potential</li> <li>• Accessibility (housing/employment)</li> </ul>	<ul style="list-style-type: none"> <li>• Aeroton: Yes</li> <li>• Commercia / Chloorkop, Modderfontein: Yes</li> <li>• Linbro Park: Qualified Yes</li> <li>• Midrand: Yes</li> <li>• Kiasha Park: Yes</li> <li>• Kya Sand / Northlands: Qualified Yes</li> <li>• Anchorville / Lawley: Undetermined</li> <li>• Nancefield: Yes, if possible</li> </ul>

Regeneration of Existing Industrial Node

Criteria	Potential Industrial Node
<ul style="list-style-type: none"> <li>• Marketability</li> <li>• Management</li> <li>• Physical Crime &amp; Grime</li> <li>• Location (proximity to low-income areas)</li> </ul>	<ul style="list-style-type: none"> <li>• Benrose / Denver: Yes with modifications.</li> <li>• Selby &amp; Booyens: Yes with modifications</li> <li>• City Deep: Yes with modifications</li> <li>• Wynberg/Marlboro South: Yes (Including Residential)</li> </ul>

Change of Zoning Away from Industrial

Criteria	Potential Industrial Node
<ul style="list-style-type: none"> <li>• Location &amp; Context (impact on surrounding uses)</li> <li>• Marketability</li> <li>• Existing Plans</li> <li>• Infrastructure Capacity (peak periods in network)</li> <li>• Accessibility (access to opportunity)</li> <li>• Changing character/use (use not aligned with zoning)</li> </ul>	<ul style="list-style-type: none"> <li>• Fordsburg: Yes / Modification</li> <li>• Braamfontein Werf: Yes</li> <li>• Klipriviersoog: Undetermined</li> <li>• West Turfontein / Robertsham: Qualified Yes</li> <li>• Lanseria Airport Area: Yes.</li> </ul>

New Industrial Areas

Criteria	Potential Industrial Node
<ul style="list-style-type: none"> <li>• Infrastructure (accessibility/availability of existing infrastructure): <ul style="list-style-type: none"> <li>– Capacity</li> <li>– Service network</li> </ul> </li> <li>• Location/Accessibility</li> <li>• Marketability</li> <li>• Environmental Sensitivity</li> <li>• State land ownership</li> <li>• Proximity to housing (“appropriate” work force for industry)</li> <li>• Existing Planning context (limiting industrial uses)</li> <li>• Target industrial sectors, integrated economic development</li> <li>• Cost of development</li> </ul>	<ul style="list-style-type: none"> <li>• “Golden Triangle”: Conditional Yes</li> <li>• Bassonia / Mulbarton: Undetermined</li> <li>• Modderfontein: Qualified Yes</li> <li>• Diepsloot: No</li> <li>• Orange Farm: Limited</li> <li>• Soweto: Emdeni I.P./ Zola, Dobsonville, Dhlamini, and Chiawelo</li> <li>• Crown Mines / Industria West / Stormill-Robertville</li> </ul>

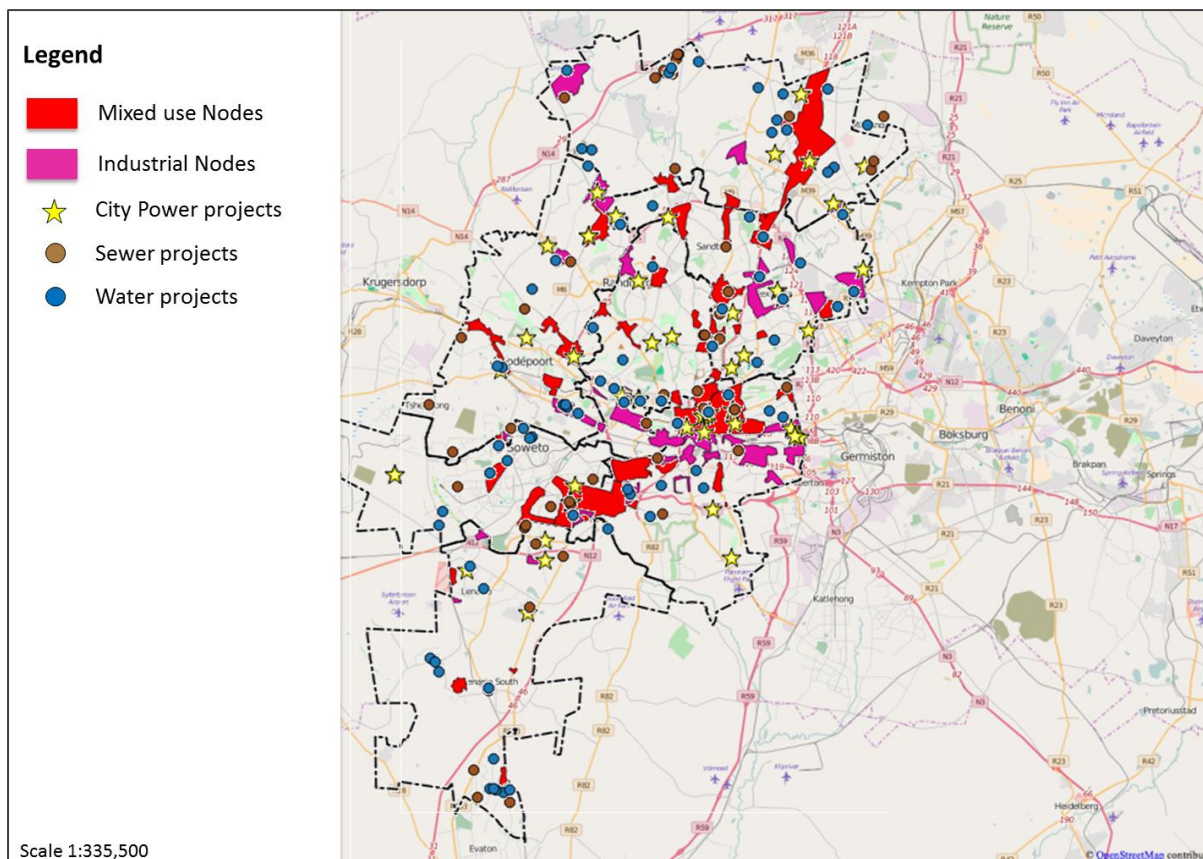


Figure 23: Capex Investment Related to Economic Nodes

#### 4.4. Economic Development Strategy for the City of Johannesburg

##### 4.4.1. Key Economic Strengths and Some Key Economic Challenges

At the heart of meeting Johannesburg’s social and economic challenges is the facilitation of more rapid and sustainable economic growth in the City. Furthermore, the pattern of spatial and economic development achieved, needs to both address the historical legacy of segregation and inequality, and deliver a more efficient and competitive City economy. The ability to attract and retain business investment which brings with it capital, technical knowhow, and access to national, regional and global markets and value chains will be among key requirements for success. Furthermore, the development of more medium-sized enterprise and the incubation of durable local small businesses will be crucial. Micro enterprise and informal trading activities will also need to continue to provide livelihoods and economic resilience at the lower end of the socio-economic spectrum. These will also need to be supported and assisted towards development into formal sector small businesses.

##### 4.4.2. Foundations of an Economic Development Strategy for Johannesburg: Transformation and Economic Growth Imperatives

The first building block in developing an economic strategy to meet Johannesburg’s development challenges is recognition of the need for deep-seated transformation in at least five dimensions.

1. *industrial transformation*
2. *Spatial transformation*
3. *Global identity transformation*
4. *Competitive market transformation*
5. *institutional transformation*

The City's current economic development blueprint is the *Fifteen Point Economic Development Plan of 2014*. The Plan has the 2011 *Joburg 2040 City Vision* as its foundation and is informed by the *City Economic Development Strategy of 2008/2009*, and the *City Economic Transformation Policy Framework of 2011*. The Plan is also informed by National and Provincial imperatives, policies, and plans including the *National Development Plan* and *New Growth Path*.

### **Johannesburg's 15 Point Economic Development Plan (2014)**

#### **AGENDA 1: Improving Overall Competitiveness of the City**

- Benchmark City processes and efficiencies against competitors and target best practice benchmarks.
- Fast-track City decision-making on portfolio of key economic projects
- Ensure effective research, intelligence gathering and investment decision making criteria in identifying and prioritising City expenditure.
- Include community co-production of goods and services for the City to create jobs and incomes and incubate new business.

#### **AGENDA 2: Undertaking an Industrial-Spatial Economy Programme**

- Ensure complete suppliers to regional and local commercial markets. (Sufficient volume for cluster formation and value addition) Initial focus "Green Economy".
- Improve City regulation for Green Economy, buildings, housing and infrastructure.
- Focus economic development initiatives on specific value-chains and linkages across value-chains.
- Adopt a sector strategy/investment portfolio approach to spatial planning and release of zoned land.
- Establish a long-term investment strategy and financing mechanism -early stage and development financing partnerships.

#### **AGENDA 3: Improving Role-player Accountability and Implementation**

- Ensure interventions accommodated by MFMA and procurement and SCM strategy.
- Seek co-management of interventions with key economic stakeholders.
- Develop joint programmes with universities, HEI's, science / technology centres in Joburg.
- Strengthen economic strategy coordination across City Depts. and entities.
- Ensure active City-Business forums: senior-level participation and focus on key-project portfolio.
- Establish Competitiveness

Five strategy interventions to achieve *breakthrough* in economic development

1. *Service Delivery for Business*
2. *Creation of Priority Economic Zones in the City.*
3. *Creation of Business Clusters in Priority Sectors and Areas*
4. *Fast-track Decision Making for Large, Job-Creating Investments*
5. *Establish Additional Small and Medium Size Enterprise Hubs in the City*



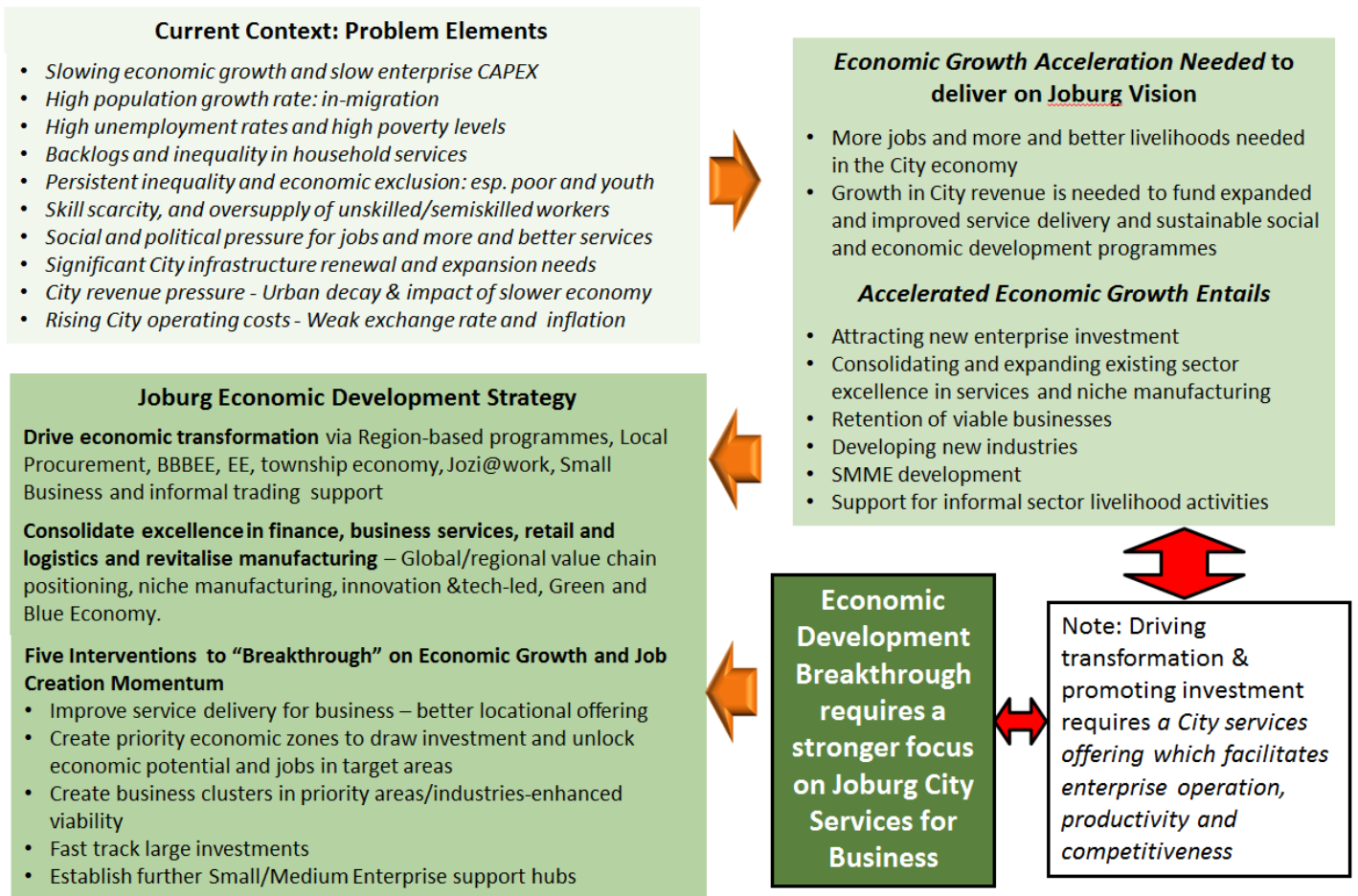


Figure 24: Logic of the 2015 economic development strategy



## PART- C INTERGOVERNMENTAL PROJECT PIPELINE

### 5. City-Wide Catalytic Projects

There are City-Wide or large scale projects that are required to either i) keep the City Functioning or ii) aid in achieving the desired Human Settlement SDF outcomes:

Table 5: City-Wide Catalytic Projects

PROJECT NAME	DIVISION	PROJECT TYPE	ESTIMATED TOTAL COST
Watt Street Interchange/ Great Walk (Louis Botha)	JPC	Infrastructure	R 95,000,000.00
Milpark (Empire Perth)	JDA/ Transport	Infrastructure	R 65,000,000.00
City Deep Hub (Turffontein)	-	Feasibility study	R 4,000,000.00
Jabulani Mixed Use Node	JDA	Infrastructure	R 76,500,000.00
Nancefield Mixed Use Node	JDA	Infrastructure	R 136,233,000.00
<b>Total</b>			<b>R 376,733,000.00</b>

### 6. Coordination of SIPs

The Countrywide Strategic Integrated Projects (SIP), which is coordinated by the Presidential Infrastructure Coordinating Commission (PICC), the City is involved in the following initiatives:

#### 6.1.1. SIP2 - the Durban-Free State – Gauteng Logistics and Industrial Corridor

The City has budgeted R90 million for the redevelopment of the City Deep Inland Logistics Port in the medium term budget. However if this facility is to fulfil its potential as a key piece of economic infrastructure, significantly more investment will be needed, and coordinated interventions from all relevant stakeholders will be required. The champion for SIP2 within the City of Johannesburg is the Transportation Department.

#### 6.1.2. SIP 7 – Integrated urban Space and Public Transport Programme –

This SIP7 is of concern to the City. The champion for SIP7 in the City is the Development Planning Department. The policy that outlines the City's approach to this SIP as well as the City's approach to informal settlements and backyard shacks is outlined in: SHSUP, the City's Integrated Transport Plan (particularly through implementation of the Rea Vaya BRT bus network) as well as in the SDF. Presently the list of SIP projects as communicated to PRASA, which is the lead agent for SIP 7 on behalf of the PICC, is as follows:

Table 6: City of Johannesburg draft SIP 7 projects 2013

PROJECT NAME	PROJECT DESCRIPTION
Braamfischerville Ext 12&13	Upgrading of sewer outfall in Braamfischerville
Devland Ext 1,27,30,31&33	The Upgrading of Roads and Related Stormwater System
Flats and Stock Upgrading	Upgrading of Flats around Joburg
Fleurhof Mixed Development (Bulk and internal infrastructure)	The provision of bulk infrastructure including reticulation for specifically the following: Water, Sewer, Roads and Stormwater Management Systems.
Formalisation of informal settlements across the City.	Formalisation of Informal Settlements within the City of Johannesburg Administration Regions A-G
Land Purchases	Land purchases for properties in Princess Plots, Lindhaven, Jameson Field and Vlakfontein
Lehae Ext 1	Construction of Bulk Water Pipeline to cater for the Lehae Development
Lehae Ext 2	Formalisation
Lufhereng Mixed Development	The project involves the provision of bulk, link and internal roads, sewer, water & stormwater to the Doornkop Greenfields Project (a mixed housing scheme consisting of 25,000 subsidies) being implemented by the Gauteng Department of Housing under its incremental housing programme.
Matholesville Proper Ext 1&2	Construction of Roads and Stormwater including Water and Sewer.
Sol Plaatjies	Construction of Bulk Roads & Stormwater and Internal Roads & Stormwater
Fleurhof rental New Housing Development	Development of 600 rental housing units
Nancefield Station Precinct Housing	Redevelopment of existing flats and construction of additional flat accommodation and the provision of bulk infrastructure associated with the development
Selkirk Social Housing	Development of 300 medium density housing within Randburg CBD which will assist in attracting investors in the area
Rea Vaya New Bus Rapid Transit	Bus Rapid Transit (BRT) System: roads and ancillary works, depots, termini, land, Intelligent Transport System (Automatic Public Transport Management System & Automated Fare Collection System)

Nancefield Station Precinct Development	Provision of bulk infrastructure to support the development of a mixed land use development supporting a range of housing typologies to benefit from the transit options currently available within the precinct
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The above project list is subject to change through discussions with PRASA and other stakeholders. The co-ordination and alignment of SIPs with informal settlements at the City-wide level has been addressed in Section B of this report.

Table 7: Housing SIP7 Project List

PROJECT NAME	PROJECT IMPACT	ESTIMATE PROJECT COST
Fleurhof mixed development typology project	Sustainable Human settlement	R 460 000 000
Lufhereng Mixed development typology project	Sustainable Human settlement	R 1 000 000 000
Greater Kliptown re-development mixed typology project	Sustainable Human Settlement	R 500 000 000
South Hill mixed development typology project	Sustainable Human Settlement	R 200 000 000
Diepsloot Mixed development typology Project	Sustainable Human Settlement	R 600 000 000

## 7. Mega Projects

In her Budget Vote of 2014-2015, and her proclamation of the strategic plan for 2014/2019, the Minister of Human Settlements pronounced construction of 1.5 million houses throughout the country. In order to achieve this goal, the Minister announced initiative of so called 'Mega-Projects' where an individual project delivers a minimum of 10 000 units. The City of Johannesburg Housing Department in attendance with Provincial counterparts have prepared a list of Mega and Catalytic projects to be delivered in the jurisdiction of the City. Both National and provincial will directly sponsor the implementation of these projects and their lifespan will spread beyond the current Mayoral Term. Together with the Provincial Housing counterparts, the Department has identified seven (7) development nodes targeted for the Mega and Catalytic Projects. The proposed projects are:

Johannesburg Region						
Node 1	(JHB North)-Lanseria City	Project Size	2014/15		2015/16	
	Lion Park	15000	R	55 142 449.68	R	29 500 000
	Diepsloot East	15000	R	64 285 162.00	R	72 323 341
	Riverside View Ext 28 (CoJ)	8500				
	Bonded Units	8000				
<b>Node 1 Total Yield</b>		<b>46500</b>	<b>R</b>	<b>119 427 611.68</b>	<b>R</b>	<b>101 823 341.43</b>
Node 2	(JHB North/West)	Project Size				
	ZandSpruit Honeydew (CoJ)					
	Cosmo City Phase 1	12500	R	800 000.00	R	500 000
	Malibongwe Ridge	5500	R	53 400 732.00	R	88 878 900
	Bonded Units	0				
<b>Node 2 Total Yield</b>		<b>18000</b>	<b>R</b>	<b>54 200 732.00</b>	<b>R</b>	<b>89 378 900</b>
Node 3	(JHB South)	Project Size				
	Southern Farms (CoJ)	43000	R	-	R	-
	South Hills (CoJ)	9510				
	Kliptown-Nancefield (CoJ)	10710				
	Ennerdale Ext 19 (CoJ)	5000				
	Bonded Units	0				
<b>Node 3 Total Yield</b>		<b>68220</b>	<b>R</b>	<b>-</b>	<b>R</b>	<b>-</b>
Node 4		Project Size				
	Corridors of Freedom (CoJ)	10710				
	Innercity regeneration (CoJ)	0				
	Bonded Units	0				
<b>Node 4 Total Yield</b>		<b>10710</b>	<b>R</b>	<b>-</b>	<b>R</b>	<b>-</b>
Node 5	New City 2	Project Size				
	Rabie Ridge (CoJ)	15281				
	Alex - Modderfontein - Marlboro (CoJ)	16292				
	Bonded Units	30000				
<b>Node 5 Total Yield</b>		<b>61573</b>	<b>R</b>	<b>-</b>	<b>R</b>	<b>-</b>
Node 6	New City 3	Project Size				
	Lufhereng	24000	R	34 000 000.00	R	88 878 900
	Syferfontein	60000	R	26 495 061.00	R	87 150 790
	Bonded Units					
<b>Node 6 Total Yield</b>		<b>84000</b>	<b>R</b>	<b>60 495 061.00</b>	<b>R</b>	<b>176 029 690.20</b>
Node 7		Project Size				
	Fleurhof Phase 1	10200	R	26 848 932.00	R	73 913 950
	Fleurhof Phase 2	8000	R	-	R	-
	Goudrand Ext 4	13200	R	-	R	76 120 110
	Bonded Units	2124				
<b>Node 7 Total Yield</b>		<b>33524</b>	<b>R</b>	<b>26 848 932.00</b>	<b>R</b>	<b>150 034 060.00</b>
<b>Total Bonded</b>		<b>40124</b>				
<b>Grand Total</b>		<b>322527</b>	<b>R</b>	<b>260 972 336.68</b>	<b>R</b>	<b>517 265 991.63</b>
Proposed Mega-Projects of CoJ		Project Yield				
Corridors of Freedom & Inner City		50 000				
Greater Diepsloot( South& North)		19 000				
Rabie Ridge		10 000				
Alex-Limb-ro-Modderfontein		25 000				
Zandsspruit-Honeydew		20 000				
South Hills		5 500				
<b>Sub-Total</b>		<b>129 500</b>				

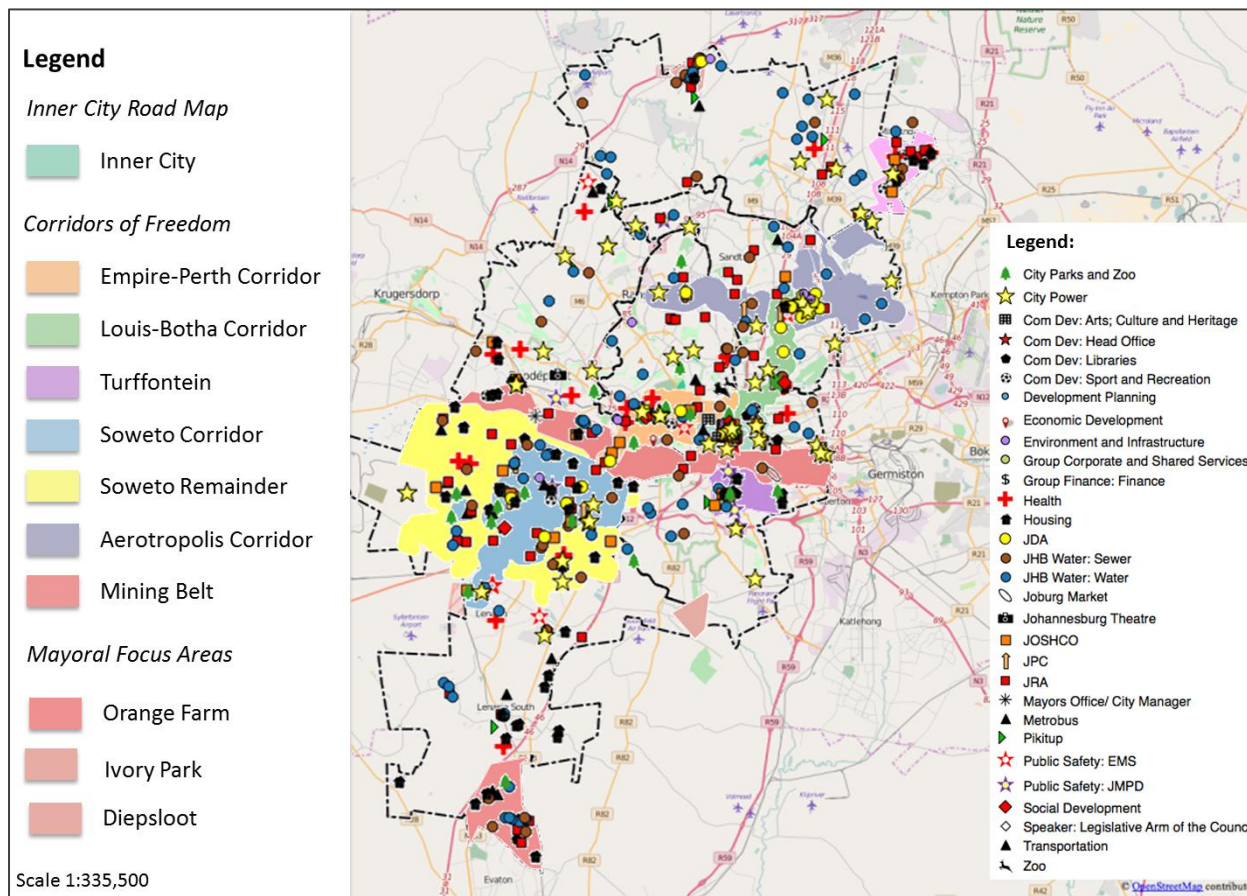
Table 8: Human Settlements Development Nodes

**PART-D CAPITAL FUNDING**

**8. The Value of Programmes and Projects and Projects by Division**

The list of projects below are in the City Capital budget for the forthcoming three year period focussed on the Priority Transformation Areas discussed and detailed in section B of this report. The project lists provided in section B for the Corridors of Freedom are an indication of the major projects required in order to make the Corridors a success, whereas the list below reflects the budgeted projects to be implemented in the 2016/17 – 2018/19 MTEF period.

Figure 25: MTEF Investment Related to Spatial Priorities





## 8.1 Inner City

Table 9: Inner City Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F	Arts; Culture and Heritage	R 4 000 000	R 3 000 000	R 0
ACH. Museum Africa Upgrade Heritage Area Upgrade NEWTOWN F	Arts; Culture and Heritage	R 9 000 000	R 3 000 000	R 4 000 000
Upgrading of Heritage Buildings in the Inner City F	Arts; Culture and Heritage	R 2 000 000	R 2 000 000	R 5 000 000
City Parks House – Building upgrade New Building Alterations JOHANNESBURG F Ward	City Parks	R 1 000 000	R 10 000 000	R 0
Innercity Parks Development and Upgrading New Park JOHANNESBURG F Regional	City Parks	R 6 000 000	R 0	R 6 000 000
Cable upgrade New Doornfontein New Medium Voltage Network NEW DOORNFONTEIN F Regional	City Power	R 0	R 3 000 000	R 0
New 88/11 kV substation near Park station. New Bulk Infrastructure NEWTOWN F Regional	City Power	R 0	R 500 000	R 0
New 88/11 kV substation near Westgate. New Bulk Infrastructure FERREIRAS DORP F Regional	City Power	R 0	R 40 000 000	R 40 000 000
Newtown Eliminate MV pillar boxes Renewal Medium Voltage Network NEWTOWN EXT.1 F Ward	City Power	R 0	R 0	R 2 500 000
Prepare mini subs and load centres for 11 kV conversion Renewal Township Reticulation JEPPESTOWN SOUTH F Regional	City Power	R 0	R 10 000 000	R 0
Upgrade John Ware sub station Renewal Bulk Infrastructure FORDSBURG F Regional	City Power	R 0	R 20 000 000	R 35 000 000
Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	City Power	R 0	R 0	R 9 000 000
Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional	Development Planning	R 95 000 000	R 115 000 000	R 160 000 000
BPO Renewal JOHANNESBURG F Regional	Economic Development	R 5 000 000	R 5 000 000	R 0

Inner City Property Scheme Renewal Building/s JOHANNESBURG F Regional	Economic Development	R 7 966 000	R 0	R 0
Inner City Roadmap Economic Development Initiatives Renewal Inner City Intervention JOHANNESBURG F Regional	Economic Development	R 0	R 5 000 000	R 0
Fire Station - Central Fire Station Renewal Building Alterations MARSHALLS TOWN F Ward	Public Safety: EMS	R 9 000 000	R 0	R 0
Fire Stations - Central Museum Establishment Renewal Building Alterations JOHANNESBURG A Regional	Public Safety: EMS	R 0	R 5 950 000	R 5 950 000
Purchase of ambient air quality analysers for the air quality monitoring network New Office Equipment JOHANNESBURG F City Wide	Environment and Infrastructure	R 0	R 0	R 2 000 000
Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	Housing	R 15 000 000	R 20 000 000	R 100 000 000
Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	Johannesburg Theatre Management Company	R 1 000 000	R 5 330 000	R 3 000 000
80 Plein Street New Inner City Intervention JOHANNESBURG F Ward	JOSHCO	R 40 000 000	R 0	R 0
Anthea Renewal Building Alterations JOHANNESBURG F Regional	JOSHCO	R 1 000 000	R 1 000 000	R 3 000 000
Casamia Renewal Building Alterations JOHANNESBURG F Regional	JOSHCO	R 9 000 000	R 2 000 000	R 1 000 000
Inner City Various Renewal Housing Development JOHANNESBURG F City Wide	JOSHCO	R 80 000 000	R 70 000 000	R 77 480 000
La Rosabel Renewal Building Alterations JOHANNESBURG F Regional	JOSHCO	R 500 000	R 500 000	R 0
MBV Innerscity Rental Housing Renewal Housing Development JOHANNESBURG F City Wide	JOSHCO	R 500 000	R 500 000	R 0
Rachens Social Housing New Building Alterations JOHANNESBURG F Ward	JOSHCO	R 900 000	R 900 000	R 0
Neighbourhood Development for Bertrams Priority Block New Building Alterations BERTRAMS F Regional	JPC	R 0	R 500 000	R 0
Rissik Street Post Office Restoration Project New Heritage JOHANNESBURG F Regional	JPC	R 20 000 000	R 15 000 000	R 0

Salisbury House Erf 1052 and 1053 Renewal Heritage JEPPESTOWN F Ward	JPC	R 0	R 200 000	R 0
MOB - Guardrails. Renewal Roads: Construction and Upgrades JOHANNESBURG F Regional	JRA	R 5 000 000	R 6 000 000	R 4 000 000
RESUR - Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation JOHANNESBURG F City Wide	JRA	R 30 000 000	R 40 000 000	R 10 000 000
Johannesburg Central: Planned replacement sewer mains Renewal Bulk Waste Water JOHANNESBURG D	Sewer	R 10 000 000	R 15 000 000	R 15 000 000
WWTW: Upgrade and Refurbish New Inner City Intervention BERTRAMS F	Sewer	R 0	R 0	R 10 000 000
Aqua - Minor upgrading of Swimming Pools Community Center JOHANNESBURG F City Wide	Sport and Recreation	R 2 000 000	R 2 000 000	R 2 500 000
Installation of turnstiles in facilities New Plant and Equipment BRAAMFONTEIN WERF F City Wide	Sport and Recreation	R 2 000 000	R 2 229 149	R 1 000 000
MAN: Dedicated Public Transport Lanes: Johannesburg CBD: New Managed Lanes JOHANNESBURG F City Wide	Transportation	R 10 000 000	R 10 000 000	R 0
PTF Small public transport facilities Design and Construction of Laybys New Laybys JOHANNESBURG F City Wide	Transportation	R 1 000 000	R 1 000 000	R 0
PTF: Holding Facilities: Kazerne Redevelopment New Public Transport Facility NEWTOWN EXT.1 F Ward	Transportation	R 98 000 000	R 100 000 000	R 0

## 8.2 Louis Botha Corridor

Table 10: Louis Botha Corridor Projects and Budgets

Project Name	Division	Budget 2016/17	Budget 2017/18	Budget 2018/19
Louis Botha (City Parks) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	City Parks	R 3 000 000	R 2 000 000	R 2 000 000
Patterson Park Renewal Park ORANGE GROVE E City Wide	City Parks	R 4 000 000	R 4 000 000	R 0
Fire Station - Alexandra and 'Be Safe Centre' New Building ALEXANDRA EXT.25 E Regional	Public Safety: EMS	R 0	R 2 000 000	R 2 000 000
Louis Botha (Health) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Health	R 0	R 0	R 1 500 000
Helen Josephs Refurbishment and Upgrading of Women's Hostel Building Alterations ALEXANDRA EXT.52 E Ward	Housing	R 9 000 000	R 10 000 000	R 20 000 000
Louis Botha Corridor (Housing) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Housing	R 500 000	R 4 400 000	R 14 000 000
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	JDA	R 1 500 000	R 15 000 000	R 30 000 000
Clinic 4th Avenue Renewal Clinic ALEXANDRA EXT.42 E Ward	JDA	R 10 000 000	R 0	R 0
CORR - Louis Botha Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New COstriction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	JDA	R 10 000 000	R 15 000 000	R 10 000 000
Development of 'pocket places' for the public as part of the Louis Botha Corridor of Freedom New Precinct Redevelopment KEW E City Wide	JDA	R 0	R 0	R 10 000 000
Thoko Mngoma Clinic Marlboro Renewal Clinic ALEXANDRA EXT.53 E	JDA	R 3 000 000	R 0	R 0
Corridors of Freedom / TOD Developments Louis Botha (MALBORO SOUTH) New Corridors of Freedom	JOSHCO	R 8 000 000	R 20 000 000	R 96 000 000

Intervention ORANGE GROVE E City Wide				
KELVIN RENTAL STOCK New Building Alterations KELVIN VIEW E Ward	JOSHCO	R 2 000 000	R 30 000 000	R 0
Erf 43-46 Victoria Ext 3(Paterson Park Node) New Housing Development VICTORIA EXT.3 E Regional	JPC	R 20 000 000	R 10 000 000	R 0
Watt Street Inter-change New Housing Development WYNBERG E Regional	JPC	R 0	R 0	R 2 000 000
RNP085_Upgrading of Katherine Road Renewal Roads: Construction and Upgrades SANDOWN E Ward	JRA	R 55 714 286	R 35 000 000	R 0
Lib - Hilbrow Library upgrade BEREAF	Libraries	R 1 000 000	R 0	R 5 000 000
Louis Botha Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention ORANGE GROVE E	Sewer	R 10 000 000	R 10 000 000	R 0
Louis Botha - Co - Production zone for social interventions Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Social Development	R 0	R 0	R 1 000 000
Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Water	R 8 000 000	R 10 000 000	R 0
Sandton/ Alexandra: Yeoville Water Upgrade infrastructure New Water Mains ALEXANDRA EXT.4 B Regional	Water	R 0	R 0	R 5 000 000



### 8.3 Empire Perth Corridor

Table 11: Empire Perth Corridor Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19
ACH - Monuments New Construction City Wide New Heritage Area BRAAMFONTEIN WERF F	Arts; Culture and Heritage	R 1 000 000	R 1 000 000	R 2 000 000
Upgrading and Development of Riverlea Parks Renewal Park RIVERLEA EXT.2 B Ward	City Parks	R 0	R 0	R 2 000 000
Upgrading of Pieter Roos Park Renewal Park PARKTOWN F City Wide	City Parks	R 0	R 1 500 000	R 0
Westdene Dam park development New Park WESTDENE B Regional	City Parks	R 11 970 000	R 0	R 0
Hurst Hill Sub-station refurbishment Renewal Bulk Infrastructure HURST HILL B Regional	City Power	R 40 000 000	R 5 000 000	R 0
New Service connections New Service Connections HURST HILL B Regional	City Power	R 4 685 000	R 4 260 000	R 8 520 000
Perth/Empire (City Power) Renewal Corridors of Freedom Intervention WESTBURY B City Wide	City Power	R 35 000 000	R 39 000 000	R 20 000 000
Building of EMS Commercial Academy and Ethics BRIXTON	Public Safety: EMS	R 0	R 0	R 6 150 000
Bosmont Renewal Clinic BOSMONT B Ward	Health	R 0	R 1 000 000	R 10 000 000
Sophia Town Clinic New Clinic TRIOMF B Ward	Health	R 0	R 1 000 000	R 15 000 000
CORR - Perth Empire Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New Constriction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional	JDA	R 65 000 000	R 75 000 000	R 60 000 000
Knowledge Precinct: Auckland Park Pedestrian Crossing New Precinct Redevelopment AUCKLAND PARK B City Wide	JDA	R 100 000 000	R 35 500 000	R 8 000 000
Westbury Development Renewal Precinct Redevelopment WESTBURY B City Wide	JDA	R 15 000 000	R 5 000 000	R 0
Penny Flats Social Housing New Building Alterations PENNYVILLE B Regional	JOSHCO	R 2 000 000	R 0	R 3 000 000
Pennyville New Canada Corridor/TOD New Housing	JOSHCO	R 1 000 000	R 46 500 000	R 80 000 000

Development PENNYVILLE B City Wide				
Perth Empire Corridor of Freedom New Housing Development AUCKLAND PARK B City Wide	JOSHCO	R 1 000 000	R 3 000 000	R 24 000 000
Lib. Brixton Library Renewal Library upgrade Corridors of Freedom Intervention WESTBURY B	Libraries	R 0	R 3 000 000	R 15 000 000
Lib.Book detector system installation Libraries New Library BRAAMFONTEIN WERF F	Libraries	R 1 000 000	R 1 000 000	R 1 000 000
Johannesburg Central: Auckland Sewer upgrade AUCKLAND PARK D	Sewer	R 0	R 900 000	R 0
Perth Empire Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention WESTBURY B	Sewer	R 10 000 000	R 1 000 000	R 0
Sandton/ Alexandra: Parktown Sewer Upgrade	Sewer	R 0	R 2 400 000	R 0
Perth Empire Corridor Co - Production Zone for Social Development Renewal of Corridors of Freedom Intervention (Social Development One Stop Centre) Renewal Corridors of Freedom Intervention WESTBURY B Regional	Social Development	R 30 000 000	R 30 000 000	R 0
Brixton MPC (Rec, Sports field and pool) upgrade MAYFAIR WEST B Ward	Sport and Recreation	R 500 000	R 3 000 000	R 6 000 000
Installation of electronic signage New Plant and Equipment BRAAMFONTEIN WERF F City Wide	Sport and Recreation	R 1 500 000	R 2 000 000	R 1 000 000
Pennyville MPC New Construction PENNYVILLE EXT.1 B City Wide	Sport and Recreation	R 0	R 3 000 000	R 17 000 000
Union Stadium Renewal Building Alterations WESTBURY EXT.3 B Ward	Sport and Recreation	R 8 000 000	R 5 000 000	R 4 934 000
Johannesburg Central: Hursthill-Brixton District:Upgrade water infrastructure New Water Mains BRIXTON B Regional	Water	R 0	R 3 000 000	R 5 000 000
Johannesburg Central:planned replacement watermains Renewal Water Mains MAYFAIR F Regional	Water	R 30 000 000	R 19 000 000	R 15 000 000
Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention WESTBURY B Regional	Water	R 8 000 000	R 15 000 000	R 15 000 000
Southdale/ Langlaagte: Hursthill Reservoir 3 22MI	Water	R 0	R 5 000 000	R 0

#### 8.4 Mining Belt Corridor

Table 12: Mining Belt Projects and Budget

PROJECT NAME	DIVISION	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19
Mining Belt West Corridor New Capex Mining Belt Interventions	Development Planning	R 2 000 000	R 5 000 000	R 150 000 000

#### 8.5 Turffontein Corridor

Table 13: Turffontein Corridor Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19
Upgrading of Pioneer Park Renewal Park TURFFONTEIN F Regional	City Parks	R 10 000 000	R 10 000 000	R 0
Turffontein (City Power) Renewal Corridors of Freedom Intervention TURFFONTEIN F Regional	City Power	R 30 000 000	R 20 000 000	R 15 000 000
Glenesk IR Portion 7of Erf 1 (1320 Unit) New Bulk Infrastructure GLENESK F Ward	Housing	R 0	R 3 000 000	R 20 000 000
Rem 163/100-Turffontein New Bulk Infrastructure TURFFONTEIN F Ward	Housing	R 0	R 4 500 000	R 20 000 000
South Hills Housing Mixed Development New RDP Houses SOUTH HILLS F Ward	Housing	R 30 000 000	R 50 000 000	R 60 000 000
Turffontein Corridor (Housing) Renewal Corridors of Freedom Intervention TURFFONTEIN F Regional	Housing	R 0	R 30 000 000	R 30 000 000
CORR - Turffontein Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention Renewal Stormwater Management Projects JOHANNESBURG F Regional	JDA	R 70 500 000	R 75 000 000	R 70 000 000

Rotunda Park Precinct Turffontein Corridor (JDA) New Precinct Redevelopment TURFFONTEIN F Regional	JDA	R 25 330 000	R45 000 000	R 30 000 000
Cold Storage for Wemmer Pound New Building Alterations GLENESK F Ward	Public Safety: JMPD	R 0	R 2 300 000	R 0
Ramp for P.W.D ROSSENTENVILLE	Public Safety: JMPD	R 0	R 0	R 2 500 000
Turffontein Corridor New Housing Development TURFFONTEIN E City Wide	JOSHCO	R 1 000 000	R 1 000 000	R 142 000 000
Turffontein rental housing development New Housing Development TURFFONTEIN F Ward	JOSHCO	R 60 000 000	R 60 000 000	R 0
New Turffontein Multipurpose Centre - TURFFONTEIN	Libraries	R 0	R 0	R 3 000 000
18 Landfill - Robinson deep New waste collection TURFFONTEIN D City Wide	Pikitup	R 4 850 000	R 500 000	R 0
Turffontein Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention TURFFONTEIN F	Sewer	R 10 000 000	R 10 000 000	R 0
Southdale/ Langlaagte: Forest Hill Tower 2.5MI	Water	R 0	R 5 000 000	R 0
Turffontein Corridor (JW: Water) Renewal Corridors of Freedom Intervention TURFFONTEIN F Regional	Water	R 10 000 000	R 10 000 000	R 0

## 8.6 Jabulani

Table 14: Jabulani Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19
Jabulani Flats Renewal Building Alterations JABULANI D Ward	Housing	R 500 000	R 500 000	R 0
JABULANI HOSTEL New Bulk Infrastructure JABULANI D Regional	Housing	R 1 000 000	R 1 000 000	R 0
Jabulani Station Renewal Nodal Transportation Facilities	JDA	R 17 000 000	R 40 000 000	R 1 500 000
Operational Capital: Soweto Theatre - Information technology New Computer Software JABULANI D City Wide	Johannesburg Theatre Management Company	R 0	R 0	R 300 000
Operational Capital: Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	Johannesburg Theatre Management Company	R 400 000	R 0	R 1 200 000
Soweto Theatre - Building Renovations and upgrades JABULANI D	Johannesburg Theatre Management Company	R 797 000	R 0	R 1 500 000
JABULANI RENTAL HOUSING Renewal Housing Development JABULANI EXT.1 D Ward	JOSHCO	R 15 000 000	R 55 000 000	R 0
Jabulani CBD Precinct development New Operational Capex JABULANI D Ward	JPC	R 9 000 000	R 0	R 20 000 000
BRID 30 - Jabulani/Molapo Bridge. New Bridges (Pedestrian and Vehicles) JABULANI D Ward	JRA	R 0	R 0	R 0
Soweto: Jabulani Water Upgrade	Water	R 0	R 10 000 000	R 0



## 8.7 Alexandra Hub

Table 15: Alexandra Hub Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19
Installation of new service connections New Service Connections ALEXANDRA EXT.63 E Regional	City Power	R 1 495 000	R 995 000	R 995 000
Normalisation Renewal Medium Voltage Network ALEXANDRA EXT.42 E Regional	City Power	R 0	R 0	R 15 000 000
Public Lighting Alexandra West Bank New Public Lighting ALEXANDRA EXT.4 E Regional	City Power	R 500 000	R 0	R 0
Far Eastbank New Ecological Infrastructure ALEXANDRA EXT.31 E Ward	Environment and Infrastructure	R 1 500 000	R 3 000 000	R 0
Jukskie Alexandra Water Management Unit New Ecological Infrastructure ALEXANDRA EXT.36 E Regional	Environment and Infrastructure	R 10 000 000	R 5 000 000	R 0
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	Housing	R 9 000 000	R 10 000 000	R 20 000 000
Alfred Nzo road widening New Bulk Infrastructure ALEXANDRA EXT.24 E Ward	JDA	R 0	R 4 000 000	R 1 000 000
Clinic 4th Avenue Renewal Clinic ALEXANDRA EXT.42 E Ward	JDA	R 10 000 000	R 0	R 0
Development of open Space New Precinct Redevelopment ALEXANDRA EXT.53 E	JDA	R 5 000 000	R 0	R 0
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E	JDA	R 0	R 7 000 000	R 20 000 000
Linear Markets New Building Alterations ALEXANDRA EXT.45 E Regional	JDA	R 0	R 10 000 000	R 10 000 000
Old Ikage housing development New Building	JDA	R 20 000 000	R 0	R 0

Alterations ALEXANDRA EXT.57 E Ward				
Peoples's Court, 7th Avenue (Old Alexandra) New Heritage ALEXANDRA EXT.4 E Ward	JDA	R 0	R 0	R 0
Thoko Mngoma Clinic Marlboro Renewal Clinic ALEXANDRA EXT.53 E	JDA	R 3 000 000	R 0	R 0
Distribution Centres for Alexandra, Orange Farm, Diepsloot	Joburg Market	R 0	R 0	R 10 000 000
Bothlabella Housing Project Renewal Operational Capex ALEXANDRA EXT.12 E City Wide	JOSHCO	R 2 500 000	R 2 500 000	R 1 000 000
Sandton/ Alexandra: Planned replacement: sewer mains Renewal Bulk Waste Water ALEXANDRA EXT.4 B	Sewer	R 2 000 000	R 10 000 000	R 15 000 000
Sandton/Alexandra: Edenburg Sewer Upgrade	Sewer	R 0	R 4 700 000	R 0
Sandton water upgrade New Water Mains ALEXANDRA EXT.4 B Regional	Water	R 10 000 000	R 35 000 000	R 5 000 000
Sandton/ Alexandra: Founder Hill Water upgrade New Water Mains FOUNDERS HILL B Regional	Water	R 0	R 0	R 5 000 000
Sandton/ Alexandra: Naturena Bulk supply	Water	R 3 000 000	R 0	R 0
Sandton/ Alexandra: Woodmead Reservoir New Reservoirs WOODMEAD B Regional	Water	R 1 000 000	R 0	R 0
Sandton/ Alexandra: Yeoville Water Upgrade infrastructure New Water Mains ALEXANDRA EXT.4 B Regional	Water	R 0	R 0	R 5 000 000
Sandton/Alexandra: Linbro District:Upgrade water infrastructure and resevoir 40ml Renewal Water Mains MODDERFONTEIN A.H. E Regional	Water	R 1 000 000	R 10 000 000	R 5 000 000

### 8.7.1 Non-infrastructure related interventions in the Alexandra Hub

An important coordinator of infrastructure the Alexandra Renewal Project, in conjunction with the Administrative Region E Office, is arguably the most important government institution undertaking non-infrastructure related interventions in the Alexandra Integration Zone. Activities which have been undertaken by the project include: facilitating increased local employment, championing a healthier environment and cutting crime by 50 percent.

## 9. The Application of Grant Resources by Grant Programme and Project

### 9.1 Inner City

Table 16: Inner City Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2016/17			BUDGET 2017/18			BUDGET 2018/19		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	Housing	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 100 000 000
Installation of turnstiles in facilities New Plant and Equipment BRAAMFONTEIN WERF F City Wide	Sport and Recreation	R 0	R 0	R 0	R 0	R 0	R 729 000	R 0	R 0	R 0

## 9.2 Louis Botha Corridor

Louis Botha Corridor Figure excludes PTIS amount for Rea Vaya Bus Route.

Table 17: Louis Botha Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2016/17			BUDGET 2017/18			BUDGET 2018/19		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	Housing	R 0	R 0	R 9 000 000	R 0	R 0	R 10 000 000	R 0	R 0	R 20 000 000
Louis Botha Corridor (Housing) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Housing	R 0	R 0	R 500 000	R 0	R 0	R 4 400 000	R 0	R 0	R 0
Louis Botha Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention ORANGE GROVE E	Sewer	R 0	R 0	R 3 550 000	R 0	R 0	R 0	R 0	R 0	R 0
Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Water	R 0	R 0	R 0	R 0	R 0	R 10 000 000	R 0	R 0	R 0

### 9.3 Empire Perth Corridor

Table 18: Perth Empire by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2016/17			BUDGET 2018/17			BUDGET 2018/19		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Perth/Empire (City Power) Renewal Corridors of Freedom Intervention WESTBURY B City Wide	City Power	R 0	R 0	R 0	R 0	R 0	R 4 000 000	R 0	R 0	R 0
Bosmont Renewal Clinic BOSMONT B Ward	Health	R 0	R 0	R 0	R 0	R 0	R 1 000 000	R 0	R 0	R 10 000 000
Sophia Town Clinic New Clinic TRIOMF B Ward	Health	R 0	R 0	R 0	R 0	R 0	R 1 000 000	R 0	R 0	R 15 000 000
Lib.Book detector system installation Libraries New Library BRAAMFONTEIN WERF F	Libraries	R 0	R 0	R 1 000 000	R 0	R 0	R 1 000 000	R 0	R 0	R 0
Installation of electronic signage New Plant and Equipment BRAAMFONTEIN WERF F City Wide	Sport and Recreation	R 0	R 0	R 0	R 0	R 0	R 500 000	R 0	R 0	R 0
Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention WESTBURY B Regional	Water	R 0	R 0	R 0	R 0	R 0	R 15 000 000	R 0	R 0	R 15 000 000



#### 9.4 Turffontein

Table 19: Turffontein Corridor Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET BUDGET 2016/17			BUDGET BUDGET 2017/18			BUDGET 2018/19		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Glenesk IR Portion 7of Erf 1 (1320 Unit) New Bulk Infrastructure GLENESK F Ward	Housing	R 0	R 0	R 0	R 0	R 0	R 3 000 000	R 0	R 0	R 20 000 000
Rem 163/100-Turffontein New Bulk Infrastructure TURFFONTEIN F Ward	Housing	R 0	R 0	R 0	R 0	R 0	R 4 500 000	R 0	R 0	R 20 000 000
South Hills Housing Mixed Development New RDP Houses SOUTH HILLS F Ward	Housing	R 0	R 0	R 30 000 000	R 0	R 0	R 50 000 000	R 0	R 0	R 60 000 000
Turffontein Corridor (JW: Water) Renewal Corridors of Freedom Intervention TURFFONTEIN F Regional	Water	R 0	R 0	R 0	R 0	R 0	R 10 000 000	R 0	R 0	R 0

### 9.5 Jabulani

Table 20: Jabulani Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2016/17			BUDGET 2017/18			BUDGET 2018/19		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG-	STATE GRANT	PROV GRANT	USDG
Jabulani Flats Renewal Building Alterations JABULANI D Ward	Housing	R 0	R 0	R 500 000	R 0	R 0	R 500 000	R 0	R 0	R 0
JABULANI HOSTEL New Bulk Infrastructure JABULANI D Regional	Housing	R 0	R 0	R 1 000 000	R 0	R 0	R 1 000 000	R 0	R 0	R 0
JABULANI RENTAL HOUSING Renewal Housing Development JABULANI EXT.1 D Ward	JOSHCO	R 0	R 0	R 15 000 000	R 0	R 0	R 0	R 0	R 0	R 0
Soweto: Jabulani Water Upgrade	Water	R 0	R 0	R 0	R 0	R 0	R 10 000 000	R 0	R 0	R 0

## 9.6 Alexandra Hub

Table 21: Alexandra Hub Projects by Programme

		BUDGET 2016/17			BUDGET 2017/18			BUDGET 2018/19		
PROJECT NAME	DIVISION	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Public Lighting Alexandra West Bank New Public Lighting ALEXANDRA EXT.4 E Regional	City Power	R 0	R 0	R 500 000	R 0	R 0	R 0	R 0	R 0	R 0
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	Housing	R 0	R 0	R 9 000 000	R 0	R 0	R 10 000 000	R 0	R 0	R 20 000 000
Alfred Nzo road widening New Bulk Infrastructure ALEXANDRA EXT.24 E Ward	JDA	R 0	R 0	R 0	R 0	R 0	R 4 000 000	R 0	R 0	R 0

## PART-E IMPLEMENTATION

### 10. Proposed timeframes for implementation of catalytic projects and programmes

#### 10.1 Central Business District

The City's interventions in the Central Business District are diverse and concern the full range of municipal services. Coordination of interventions occurs through the Region F Administrative Office in conjunction with the Citizen Relation and Urban Management (CRUM) Department. Key departments and municipal owned entities responsible for interventions in the Inner City at present are:

- The Johannesburg Development Agency
- The Johannesburg Property Company
- The Department of Economic Development
- Johannesburg Social Housing Company (JOSHCO)

The City's commitment to prioritise the CBD is long term, which recognises the dynamic nature of change within the Area and its importance to the broader City.

##### 10.1.1 Urban Development Zones

Currently the City of Johannesburg has an Urban Development Zone (UDZ) designated for the Inner City which was promulgated on October 14, 2004. The instrument was meant to expire in 2014 but has been extended till 2020.

The tax incentive offered within the UDZ comes in the form of an accelerated depreciation deducted from the UDZ eligible taxpayer's taxable income, thus reducing the taxpayer's payable tax.

The deduction is applicable in respect of:

- erection, extension or improvement of or addition to an entire building;
- erection, extension, improvement or addition of part of a building representing a floor area of at least 1 000 m<sup>2</sup>; or the purchase of such a building or part of a building directly from a developer on or after 8 November 2005, subject to the requirements that:
  - The developer has erected, extended, added to or improved the building or part of the building representing a floor area of at least 1 000 m<sup>2</sup>.
  - The developer has not claimed any UDZ allowance in respect of the building or that part of the building.
  - In the case of the improvement of a building or part of a building, the developer has incurred expenditure in respect of these improvements equal to at least 20 per cent of the purchase price paid by the first purchaser in respect of the building or part of the building.

In the Inner City the UDZ has attracted investment that exceeds R11 000,000,000.00 and has created more than 80,000 temporary construction jobs. It has assisted in creating quality precincts at Maboneng, the Turbine Square, the End Street residential precinct, the Braamfontein University City, the Rooftop Gardens, the ABSA Campus and the Bank City Foyer.

The City is seeking to extend the Urban Development Zone concept to include emerging hubs in marginalised areas to strengthen the City's secondary network and to assist in 'innovatively connecting Joburg's low-income earners to the City's knowledge economy and opportunities'. Areas

under consideration for such an intervention include Orange Farm, Kliptown, Alex proper and Eldorado Park. Engagements with the relevant business organisation operating in these areas have been initiated.

In addition the City is seeking to extend the UDZ' to certain hubs associated with the Corridors of Freedom and identified Integration Zones.

**10.2 Corridors**

As already mentioned each corridor has a basket of services interventions ranging from social infrastructure to housing projects. The number of social facilities proposed in the corridors will cater for the increased densities in them and the population increase projected for the city. The CSIR study that was done in the city in 2012 to model the need and accessibility of social facilities and services also pointed out some facilities that are required in the city, the proposed interventions in the corridors are also looking at addressing such (see annexure A for more details about the CSIR study)

The three Corridors detailed above are short to medium term projects that will require significant capital outlay. A broad implementation strategy for these Strategic Area Frameworks (SAFs) is in place, the MTEF capital expenditure has been approved by council and the implementation of some capital projects is already underway as outlined in section B of this document. Figure 26 represents the life cycle of the SAFs.

Figure 26: Building the corridors 2012-2040

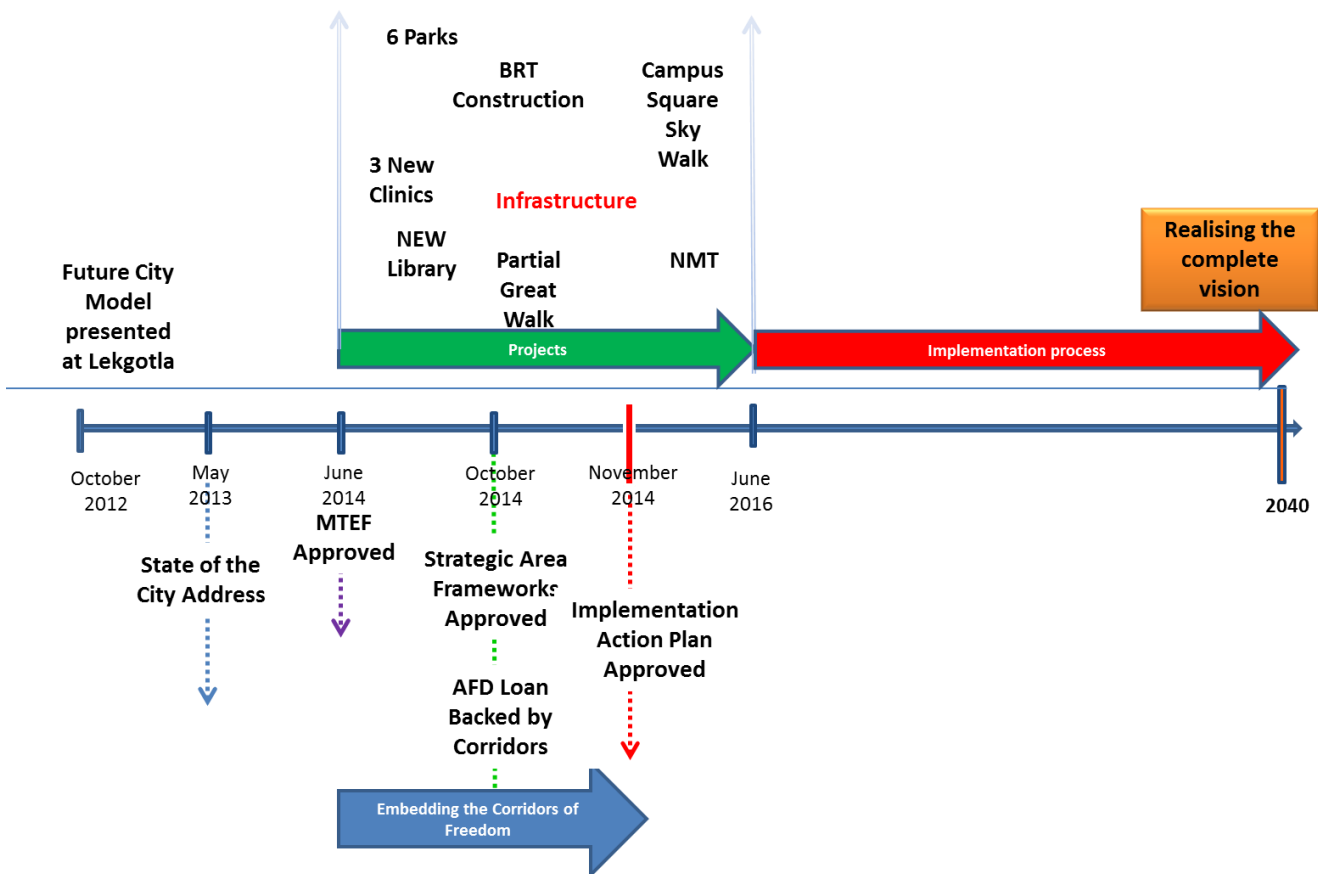
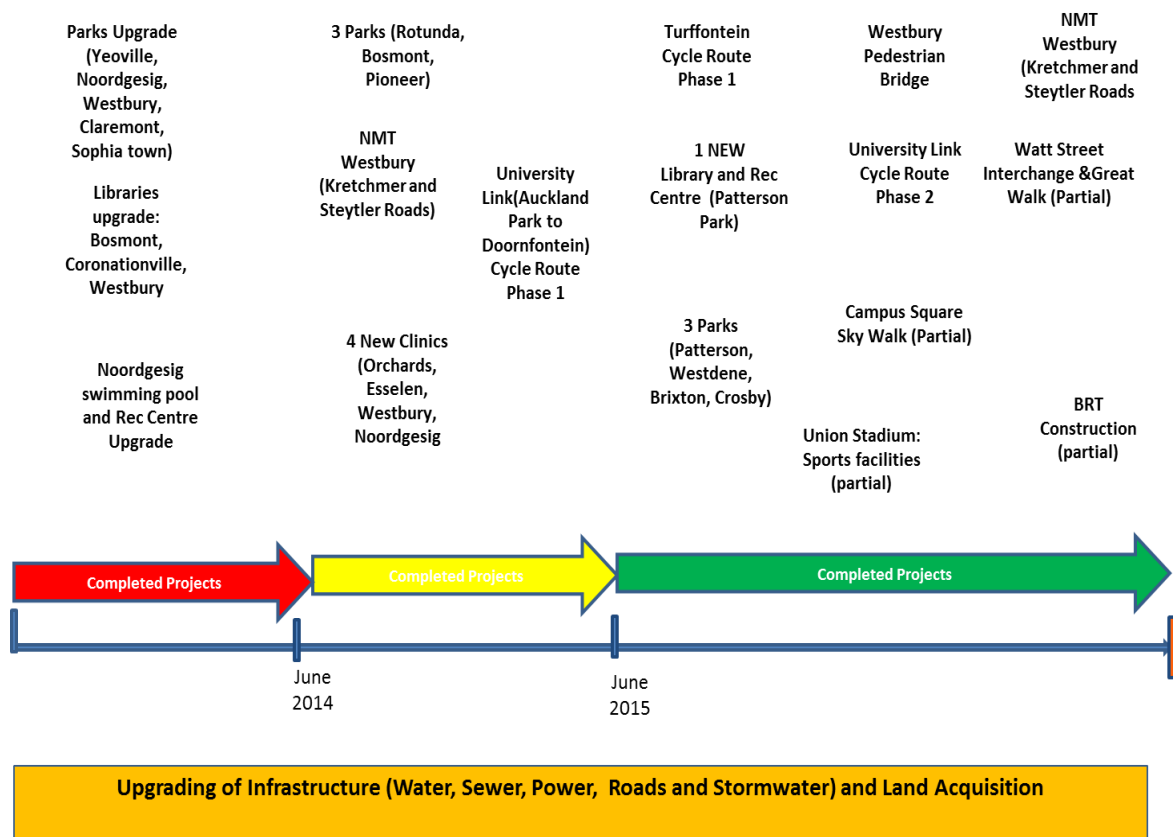


Figure 27: Corridor Projects up to June 2016



Implementation of all the above listed projects (Figure 26 and Figure 27) will be undertaken by responsible departments and municipal owned entities.

**Louis Botha Implementation**

The Bus Rapid Transit Infrastructure for this corridor is currently being implemented and to date, projects in Local Area 3, for Patterson Park have commenced.

Some of the infrastructure projects in the corridor are:

- Power: Upgrade Kelvin/Sandringham OHL to be Commissioned 2016
- Power: New Sandringham Sub-station to be Commissioned 2018
- Sewer upgrades of 14.8km of sewer lines is in the initiation phase
- Sewer: Northern WWTW (460MI) capacity is in the construction phase
- Water upgrades to create 3 PRV zones for pressure management, 37.5 MI and 16.7 km pipelines is in design phase



1	Orchards Clinic
2	Esselen Street Clinic
3	4 <sup>th</sup> Street Clinic
4	Thoko Ngoma Clinic
5	Upgraded recreation centre
6	New swimming pool and sporting facilities
7	New library
8	Stormwater, including daylighting of river
9	Upgraded and new park
10	New social housing
11	Relocation of depots
12	Victoria X 3 – private and social housing
14	Public art and new NMT
14	Upgraded and new parks
15	New social housing
16	Pedestrian and cycle lanes
17	Construction of BRT stations
18	NMT links to BRT stations – Phased
19	Marlboro South: mixed use, social housing development

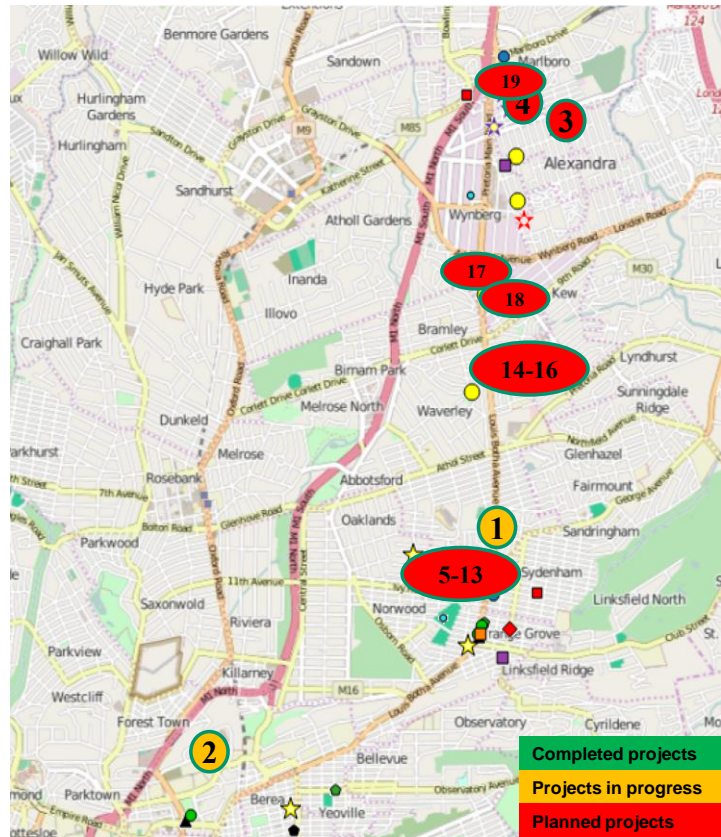


Figure 28:Louis Botha – Infrastructure- Social

### Empire-Perth Implementation

The BRT infrastructure for this corridor has already been implemented. In the Knowledge Precinct only catalytic projects to support interventions in Empire Perth corridor were identified, a precinct plan was never drafted and NMT projects have been 100% completed and the Pedestrian bridge design has been finalised and the process of selecting contractor will begin soon.

Some of the infrastructure projects in the corridor are:

- Hurst Hill Substation upgrade to be completed in 2018
- Water upgrades of 7.6km water pipelines, 26 MI Reservoir, 2MI Tower the project is in design phase
- Sewer upgrades of 5.2km of sewer lines which is in initiation phase
- Sewer: Bushkoppie WWWTW (200 MI capacity) is in construction

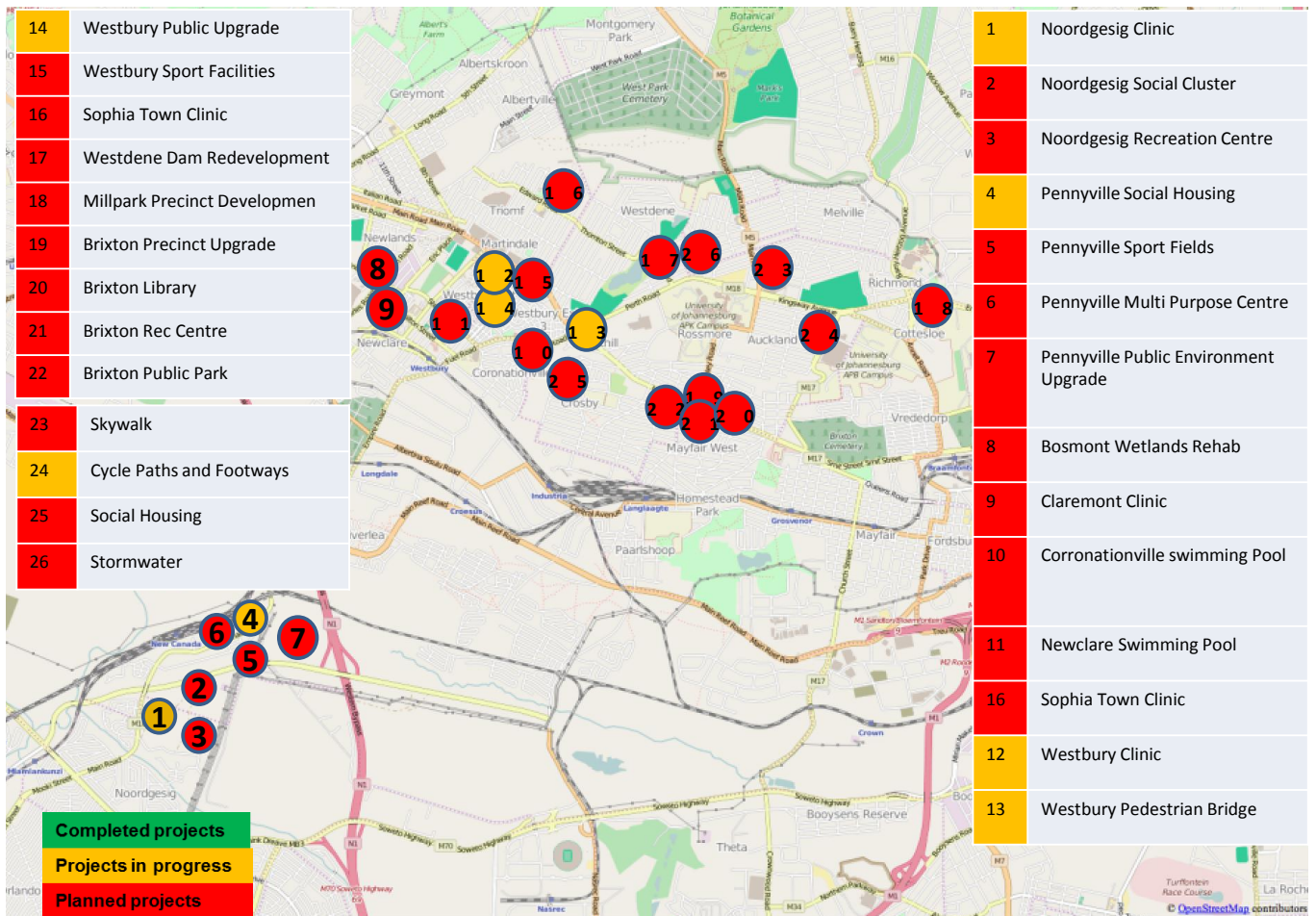


Figure 29: Empire Perth-Infrastructure- Social

### Turffontein Implementation

The Rotunda Park Precinct is currently being implemented by the JDA, and is currently in the first of three implementation phases. This phase includes the following projects which are being catalysed:

- High Street North and Northern Gateway;
- Park Inner Crescent and;
- Eastern Gateway.

Some of the infrastructure projects in the corridor are:

- Power: Upgrade Wemmer S/S to be Commissioned 2021
- New Oakdene Sub-station to be Commissioned 2020
- Water upgrades to install a pump station, a 2.5MI Tower and 9.7 km of water pipelines which is in the design phase
- Sewer Upgrades of 7.4km of sewer pipelines the project in in the initiation phase

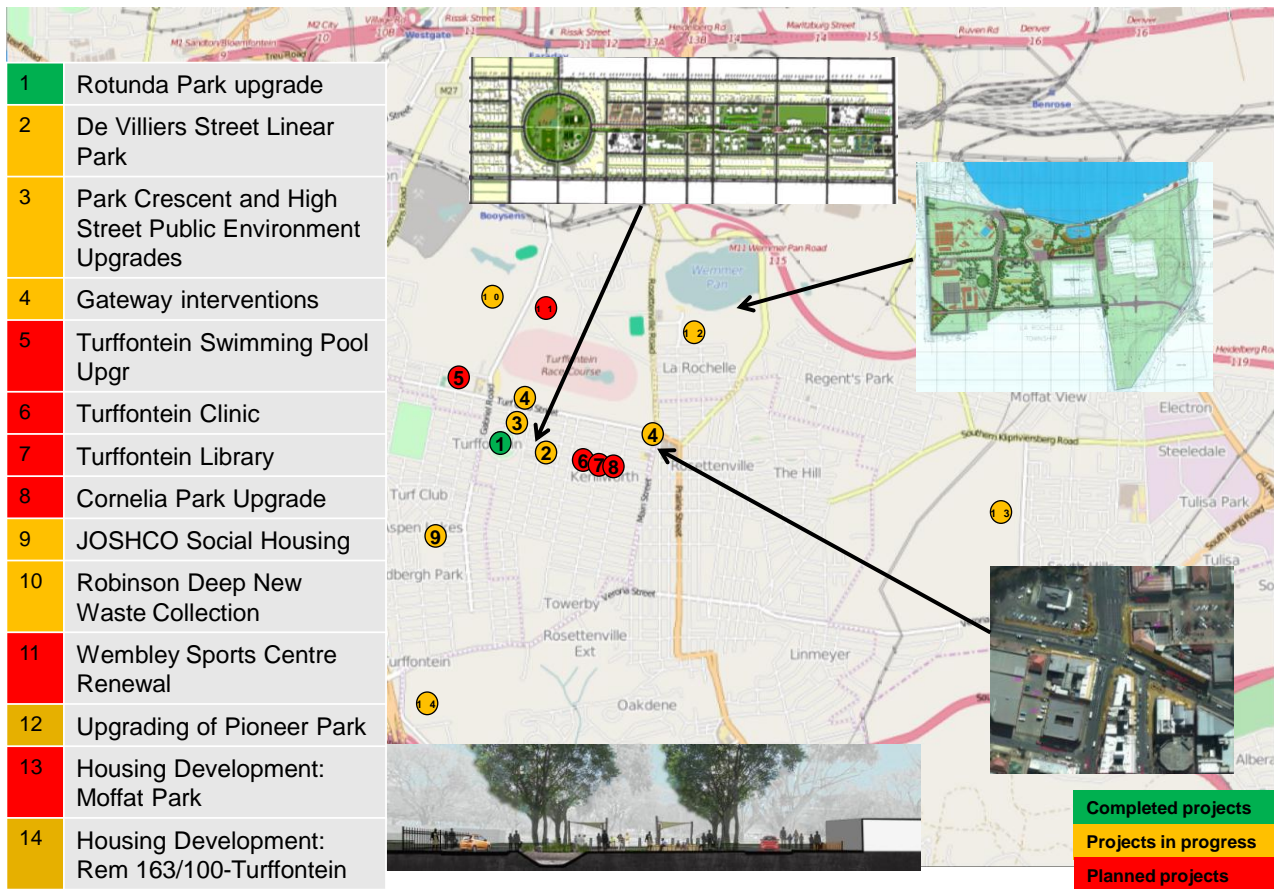


Figure 30: Turffontein- Infrastructure- Social

### 10.2.1 Special Development Zones

As part of the City's efforts to fast track development within the Corridors of Freedom, the City's Development Planning Department through the Land Use Management Directorate is in the process of developing a tool which can be used in assessing development applications specific to the corridors.

### 10.2.2 Land Strategy: Corridors of Freedom

#### Purpose of the strategy

The formulation of a comprehensive Land Strategy for the Corridors of Freedom is a critical requirement for the successful implementation of the Corridors. This strategy deals with the acquisition of land for a range of uses, including social and affordable housing, but also a disposal strategy that outlines how and when land assets can be disposed of to support the outcomes of the Corridors. The strategy should also outline the approach towards holding and managing the properties within the portfolio. The Johannesburg Property Company (JPC), together with the Development Planning Department, is currently working on this Land Strategy. The City has however already initiated a land acquisition process to acquire strategically located properties within the three corridors.



### **Land acquisition processes**

Council approval has been obtained by JPC in 2014 to acquire land portions the City will need to implement various projects within the Corridors over time. This allows JPC to acquire on behalf of the City at market related values on a willing buyer / willing seller basis. The City is currently not expropriating land in the Corridors.

Properties that have been purchased are leased, demolished, maintained or secured so that properties are not illegally occupied and vandalised until such time as the properties are developed by the City.

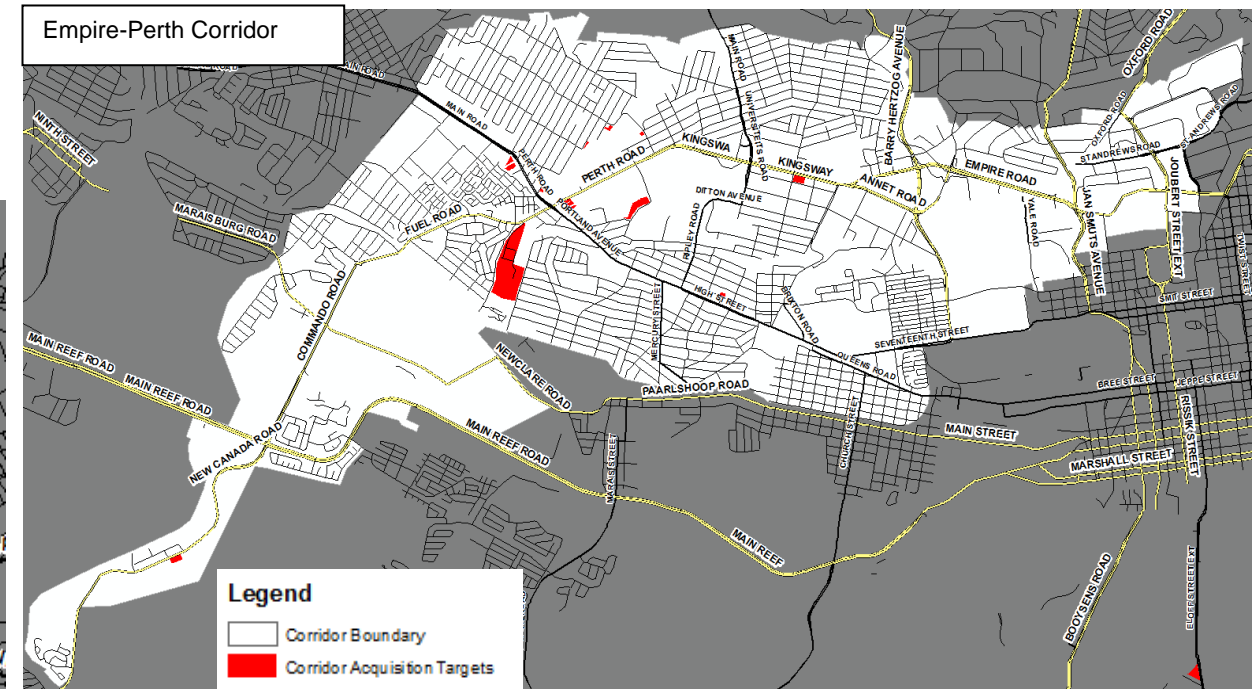
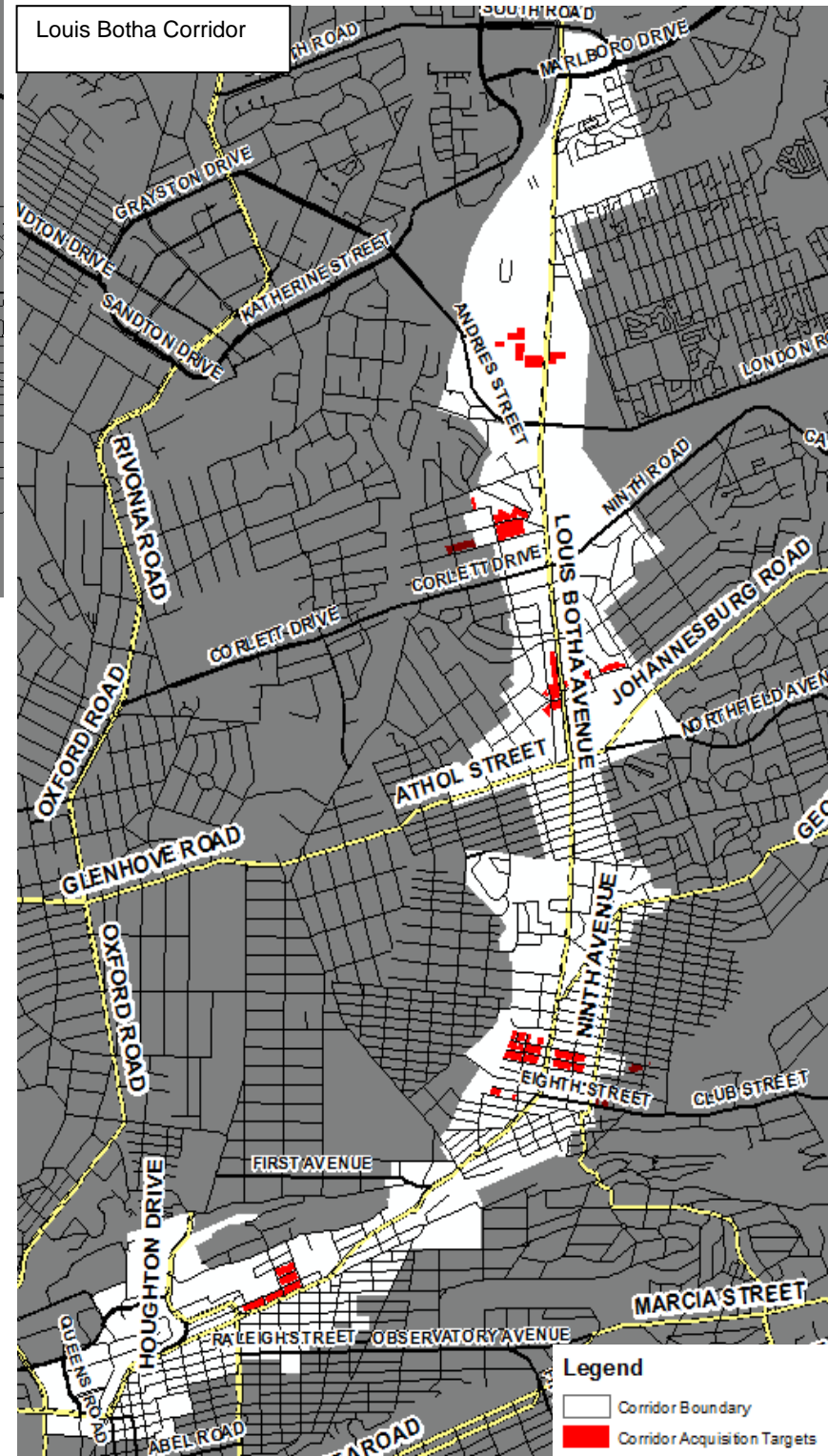
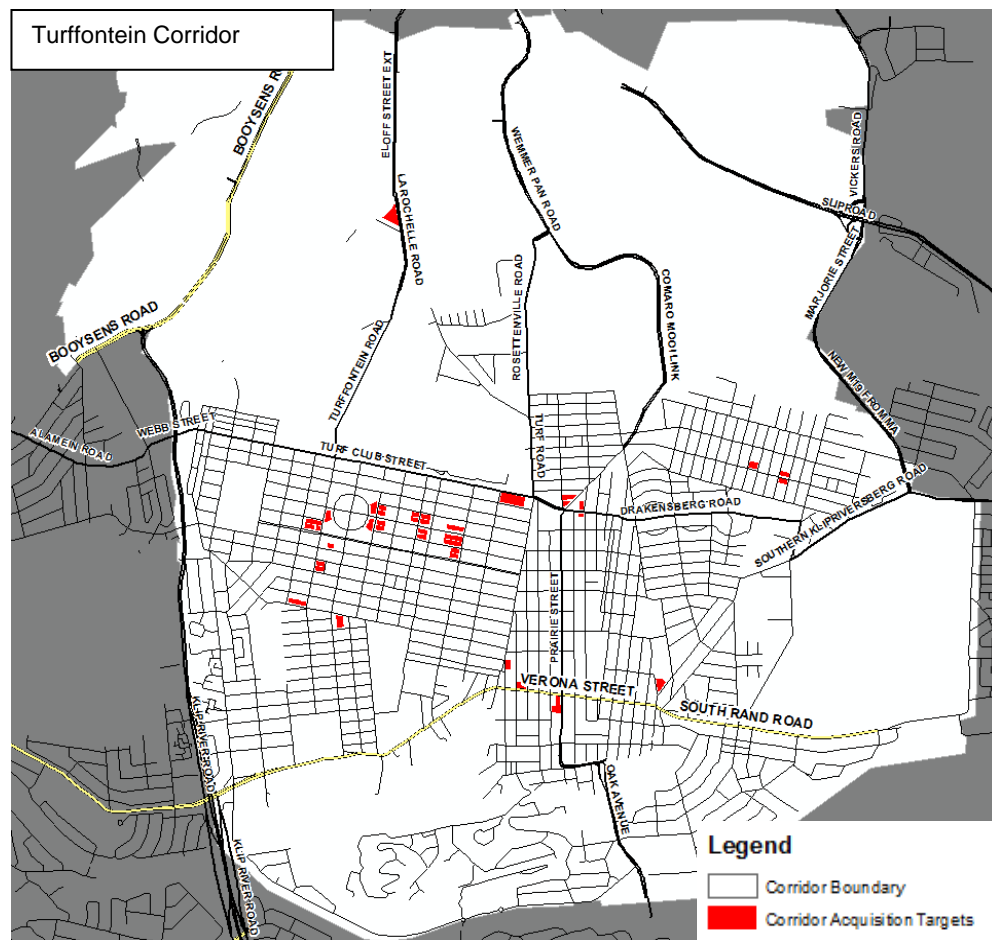
JPC has also approached Provincial Government to acquire identified Provincially owned land (in the Empire-Perth Corridor). Province has indicated that these properties would be donated to the City. Despite this positive reaction, it has since been discovered that some of the land portions in the process of being donated to the City already have provincial projects underway on the sites. JPC and the City are endeavouring to resolve some of these uncertainties.

Land owned by parastatals such as Transnet has also been identified for acquisition or land availability agreements, but the City has not been successful to get any support or meaningful engagement going with such entities.

### **Properties for acquisition**

The City's Development Planning Department has identified properties within the Strategic Area Frameworks which the JPC will be required to acquire on behalf of the City at market related values on a willing buyer / willing seller basis over the medium term (Figure 31 shows the land identified for acquisition per Corridor)

Figure 31: Corridors of Freedom Acquisition Targets



Three phases of acquisition have been identified per Corridor (acquisition is also linked to budget availability per annum). The phasing relates to the City's identification of priority precincts for implementation. For example, a precinct such as Orange Grove in the Louis Botha Corridor is targeted for a range of City interventions in the short term, including the Paterson Park redevelopment (2 000 housing units, new social facilities and open spaces), piloting the Special Development Zone (new zoning mechanism) and bulk infrastructure investment. Properties in Orange Grove have been targeted for Phase 1 acquisition so that the City has land holdings for development within this priority precinct. The future use of these properties will be in line with the intentions of the Strategic Area Frameworks and may include developments such as new or expanded social amenities, public spaces and social housing.

In terms of the Acquisition Strategy, properties that are underutilised and have lower property valuations are targeted. A clustering of properties is also targeted for greater impact, with consolidated sizes of 2000m<sup>2</sup> or more to improve project viability.

### **Implementation of the strategy**

A budget of R40 000 000,00 was made available in 2014/15 and R68 000 000,00 in 2015/16 for acquisition purposes. More funding will be made available in subsequent years to ensure that the acquisition process continues. Figure 32 and Figure 33 indicate the land that has been acquired to date or where negotiations are underway.

The properties acquired are being linked to City projects – i.e. new social housing projects and/or social facilities.

A critical component of the success of the Corridors is increasing the range of housing typologies and affordability. The City is currently working on a strategy to increase the number of social and affordable housing units within the Corridors – the release of land to social housing institutions forms part of this strategy.



Figure 32: Acquisition Status: Turffontein Corridor



Figure 33: Acquisition Status: Louis Botha Corridor



### **10.3 Jabulani**

The roll out of interventions relating to Jabulani as defined in the Design Framework will be undertaken in the next 3-6 year period through the coordination of the Johannesburg Property Company, the Johannesburg Development Agency and the Development Planning Department.

### **10.4 Integration Zones**

A programme of action for the Mining Belt integration zones still needs to be devised. Implementation of projections within the Marlboro Alexandra Hub and Mining Belt Zones will take four years to materialise. In the interim a programme management team, similar to that described for the corridors, needs to be established. Interventions into these zones need to be perceived as long term interventions requiring the input of all stakeholders.



## PART- F URBAN MANAGEMENT

### 11. Urban Management

Urban Management relates to the Municipality's responsibility for the day-to-day operations of the City, although effective Urban Management also requires the involvement of the private sector, and of neighborhood or community organisations.

The South African Cities Network SACN (2009) suggests that the functions of urban management in relation to the private sector include:

- Demarcating and regulating private spaces and ensuring that these spaces are clearly defined and demarcated;
- Service private spaces with connections to essential public services and utilities, such as water and electricity, maintain these services, and ensure that payment is made for such services.

Failure of the above has implications for property values and the ability of land and building assets to fulfill their potential value.

In terms of public spaces, the SACN suggests three primary functions of effective Urban Management:

- Regulate public spaces and maintain their public nature/utility;
- Improve, enhance and maintain public spaces and infrastructure, including public spaces, sidewalks, roads and parks;
- Govern public spaces through government, private and community inputs.

Failure to carry out these functions could result in public spaces becoming increasingly dysfunctional and alienating, with spaces becoming contested, or dormant.

Pernegger (2008) has suggested concept of Urban Management that sees a bottom level as consisting of simple, but highly visible, management functions, such as cleaning of stormwater channels, fixing potholes and removing litter.

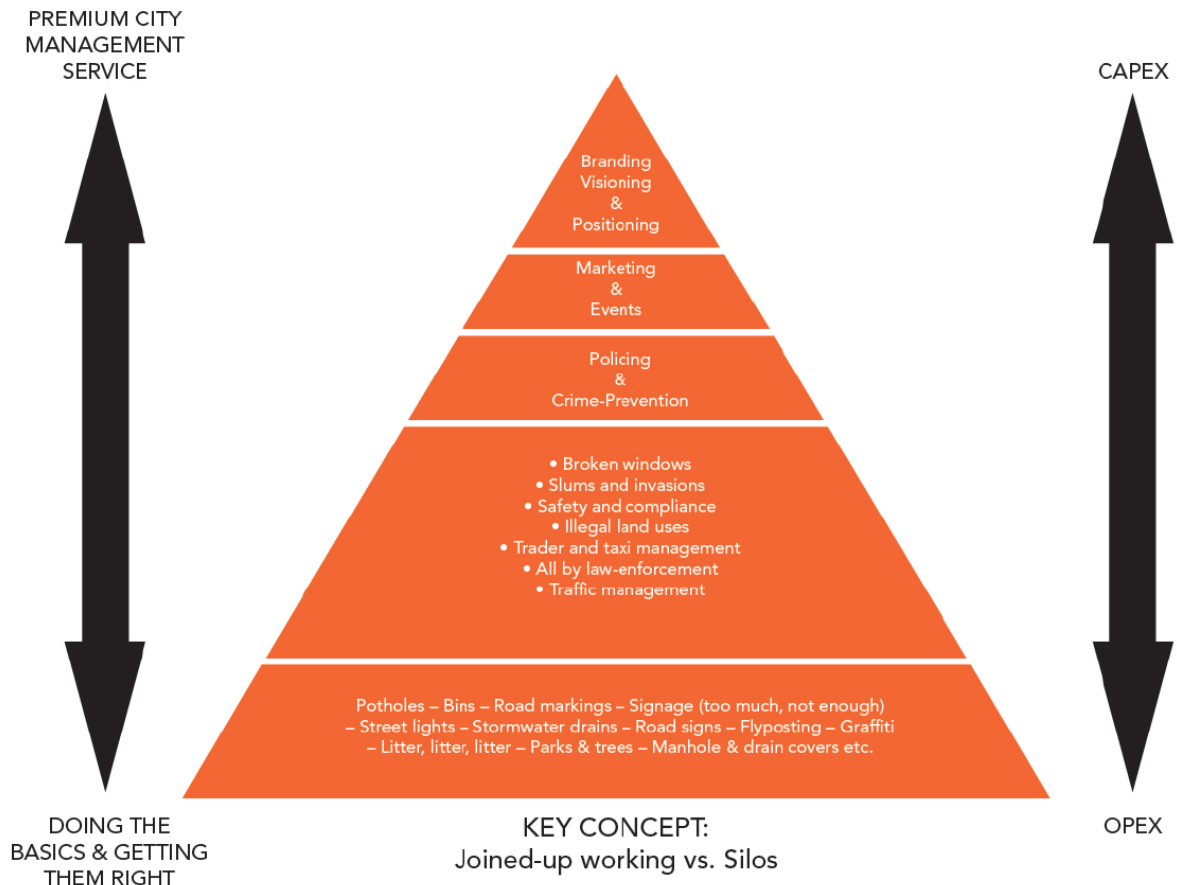
A Second level deals with the enforcement of bylaws such as illegal dumping and informal trading, both of which have had a significant impact in the Turffontein Study Area.

The third level is about policing and crime prevention, whilst the highest levels are concerned with place marketing the managed area to outsiders.

The shift from the lower levels (Getting the Basics Right) to the higher levels (Offering a Premium Service) requires not only increased budgetary allowances, but also a more integrated and focussed approach to service delivery, which itself is a challenge given the multiplicity of operators and service providers involved.

The success of the identified integration zones and urban hubs will be measured to a large extent by the success or failure of urban management in these areas over time, hence there is still a lot of work to be done by the city in mapping clear urban management frameworks for integration zones and hubs. Creating the built form and infrastructure provides the canvas for urban living – where it is essential that day-to day management ensures that this mixed-use, higher density, vibrant areas function well.

STRUCTURE FOR URBAN MANAGEMENT



(Source: L. Pernegger, City of Johannesburg, 2008)

Figure 34: Structure for Urban Management of the Corridors

## 12. Possible Incentives and Institutional Mechanisms in Corridors

Whilst the issue of incentives to promote intensification and redevelopment within the Corridors of Freedom are still to be developed further, best international practice suggests a range of incentives that have been used internationally as a means of promoting development:

- International Best Practice Inclusionary Housing Incentives
- Tax incentives for the construction of affordable housing (US)
- VAT reduction on renovation of affordable housing (UK)
- Provide affordable housing on non-residential land (London)
- Density bonuses (US)
- Decreasing administration costs, regulations and processing times (land use planning processes) (Malaysia and Canada)
- Direct subsidies and grants (Malaysia)

The table below outlines some of the possible incentives that could be explored with reference to the Corridors of Freedom initiative:

Table 22: Possible Incentives for Corridors of Freedom

COJ INCENTIVES (GROWTH AND DEVELOPMENT STRATEGY)	INCLUSIONARY HOUSING INCENTIVES	HOUSING SUBSIDIES AS INCENTIVES	ADDITIONAL HOUSINGS GRANTS / FUNDING MECHANISMS	ENVIRONMENTAL INCENTIVES / SUBSIDIES
<ul style="list-style-type: none"> <li>■ Tax Increment Financing (TIF)</li> <li>■ Planning Gain</li> <li>■ Rights Bonuses</li> <li>■ Fast Tracking of land Development Applications and Waiver of Development Application and Building Plan Fee</li> <li>■ Special Rating Districts</li> <li>■ Land Packaging and banking for targeted developments (Eg: Affordable Housing)</li> <li>■ Extension of the UDZ Initiative</li> </ul>	<ul style="list-style-type: none"> <li>■ Tax credit schemes</li> <li>■ Fee-up of state land</li> <li>■ Fast-track of development processes</li> <li>■ Town planning compliant component incentives</li> <li>■ Density bonuses / allowances</li> <li>■ Use right incentives</li> <li>■ Provision of bulk and link infrastructure</li> <li>■ A wide range of government subsidies</li> </ul>	<ul style="list-style-type: none"> <li>■ Finance Linked Individual Subsidy</li> <li>■ Consolidation Subsidy</li> <li>■ Institutional Subsidy</li> <li>■ People's Housing Process Establishment Grants</li> <li>■ Rural Subsidy</li> <li>■ Project Linked Subsidy</li> <li>■ New: Finance Linked Individual Subsidy Programme (FLISP)</li> </ul>	<ul style="list-style-type: none"> <li>■ Social Housing Regulatory Authority (SHRA) Restructuring Capital Grant</li> <li>■ Restructuring Capital Grant (RCG) Quantum</li> <li>■ Community Residential Units Programme</li> <li>■ The National Housing Finance Corporation (NHFC)</li> </ul>	<ul style="list-style-type: none"> <li>■ The Eskom Demand Side Management (DSM) fund</li> <li>■ The Tradable Renewable Energy Certificate (TREC) system</li> <li>■ Mechanisms for Solar Water Heating Financial Support</li> <li>■ Discretionary additional subsidy</li> <li>■ Green housing bonds (home loans)</li> <li>■ Tax or rates rebates</li> <li>■ Renewable Energy Finance and Subsidy Office (REFSO)</li> <li>■ The Clean Development Mechanism (CDM)</li> </ul>



### 13. The City of Johannesburg Transport Management Approaches

#### Transport Strategies and Programmes

Transport strategies and programmes have been developed and organised into the following nine strategic thrusts:

- Restructure and integrate the city;
- Improve and expand provision of quality public transport and use of non-motorised transport;
- Maintain, improve, extend and integrate transport infrastructure;
- Support economic growth through improving freight mobility;
- Manage congestion, travel demand and parking;
- Improve transport safety through active, engaged citizenry;
- Transform the transport sector and encourage new, efficient and profitable transport enterprises and green jobs;
- Plan and regulate the transport system; and
- Resource and finance the transport plan.

The Transport Management approach is focused on the implementation of the following thrusts:

- Manage congestion, travel demand and parking; and
- Plan and regulate the transport system.

#### 13.1 Manage Congestion, Travel Demand and Parking

The Joburg 2040 GDS identifies the reduction of congestion as a critical objective for a more liveable city. However the City's approach to reducing and controlling traffic growth is to focus on mobility for people and goods, not vehicles per se. The solution to the city's growing congestion problems is not to build more roads, which will generate new traffic, but to improve the public transport coverage and usage in the City, and to attract new developments to public transport routes, nodes and hubs. In addition, the City will pursue a Travel Demand Management (TDM) strategy and ITS and traffic management approaches.

### 13.1.1 TDM measures

Travel Demand Management (TDM) refers to measures that change travel behaviour so as to reduce the demand for transport in peak periods, and by reducing reliance on cars, especially the use of single-occupant-vehicles (SOVs).

TDM strategies include:

- *Ridesharing* or “liftclubs” are particularly suitable for commuters living near each other, sharing a common routine destination, and who have limited access to public transport. The City will support initiatives to promote ride sharing;
- *Changing employer policies* such as the introduction of variable and flexible working hours, work from home and telecommuting, more use of video-conferencing and tele-conferencing, reducing the availability of free or reduced cost parking for employees, offering employees the option of a public transport allowance instead of paid parking and providing pool cars for work trips as opposed to a private car subsidy scheme and providing cycling facilities at the workplaces (lockers and shower facilities); and
- *Restricting entry of vehicles into certain places or at certain times* through engineering interventions such as managed lanes. These interventions need to be accompanied by strong law enforcement and consultation with relevant stakeholders.

### 13.1.2 Parking management measures

Parking management measures the City intends to pursue are:

- Encourage employers to increase the cost of parking provided to employees
- Develop comprehensive plans to address on-street parking in the CBD and all major nodes. While the City intends to restore a system of paid on-street parking in the CBD and all major commercial nodes, other nodes may require different solutions to ensure that they are accessible. Such a plan will be subject to public consultation.
- A number of amendments are proposed to the City’s new Consolidated Town Zoning Scheme to facilitate improved parking management to support TDM. The proposals will be put out for public comment and finalised proposals included in the Zoning Scheme if and when certain legal challenges to this scheme are successfully addressed. The key recommendations are that:
  - Maximum parking provision requirements will be introduced instead of minimum requirements in public transport priority areas;
  - A shared parking concept - where the same parking spaces can be used for different uses at different times will be introduced for mixed land use developments; and
  - The designers of shopping malls, other large retail facilities and office parks should be required to make provision for public transport vehicles, metered taxis and decent pedestrian access, as well as shared parking.

### 13.1.3 Traffic management and Intelligent Transport Systems

Improving the operation of the general road network will alleviate congested conditions in the City, and will be through increased investment in traffic signalling and the implementation of Intelligent Transport Systems including:

- improving the operation of signalised intersections;
- introducing remote control of traffic signals and uninterrupted power supply;
- upgrading signage to comply with national regulations;
- monitoring of the city key roads using CCTV cameras to improve incident detection (and related incident management);; and
- feeding data from the TMC about out of order traffic signals and motorway incidents to TraffNet, Tom Tom, the media, etc.

### 13.1.4 Park and Ride Strategy

More park and ride facilities will be introduced, also for the use of ridesharing schemes. They are particularly important to attract additional ridership to Rea Vaya and thus reduce congestion in the remaining mixed traffic lanes on Rea Vaya routes. The aim is for private operation through partnerships with the private sector, and to use existing under-utilised parking rather than develop new sites.

The relevant programmes for the next three years in respect of travel demand management are:

Table 23: Travel demand management programmes

What	Outputs
Parking management in small nodes	<ul style="list-style-type: none"> <li>Precinct and parking plans for Florida, Greenside, Rosebank, Braamfontein implemented including improved sidewalks, better traffic engineering at loading areas and paid parking where appropriate.</li> </ul>
Traffic management (JRA)	<ul style="list-style-type: none"> <li>Improved traffic signal management including through introduction of Uninterrupted Power Supply units, remote monitoring and recabling; and</li> <li>This to be supported by infrastructure protection campaign against ongoing vandalism, accidents and cable theft.</li> </ul>
Parking requirements in Zoning Scheme	<ul style="list-style-type: none"> <li>Revised parking requirements to promote Transit Orientated Development and public transport use i.e. maximum parking requirements on public transport corridors.</li> </ul>
Park and Rides	<ul style="list-style-type: none"> <li>Construction of park and rides at Rea Vaya interchanges e.g. Ivory Park</li> <li>Partnership with private sector for better parking utilisation at existing facilities e.g. Brightwater Commons, Montecasino and possibly Orlando Stadium.</li> </ul>

### 13.2 Plan and Regulate the Transport System

The Transport Department as the transport planning authority of the City has considerable statutory responsibilities in terms of the National Land Transport Act (NLTA) of 2009 to plan the private, public and freight transport system and to regulate it. To fulfil this responsibility the following strategies and programmes are required.

#### 13.2.1 Data Collection

There will be more systematic data collection, analysis and storage and regular updating of information for use both internally as well as by developers and traffic engineers.

The Transport Department will maintain and update at least the following data sets, surveys or systems on a regular basis in a Transport Information Management System:

- Manual and automatic traffic counting programme (roads, cordons and screenlines)
- Transport Safety Management Information System
- Transport Information Register (TIR)
- Household Travel Survey (every ten years)
- Annual customer surveys of scheduled services
- Emme strategic transportation model
- Transport GIS system.

#### 13.2.2 Integrated Transport Planning

The City's intention to create an Integrated Transport Network, where each mode is assigned an appropriate role, requires a very well-regulated system with a significant degree of control.

Once the Mayoral Committee has approved the Integrated Transport Network plan, the City is in a strengthened position to act as a transport authority, being able to determine which routes can be operated by which modes to ensure that there is an integrated transport provision and advise the PRE, PRASA, GMA accordingly.

Table 24: Proposed IPTN Hierarchy

MODE CATEGORIES	TYPOLOGY	DEMAND	MODE	FUNCTION AND FEATURES
Rail Public Transport Network	SIPTN-Type A	9000-15000	Gautrain, Metro Rail	<ul style="list-style-type: none"> <li>To move people quickly from area of high residential to areas of employment/income opportunities</li> <li>Limited stops. (closed stations)</li> </ul>
Rapid Road Public Transport Network (High Capacity)	SIPTN-Type B	6000-9000	Bus Rapid Transport, Light Rail	<ul style="list-style-type: none"> <li>Corridors of Freedom, mixed use development, three story residential</li> <li>To move people quickly from area of high residential to areas of employment/income opportunities</li> <li>Limited intersections and right turns so buses can be relatively speedy</li> <li>Limited mostly closed high or low floor stations</li> </ul>
Road Public Transport Network (Medium Capacity)	SIPTN-Type C	3000-6000	Bus Rapid Transport	<ul style="list-style-type: none"> <li>Corridors of Freedom and areas where the City wants to densify along the corridor</li> <li>Mixed use development, Three story residential, social housing along corridor.</li> <li>Fairly frequent closed and opens low floor stations and some stops</li> </ul>
Road Mixed Traffic Public Transport Network (Medium to Low Capacity)	IPTN-Type D	1000-3000	Bus (Double Decker, Standard)	<ul style="list-style-type: none"> <li>Frequent stops with shelters</li> <li>Some public transport priority</li> <li>On street stopping by public transport vehicles</li> <li>Low to medium density</li> </ul>
Road Mixed Traffic Public Transport Network (Low Capacity)	IPTN-Type E	500-1500	Bus (Standard, Mini bus)	<ul style="list-style-type: none"> <li>Frequent stops with lay by es and shelters</li> <li>Low to medium density</li> </ul>
Road Mixed Traffic Public Network (Demand Driven)	IPTN-Type F	<500	Bus, Taxi, Demand responsive (e.g. ehailing)	<ul style="list-style-type: none"> <li>Low to medium density</li> <li>Mostly stops or e-hailing</li> </ul>

### 13.2.3 Administration of Operating Licence applications

Deciding where to award operating licences is a critical piece of creating the new integrated network. While the administrative and issuing function may continue to sit at the provincial sphere, the responsibility for making the actual decision about each application remains by law with the City's Transport Department. A good decision-making support system and database will be put in place, so that the required supply of vehicles in any mode in terms of the ITNP can be compared with the licenced supply (according to the PRE's Operating Licence Administration System - OLAS) per each road-based public transport route. The system will indicate where applications can be approved or rejected.

Standard procedures will be developed to evaluate each application for an operating licence that comes from the PRE, using the database as well as consultation with stakeholder structures. These will cover the conditions that will be attached to operating licences for various modes from minibus-taxis to tuk tuks.

## PART- G INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

### 14. Institutional Arrangements

In 2006, the City implemented a governance model that separated legislative and executive functions. The intention was to provide better oversight of the executive by the legislature through a clear delineation of powers.

#### 14.1 Legislature

The City's legislative functions include the approval of by-laws, policies, the IDP of the City, tariffs and the City's budget. The council, led by the speaker, also seeks to ensure community and stakeholder participation. Ward councillors and elected ward committees through the Office of the Speaker facilitate the City's participatory processes. Finally, the legislature provides an oversight function through the work of Section 79 committees. The committees determine priority areas for oversight which is guided by the Mayoral Priorities described in Part C. Other measures of oversight include the use of questions by individual councillors to hold the executive to account, as well as the use of motions to ensure debate on critical issues.

#### 14.2 The Executive

Integration and implementation of institutional action through coordinated strategies occurs through the Executive.

The Executive includes:

- The Executive Mayor and his Chief of Staff,
- The Members of the Mayoral Committee (MMCs) assigned to individual sector departments, who together with the Mayor form the link between the executive and the legislature
- City Manager and Group Functions
- Departments,
- Municipal Owned Entities and their Boards.

In order to facilitate improved City governance the City is in the process of undertaking an institutional review of the Executive. Phase one (2011) focused on the high-level design of the City and ensuring alignment of the city's structure to the City's long-term strategy (Joburg 2040) and dealt with the institutional arrangements (i.e. number of departments and municipal owned entities, respective mandates and the interface thereof). It intended to strengthen accountability, oversight, corporate governance and leadership visibility, enhance service delivery and strategy alignment.

Phase two of the institutional review is currently underway and focuses on putting the high-level design into operation. Under this phase departments are aligning to the new high-level design. This phase also focuses on the restructuring of the entities so as to ensure that all legal and compliance requirements are fulfilled.

Aspects of the institutional review that specifically seek to improve coordination and planning within the executive have focused on introduction of Group Functions and Clusters.

Group functions play an oversight role to sector departments or municipal owned entity's activities. The Offices act as strategic partners to the sector departments and municipal owned entities with an emphasis on providing strategic leadership and ownership of associated group policy, ensuring standardised implementation of functions and the oversight of the drafting of relevant policy, guidelines and standards.

The **Group functions** that have been established are:

- The Group Chief financial officer

- The Group Corporate and Shared Services (human resources, labour relations Office of the Chief Information Officer/Information Technology)
- The Group Strategy Co-ordination and Relations responsible for oversight, co-ordination and management of the key group policies (including the Integrated Development Plan), strategies and tactical plans to ensure effective and optimal service delivery.
- Group Communications and Tourism
- Group Legal and Contracts manages legal issues such as setting legal and contracts policy
- The Group governance function which provides support in protecting the City's interests with regards respective municipal owned entities.
- The Group Assurance Services has two clear and distinct functions: audit and forensics and risk and compliance.

The **Cluster approach** is intended to coordinate the City's programmes around a set of outcomes outlined in the Joburg 2040 and the 10 Mayoral priorities in order to integrate service delivery. Functions of the clusters include:

- Identifying priority multi-sectoral programmes for co-ordination and integration
- Ensuring overall co-ordination and alignment of service delivery between departments and municipal owned entities within the cluster
- Providing guidance and oversight in the implementation of service delivery programmes
- Overseeing the development of business plans for cross sectoral programmes
- Overseeing the allocation and use of resources for identified programmes
- Monitoring the progress and impact of identified programmes; and
- Advising the mayoral committee on progress in the implementation of service delivery programmes within the respective clusters

Table 25: Cluster, Key Focus areas for the cluster and associated responsibilities

CLUSTER	KEY FOCUS AREAS	MMC ASSIGNED TO CLUSTER	RESPONSIBLE DEPARTMENTAL HEAD
Sustainable Services	<ul style="list-style-type: none"> <li>• Demand side management (water, energy)</li> <li>• Sustainable human settlements</li> <li>• Mass public transport and non-motorised transport</li> <li>• Climate change resilience</li> <li>• Waste minimisation</li> <li>• Informal settlement upgrading</li> </ul>	<ul style="list-style-type: none"> <li>• MMC: Development Planning Management</li> <li>• MMC: Infrastructure Services and environment</li> <li>• MMC: Housing</li> <li>• MMC: Transportation</li> </ul>	Environment and Infrastructure Services Department



Economic Growth	<ul style="list-style-type: none"> <li>• Job intensive economic growth</li> <li>• Small business, entrepreneurship and informal economy</li> <li>• Competitiveness support</li> <li>• Smart city</li> <li>• Financial Sustainability</li> </ul>	MMC: Finance MMC: Economic Development MMC Corporate and Share Services MMC Development Planning	Economic Development/ Development Planning
Human and Social Development	<ul style="list-style-type: none"> <li>• Cohesion and inclusion</li> <li>• Community safety</li> <li>• HIV/AIDs and non-communicable diseases,</li> <li>• Early Childhood Development, ABET,</li> <li>• Food Security</li> <li>• Poverty Support</li> </ul>	MMC: Public Safety MMC: Health and Human Development MMC: Community Development	Health
Good Governance	<ul style="list-style-type: none"> <li>• Clean, accountable and productive governance</li> <li>• Civic collaboration and participation</li> <li>• Citizen and customer care</li> </ul>	Executive Mayor Speaker of Council Chief whip Leader of Executive Business MMC: Corporate and Shared Services MMC: Finance	Finance

### 15. Institutional Arrangements for Capital Programme Management

The section above outlined recent interventions undertaken by the City to promote integrated planning at an institutional level.

The City acknowledges the importance of aligning its budget to support the realisation of the City's vision.

The Capital Investment Framework (CIF) is a component of the IDP. It recognises the Priority Transformation Areas for the City as far as infrastructure and the provision of public amenities is concerned. It is the framework through which the City identifies and prioritises projects for implementation in the forthcoming financial year and Medium Term Economic Framework within the constraints of the capital budget allocation.

The CIF provides a list and high level analysis of the City's capital projects that meet the desired developmental and spatial outcomes of the City. Responsibility for the planning of the CIF rests with the City Transformation Directorate and the Department of Finance. Responsibility for executing the projects rests with sector Departments and municipal owned entities.

The purpose of the CIF is to eradicate the service delivery backlogs in poor marginalised areas, to redirect capital to other priority areas (Corridors of Freedom) and ensure the improvement and the

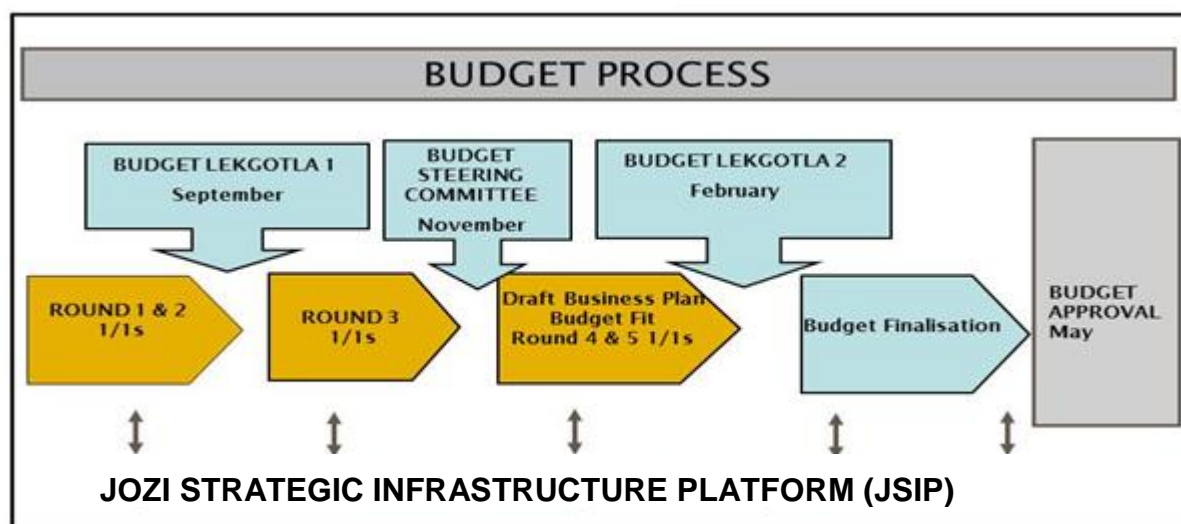
management of existing infrastructure. In order to achieve this purpose the CIF has a number of key objectives:

- Improve service delivery through infrastructure and services that are planned, delivered, upgraded or managed in an objective and structured manner;
- Prioritise projects and programmes through a strategic and spatially-linked information system called the Jozi Strategic Infrastructure Platform (JSIP);
- Direct future public and private investment by strategically aligning capital budgets between Departments and Entities to priority areas of the City; and
- Identify types of infrastructure and services planning and implementation choices in a strategic manner.

The CIF is updated annually. A legislated process of Budget Lekgotlas and Budget Steering Committees combined with a series of interactions with departments and municipal owned entities, where the capital needs are identified and subsequently captured on JSIP (see Figure 35) underpin the finalisation of the CIF.

### 15.1 The Capital Budgeting Process

Figure 35: City of Johannesburg Capital Budget Process



Demands placed on the City's capital budget far exceed available resources. As such the City has to be strategic in its choice of projects, identifying only those critical projects that need to be undertaken in a given financial year. The total capital budget for the City is obtained from a number of different sources. It is funded from the tariffs, the rates base, bulk service contributions external loans, national department grants and loans and provincial department grants and loans.

In order to assist in prioritising capital projects and come to a consolidated list of capital projects to be undertaken, the City uses the Jozi Strategic Infrastructure Platform, known as JSIP. This live Internet database requires Departments and Entities to accurately capture and locate capital projects. Departments and Entities are requested to answer a range of questions relating to the project's impact on, and implications for: economic growth, social investment, finances, the environment, sectorial investment and the Extended Public Works Programme (EPWP). Responses to these questions, combined with the location of the project, are then used to prioritise the projects in question. The greatest weighting in the prioritization model is given to projects located within Priority Transformation Areas. Once this technical project prioritisation process has been undertaken the engagements are then held with the department or municipal owned entity concerned and the list of capital projects is discussed and confirmed.

Opportunity is provided for these divisions to present their own critical projects from the list of projects they captured on JSIP which may differ from the priority list generated on JSIP, so that these can be considered by the Budget Lekgotla for approval and implementation in the third financial year of the Medium Term Expenditure Framework (MTEF) financial year.

It is a programme based approach that considers:

- Specific area development programmes as defined by Priority Transformation Areas
- General area programmes
- Strategic growth support programmes (for example public transport based interventions)
- General themed programmes that fall outside of the area based programmes
  - Informal settlement programme
  - Sustainable human settlement programme
  - Infrastructure backlog and refurbishment programmes (related to hotspots)
    - Water
    - Sewer
    - Power
    - Storm water
    - Roads

Once a Budget Lekgotla representing the legislature and the executive has pronounced on the draft capital budget indicatives, the draft list of capital projects is produced from JSIP. A preparatory Technical Budget Steering Committee and a subsequent Budget Steering Committee (BSC) have been established in terms of the Municipal Budget and Reporting Regulations of the MFMA. The two Budget Steering Committees assess and comment on the Business Plans, including capital budget proposals, of the Departments and Entities for the medium term expenditure framework. This interaction assists the administrative heads of the City to make informed decisions on the allocation of the budget at a second Budget Lekgotla.

It is through this capital budgeting process that the strategic policy of the City outlined in the GDS, IDP and the Priority Transformation Areas, as well as the practical requirements of the Entities and Departments are condensed into a list of capital projects that the City will execute in the three year period.

The Budget Office fulfils the financial management function of monitoring the budget. The Directorate assesses the financial performance of the entities and departments, reports on financial progress and make recommendations on the expenditure patterns and future allocations of funds.

The capital budgeting process and infrastructure is set to change through:

- The establishment of the Engineering Centre of Excellence in the Office of the Chief Operating Office which will provide support to existing engineering capacity.
- The implementation of the Consolidated Infrastructure Plan which amongst its aims will improve asset management coordination in the City of Johannesburg

## **16. Supply chain management and procurement plan**

The City has a Supply Chain Management Policy adopted in terms of Section 111 of the Municipal Finance Act (56 of 2003) and speaks to the City's processes and procedures relating to the procurement of services. Since its adoption by Council in 2006 the policy has been updated a number of times through Council resolution.

While the details of the policy have changed the broad framework of the policy remains. The Policy sets out the Institutional arrangements for supply chain management within the City including the

delegation of supply chain management powers and utilities, sub-delegation, reporting requirements and performance management.

In addition the policy provides:

- A system for acquisition
- Procurement mechanisms for goods and services
- General conditions applicable to the consideration of written quotations
- Circumstances whereby deviations from the procurement mechanism might be considered
- For the nature and functioning of the Supply Chain Management Committee System
- Details for supply management and development
- For penalties for abuse of the supply chain management system
- For Inventory Management
- For Asset disposal
- For Risk Management.

## **17. Partnerships**

With regards to partnerships the IDP 2012/16 identifies a number of such initiatives which assist in ensuring that the region achieves the National Development Plan Outcomes. These partnerships include:

- The Early Childhood Development Programme as well as skills development programmes.
- Support to provincial government and other stakeholders in the building of new schools through facilitating zoning and planning processes, identifying appropriate land and prioritising the delivery of bulk infrastructure and basic services.
- Collaboration between the South African Police Service and the Johannesburg Police department in efforts to reduce crime in the City of Johannesburg.
- The Expanded Public Works Programme.
- The Rural Farmer's Assistance Programme, run by the Joburg Market that enables faster access for rural farmers to bigger markets. The programme assists emerging black farmers in reviving old pack houses, building new pack houses and obtaining packing material. The Joburg Market also provides food safety management systems to these emerging farmers
- Food Security Initiatives for indigent households.
- Partnership with the National Department of Communications and the City of Johannesburg to develop a smart city at NASREC in Johannesburg.
- Improvement of water treatment works as part of the upgrading of bulk services linked to the Sedibeng Regional Sanitation Scheme, which will unlock development opportunities in Orange Farm.

## PART H – OUTCOMES AND OUTPUTS

### 18. Outcomes

As indicated in Part B, one of the 12 Mayoral Priorities of the City is to ensure sustainable human settlements within the City's boundaries. This priority and its intended outcomes and outputs, as detailed in the City's Service Delivery and Budget Implementation Plan (SDBIP) (See Annexure B) forms a point of departure for defining the Outcomes and Outputs of the BEPP.

The manifesto driving the sustainable human settlement priority outlined in the SDBIP as published in the IDP states:

“That the City recognises the challenges of the current urban form. Accordingly, the Sustainable Human Settlements priority is premised on a strong interventionist approach, the key objective of which is to direct public and private investment and governance tools in a manner which ensures that Johannesburg's urbanisation path is inclusive and sustainable.

The SDBIP interventions are driven by the Transit Oriented Development (TOD) approach to urban planning, and thus seek to ensure spatial integration through investment in mass public transportation systems, which in turn form the backbone of spatial transformation interventions at key points along the corridors. This priority therefore fundamentally addresses the right of all citizens to a spatially integrated and united City, in which we rebuild and reconnect the divisions created by decades of apartheid spatial planning.

Spatial transformation in terms of this priority therefore focuses on the four key areas of corridor development, the Inner City, the provision of alternative rental accommodation to address urbanisation and the reduction of deprivation.

The corridors have been dubbed **Corridors of Freedom** – giving our citizens increased freedom of movement as well as economic freedom, liberating them from the apartheid spatial legacy. In the medium term (2014/15-2016/17), the City will focus on:

- Soweto to CBD along Empire and Perth Roads;
- CBD to Alexandra along Louis Botha Avenue;
- Alexandra-Marlboro to Sandton-Randburg;
- Turffontein Node.

Along these corridors mixed income housing, schools, offices, community facilities, cultural centres, parks, public squares, clinics and libraries will be located. Transit-oriented development will change the entrenched settlement patterns in the City. It will also slow down the process of urban sprawl and the uncontrolled spread of low-density developments on the fringes of the City. The new City skyline will consist of high-rise residential developments growing around transit nodes, gradually decreasing in height and density as it moves further away from the core.

These corridors will be developed to support inclusivity (varied residential typologies, tenure options, income groups) and high intensity mixed use developments to reduce commute times and costs. Measures such as public environment upgrades, complete streets and Crime Prevention through Environmental Design (CPTED) will improve the walkability, accessibility and safety of our streets as well as promote and support cycling and walking in the City. The corridors will, where feasible, actively demonstrate the City's decisive turn towards a low-carbon future with eco-efficient infrastructure that underpins a sustainable environment.”

The **Inner City Roadmap** has been drafted as the City's lead document in tackling the challenges facing the inner city and aligning its programmes with the City's development objectives. This Roadmap is the City's statement of intent for transforming the inner city of Johannesburg and requires that all departments and entities involved in a particular issue work together to resolve issues or roll out programmes. The roadmap takes an area-based management and partnership approach to guide municipal activity in transforming the inner city and is a key overarching planning tool for all Departments and Municipal Entities in the City.

The **SHSUP** is the City's response to urbanisation, and aims to address the current lack of affordable rental accommodation in the City and define the ground rules for future residential development within the City.

The intervention on the alleviation of deprivation within the City aims to provide relief to communities by way of extending basic services to the City's deprived areas. Communities are however not just recipients of services. Citizens are contributors to the provision of services within their own communities through local micro-enterprises and co-operatives to maintain and roll-out off grid services, as a first step to developing the capability of citizens in the delivery and maintenance of services infrastructure.

## 19. Outputs

The Key Performance Area/Indicators and Output indicator/targets for the Sustainable Human Settlement Priority as outlined in the 2013/14 SDBIP to achieve the desired outcomes detailed above are:

Table 26: Key Performance Areas/Indicators as captured in 2013/14 SDBIP

IDP PROGRAMME	KEY PERFORMANCE AREA/INDICATOR AND 2013/14	OUTPUT INDICATOR/TARGET
Transit Oriented Development - Priority areas (corridors/nodes)	Number of Strategic Area Framework (SAF) compiled	3 SAFs completed for Empire-Perth; Louis Botha; and Turffontein corridors
	Promotion of Walking, cycling and public transport	10 km of complete street infrastructure including dedicated cycling paths and Orlando and between UJ and Wits campuses
Rea Vaya BRT roll out (Phase 1B: trunk from Noordgesig to Parktown)	No of passengers carried on Rea Vaya Network	30 000 passengers per day to be phased in from October 2013.
Rea Vaya BRT roll out (Phase 1C: trunk from Parktown to Alexandra and then Sandton)	% operationalisation of Rea Vaya – Phase 1 C	Detailed design of infrastructure 75% complete  Detailed 1C operations design completed  Phase 1C Business Plan completed
Sustainable Human Settlements Urbanisation	New housing standard developed for alternative rental stock	Establishment of a Technical Advisory Resource Service



Plan (SHSUP)		Centre in one focus area  Construction of NBR compliant prototype in one focus area
	Infrastructure service standards and implications for alternative rental stock implementation	Service standards for alternative rental stock in Braamfischerville
	Integrated design and social infrastructure provision for human settlements	Identification and response to sustainability measures (i.e. social amenities, complete streets) for Braamfischerville
Housing opportunities in integrated and sustainable human settlements	Mixed housing opportunities	3200 units delivered
Gravel roads	Gravel roads	34km of Gravel roads surfaced and stormwater infrastructure constructed
Implementation of Inner City Road Map	Number of affordable rental stock and temporary/ emergency delete or separate shelter in the Inner City  Number of linear markets upgraded or developed.  Improved mobility within the Inner City	582 affordable rental stock and temporary/ emergency shelters provided  Refurbishment of Noord Street market. 2 new linear markets developed  Resurfacing, Drainage and miscellaneous Bridge upgrade (M1 Double Decker Bridge and M2) Rehabilitation of the Robinson Canal Upgraded compliant signalized traffic intersections
Alleviation of living environment deprivation	Number of informal settlements benefiting from off-grid basic services package	Sustainable and integrated delivery of water, sanitation, energy and waste Piloted in 1 highly deprived area (Braamfischerville)

Besides the Sustainable Human Settlement indicators the realisation of a quality built environment is tied to other sector related priorities particularly: resource resilience; smart city; investment attraction, retention and expansion; SMME and entrepreneurial support and the green economy.(Details of the Outputs summarised above and sector specific outputs are provided in Annexure 1 in SDBIP). For this reason a broader set of indicators is required in order to measure change in the City's built environment. Furthermore, while incorporating the requirements of a wide range of cross-sectorial policies, the above indicators and targets are necessarily specific to the City of Johannesburg. The above output indicator set does not allow the City to measure its progress against other metropolitan municipalities.

Below are generic Built Environment Performance indicators designed by National Treasury. As noted above some of these broader built environment indicators are captured under other priority areas. Through the BEPP these indicators are to be incorporated into the City's current monitoring and assessment regime:

Table 27: National Treasury's Built Environment Performance Indicators. *NB: In the context of Johannesburg the primary network refers to the CBD and the Corridors of Freedom; the secondary network speaks specifically to the Jabulani initiative; Integration zones speak to the Alexandra/Marlboro and Mining Belt Integration Zones*

INDICATOR AREA	INTERMEDIATE OUTCOME INDICATOR	INPUT/PROCESS/OUTPUT
Regions Planned and designed	Formal Council approval of IDP/IDP Review with identified Urban Development Zones, and Integration Zones	Submission of BEPP in Required format by prescribed date, including (a) Council approval of Integration Zones in compliance with Urban Network and ICDG guidelines; and (b) List of names and values of catalytic projects
Sound Financial Operation Management	An Unqualified audit opinion by AG for last financial year, no material financial or supply chain management irregularities in spatial transformation projects in integration zones reported by the AG	Financially unqualified audit opinion by AG for last financial year  % change in total value of irregular, fruitless and wasteful expenditure identified by AG.
Effective and Efficient Rezoning	Number of rezoning applications in primary network, secondary network and integration zones approved	Percentage increase in the number of building plans approved within
Effective and Efficient Building Plan Processing	Improved Turnaround of Building Plan Applications	Percentage increase in the number of building plans approved within Integration Zones per year
Effective Interventions for Development	Percentage variation between property rates levied on undeveloped and developed land in Integration Zones or Number of development rights lost	Decrease the extent (in hectares as well as the number of undeveloped land parcels in Integration Zones
Strategic Prioritisation	Percentage variation between budgeted and actual R&M expenditure city-wide	Percentage decrease in variation between budgeted and actual R&M expenditure city-wide from the preceding financial year
Improved Leverage	Cumulative total Rand value of capital expenditures of other public sector entities in Integration Zones as percentage of cumulative total rand value of catalytic projects	A steady % increase in cumulative total rand value of capital expenditures of other public entities in integration zones relative to cumulative total rand value of catalytic

	in integration zones	projects
	Percentage change in the value of private finance invested in catalytic projects	Percentage increase in total value of private finance invested in catalytic projects
	Percentage change in the value of privately owned buildings completed in Integration zones	Increasing amounts of private capital invested in building in integration zones
Ability to Spend	Actual Municipal Capital Expended on Catalytic projects as a percentage of the budgeted value of municipal capital for catalytic projects	Actual total municipal expenditures on catalytic projects should start approaching budgeted values as soon as possible
Additional Newly Service Land	Percentage annual change in number of newly service land parcels	Percentage annual increase in number of newly serviced land parcels
	Number of hectares of rural land re-designated to urban land	In order to control sprawl the number of hectares should be kept low.
Residential Settlement Density	Gross Residential Unit Density per hectare within integration zones	Gross Residential Unit (GRU) density should rise progressively until an optimal GRU density is attained
Housing Market Segmentation	Annual change in the number of completed subsidised rental housing units within the primary and secondary network and within the Integration Zones	An annual increase in the number of completed subsidised rental housing units within Integration Zones until an optimal level is reached
	Annual increase in the number of completed privately owned rental housing units within the primary and secondary network and within the Integration Zones	An annual increase in the number of completed privately owned rental housing units within Integration Zones until an optimal level is reached
	Cumulative ratio of housing ownership types within the primary and secondary network and within the Integration Zones	A balance between fully-subsidised ownership, FLISP funder ownership and mortgage-funded ownership which emphasises the bridging role of the FLISP-funded ownership
	Number of units in the gap market (city wide)	Grow affordable GAP homeownership until an optimal level is reached
Improved Serviced Shelter	Percentage change in the total number of informal settlement dwelling	
Access to Public Transport	Annual percentage change in proportion of households within 500m of access points to integrated public transport system within integration zones	An increasing proportion of households within 500m of access points to integrated public transport system within integration zones.

	Percentage decade change in share of household income spent on transport costs for passengers city wide	A progressively decreasing share of household income spent on transport costs for passengers city-wide
Travel to Work	Percentage change in average weekday peak hour commuting time of passengers via the scheduled public transport system city-wide	Progressive decrease in average weekday peak hour commuting time of passengers until an optimal commuting time is reached
Improved Access to social facilities and services	The number of Early Childhood Development facilities provided in primary and secondary network and in integration zones	The number required by the norms and standards for the provision of Early Childhood Development facilities
	The number of libraries provided in primary and secondary network and in integration zones	The number required by the norms and standards for the provision of libraries
Changing modal (private/public split	Percentage change of commuters (city-wide) using private motorised transport	Decrease in percentage of commuters (City wide) using private motorised transport
Increased Public Transport Integration	Annual percentage annual change in capital expenditure on transport infrastructure spent on integrated public transport networks city-wide	A progressive percentage annual increase in capital expenditure on transport infrastructure spent on integrated public transport networks city-wide, until an optimal level is reached
	Percentage change in the total kilometres of dedicated walkways and cycle paths in relation to the length of roads within the primary and secondary network and within integration zones	Progressive percentage increase in the total kilometres of dedicated walkways and cycle paths in relation to the length of roads within the primary and secondary network and integration zones until an optimal level is reached
Increase Business opportunities	Four-yearly percentage change in total market value of all commercial properties in the primary and secondary network Integration Zones	Long-term (i.e. years)percentage increase in total market value of all commercial properties in Integration Zones
Increased Business Opportunities	Number of hectares of serviced space proclaimed for informal traders within the primary and secondary networks and Integration Zones	Progressive increase in hectares of serviced space proclaimed for informal traders within the primary and secondary networks and Integration Zone, until optimal level reached
Improved Sanitation	Greendrop score for municipality	Progressive improvement in Greendrop score until an

		optimal level is reached
Increased Saving of Water	Kilolitres of Bulk Water entering network (self-provided or purchased)	Decrease in Kilolitres of Bulk water entering network (self-provided or purchased)
Improved Energy Use	kWhc (Kilowatt hours) purchased by the municipality	Annual decrease in kWhc purchased by the municipality
Decreased Solid Waste to Land Fill	Tonnage of waste produced that goes to landfill	Annual decrease in tonnage of waste produced that goes to land fill
Improved Sanitation Recycling	Litres of treated wastewater reused	Annual increase in litres of treated wastewater reused
Increased Resource Substitution	Annual Rand value of energy bought from renewable sources as a percentage of the Rand value of all energy bought	Annual increase in energy bought from renewable sources as a percentage of all energy bought
	Number subsidies paid for Solar Water Heaters	Annual increase in number of subsidies paid for solar water heaters

This section discussed the framework for measuring progress in achieving a quality built environment within the City of Johannesburg. It presented existing indicators and associated measures for achieving sustainable human settlements as captured in the current SDBIP including the broader set of indicators provided by National Treasury. The amalgamation of the two sets of indicators as well as the institutional mechanisms which the built environment are to be monitored and reported upon are still to be finalised.

ANNEXURE A

# Strategic Review of the Built Environment