



CITY OF JOHANNESBURG

Built Environment Performance Plan

2017/18



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List of Acronyms

ABMF	Area Based Management Framework
BEPP	Built Environment Performance Plan
BEVC	Built Environment Value Chain
BRT	Bus Rapid Transit
CBD	Central Business District
CID	City Improvement District
CIF	Capital Investment Framework
CIP	Consolidated Infrastructure Plan
CIPA	Capital Investment Priority Area
CoJ	City of Johannesburg
COSO	Committee of Sponsoring Organisation
CRUM	Citizen Relation and Urban Management
DORA	Division of Revenue Act
FDP	Financial Development Plan
GCR	Gauteng City Region
GDS	Growth Development Strategy
GMA	Growth Management Area
GMS	Growth Management Strategy
GRAS	Group Risk and Advisory Services Department
HSDG	Human Settlement Development Grant
ICDG	Integrated City Development Grant
ICT	Information and Communication Technology
IDP	Integrated Development Plan
INEG	Integrated National Electrification Grant
ISO	International Organisation for Standardization
ITN	Integrated Transport Network
JDA	Johannesburg Development Agency
JHB	Johannesburg

JOSHCO	Johannesburg Social Housing Company
JPC	Johannesburg Property Company
JSIP	Johannesburg Strategic Infrastructure Platform
MFMA	Municipal Finance Management Act
MMC	Members of the Mayor Committee
MTREF	Medium Term Expenditure Framework
NDPG	Neighbourhood Development Partnership Grant
NMT	Non-Motorised Transport
PICC	Presidential Infrastructure Coordinating Commission
PRASA	Passenger Rail Agency of South Africa
RDP	Reconstruction and Development Programme
RSDF	Regional Spatial Development Framework
SACN	South African Cities Network
SAF	Strategic Area Framework
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SHSUP	Sustainable Human Settlement Urbanisation Plan
SIP	Strategic Integrated Project
SPLUMA	Spatial Planning Land Use Management Act
SPMO	Strategic Project Management Office
STIA	Spatially Targeted Investment Area
TOD	Transit Oriented Development Corridor
UDB	Urban Development Boundary
UDF	Urban Development Framework
UJ	University of Johannesburg
USDG	Urban Settlement Development Grant

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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 known as 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), see diagram 1. 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.

NAME OF GRANT	PURPOSE OF GRANT
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 (USDG)	Supplements the capital revenues of metropolitan municipalities in order to support the national human settlements development Programme focusing on poor households
Human Settlements Development Grant (HSDG)	To provide for the creation of sustainable human settlements
Public Transport Network Grant	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 2017/18 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 2017/18 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 focus for the Built Environment Performance Plans (BEPPs) for the 2017/18 MTREF is to strengthen the overall application of the Built Environment Value Chain (BEVC) through:-

- a. Clarifying development objectives, strategies and targets relative to agreed productivity, inclusion and sustainability outcomes
- b. Consolidating spatial planning, project preparation and prioritisation via transit-oriented development plans and programmes in prioritised integration zones
- c. Establishing an actionable intergovernmental project pipeline of catalytic projects via a portfolio management and project preparation tools
- d. Clarifying long term financing policies and strategies for sustainable capital financing of the intergovernmental project pipeline

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

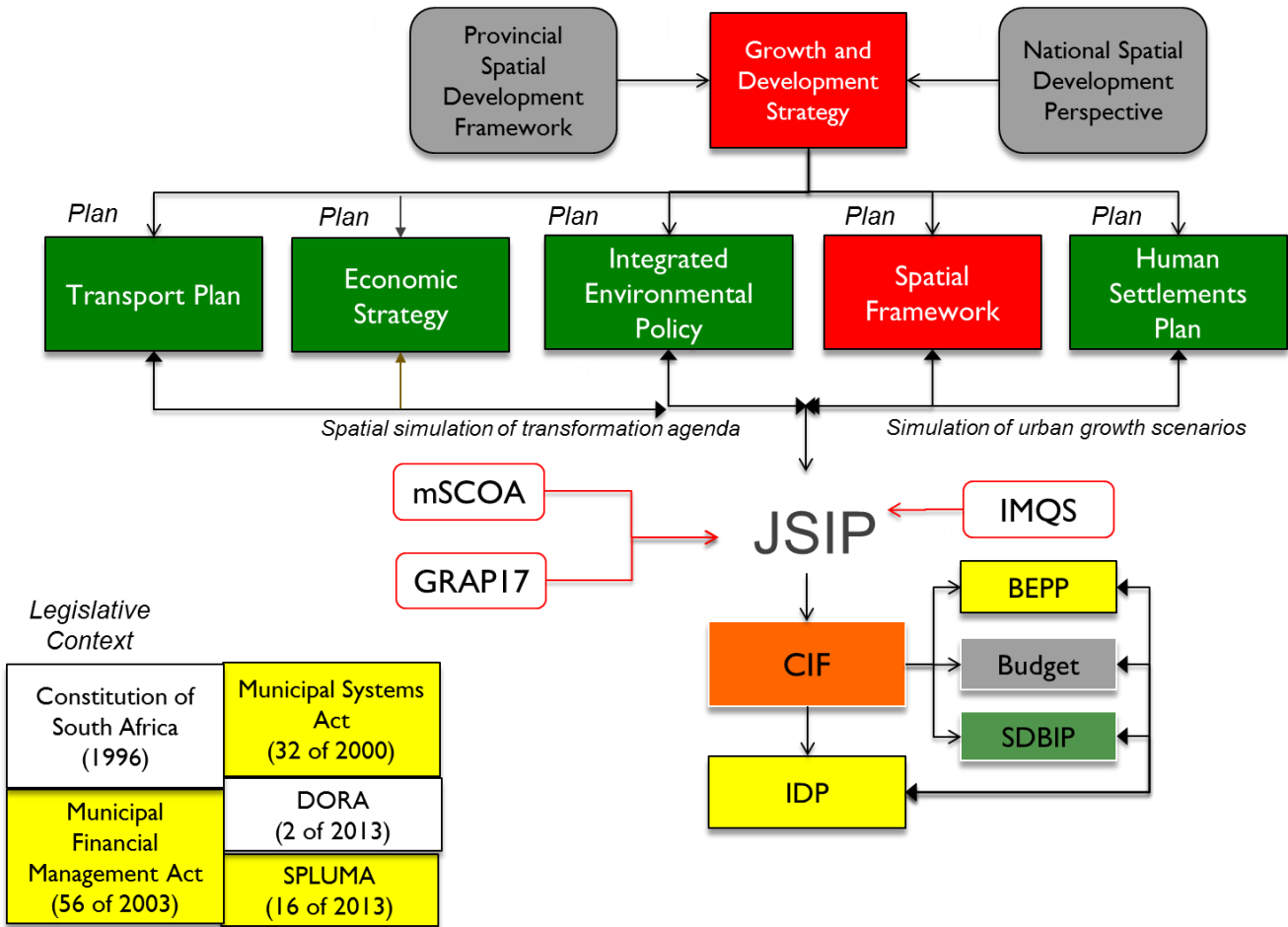


Diagram 1: Strategies and processes that inform the BEPP

2. Confirmation of Adoption

City of Johannesburg Metropolitan Municipality Council resolution stating the adoption of the BEPP 2017/18 is attached and submitted to National Treasury by 31 May 2017 in compliance with the DORA.

PART- B SPATIAL PLANNING AND PROJECT PRIORITISATION

3. Strategic Review of the Built Environment

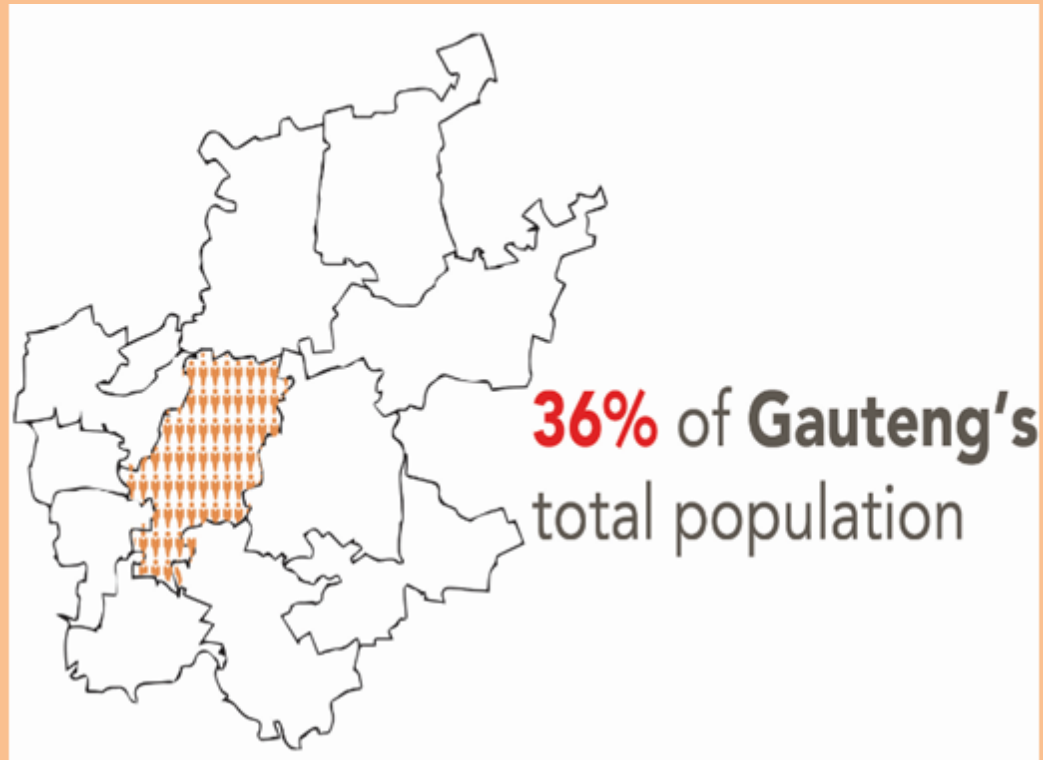
The CoJ serves an estimated total of 4.94 million people (2016). As is the case with many big cities in the world, it is overwhelmed by economic migration – nationally and internationally. The current population makes it the biggest metro by population size in South Africa. It is projected that the population could increase from the 4.94 million (2016) to 5.4 million (2021) and to 7.6 million (2037). The growth rates in the projection period range from 2.0% per annum to 2.3%. 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.

Johannesburg, with a current average GDP per capita of R117 225¹, is categorised as an upper-middle income economy (World Bank, 2016). The World Bank defines low-income economies as those with income per capita (calculated using the World Bank Atlas method) of R15, 095 or less; middle-income economies as those with income per capita of more than R15, 095 but less than R183, 975; high-income economies as those with income per capita of R183, 975 or more. Lower-middle-income and upper-middle-income economies are separated at income per capita of R59, 586.

The City of Johannesburg has financial, municipal, roads and telecommunications infrastructure that matches that of a leading world city, with the City Deep freight terminal - classified as one of the larger inland ports in the world. It handles 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

¹ Income figures are converted from \$ using the Panoramic Software as at 2nd December 2016.

Figure 1: City of Johannesburg in summary



The city of Johannesburg is situated in the Gauteng province and it is classified as an economic powerhouse of South Africa and Southern Africa. South Africa's population increased from 51.77 million in 2011 to 55.65 million in 2016; this is an 11.6% increase from 2011 to 2016 and the Gauteng province continues to have the largest population of 13.39 million. In 2016, StatsSA Community Survey estimated 4.94 million people living in the City of Johannesburg. The City of Johannesburg is the most populous City followed by Ekurhuleni (3.37million) and the City of Tshwane (3.27 million). This City's population represents 8.9% of South Africa's total population.

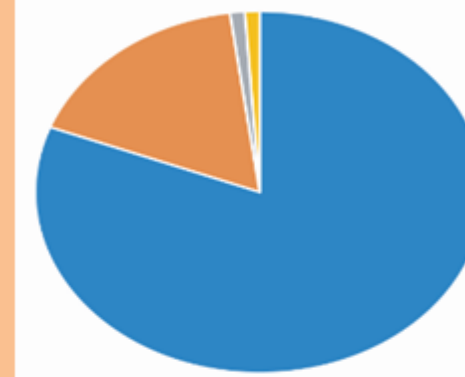
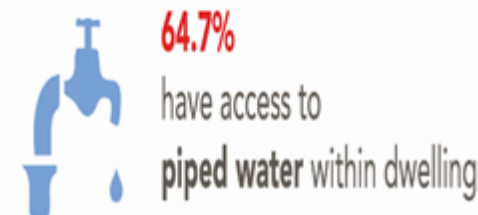
The city continues to attract both local and international migrants seeking economic opportunities, it receives approximately 3 027 migrants each month. Johannesburg is faced with the challenge of providing housing, services and opportunities for a diverse and growing urban population. The city also 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.

Population Growth



ACCESS TO BASIC SERVICES



Trade, Transport, Finance and Economy

Manufacturing
Mining
Agriculture



education STATISTICS

2.9%
NO SCHOOLING (20+)

34.7%
MATRIC

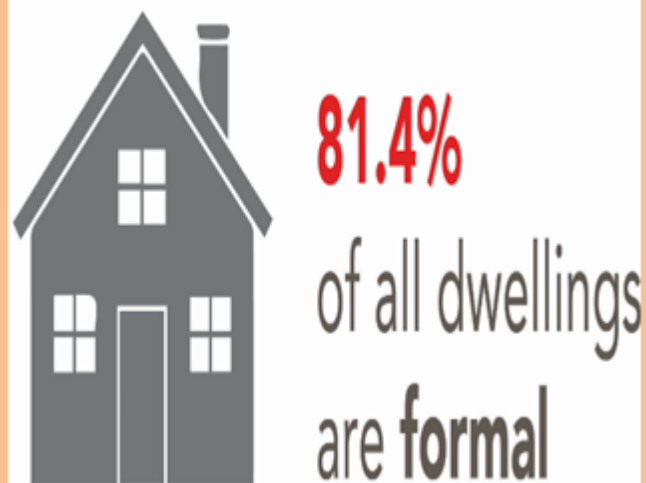
19.2%
HIGHER EDUCATION

EMPLOYMENT

28% Unemployed

37% Dependency Ratio

40% youth unemployment



4. Spatial Targeting

4.1. Long Term Vision

The 2017/18 BEPP Review marks the first iteration of the integrated development plan driven by the new administration elected by the residents of Johannesburg in the 2016 Local Government Elections: a DA-led coalition government.

The DA-led coalition government has proposed a new vision for Johannesburg in order to deliver on its mandate for change:

Vision

“A Johannesburg that works, is a South Africa that works”.

Mission:

“To create an enabling economic environment by making Joburg more responsive in the delivery of quality services.”

The long-term plan of the City to realise the City’s Vision is the Growth and Development Strategy 2040 (GDS 2040) which is under review.

This change ushers in more than just a new administration, but a new strategic direction for the City in response to the mandate received by the coalition and their strategic partners. As the foundation for this strategic direction, the Mayor has adopted 5 pillars for his administration in order to address the challenges facing the City:

1. A growing, diverse and competitive economy that creates jobs
2. Enhanced, quality services and sustainable environmental practices
3. An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development
4. Caring, safe and secure communities
5. An honest, transparent and responsive local government that prides itself on service excellence

In addition to the 5 pillars, the Mayoral Committee adopted a set of 9 priorities as an expansion of this strategic focus:

1. Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021
2. Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
3. Create a culture of enhanced service delivery with pride.
4. Create a sense of security through improved public safety.
5. Create an honest and transparent City that fights corruption.
6. Create a City that responds to the needs of citizens, customers, stakeholder and businesses.
7. Enhance our financial sustainability.
8. Encourage innovation and efficiency through the Smart City programme.
9. Preserve our resources for future generations.

4.2. Spatial Development Framework

The Johannesburg Spatial Development Framework 2040 (SDF) is a metro-wide spatial policy document that identifies the main challenges and opportunities in the city, sets a spatial vision, and outlines strategies to achieve that vision. The framework was approved by council in June 2016 after extensive public participation and through collaboration between the City of Johannesburg, UN Habitat, The Urban Morphology and Complex Systems Institute, Iyer Urban Design and the French Development Agency. The SDF is described by the Municipal Systems Act (MSA) (Act 32 of 2000) as a component of Integrated Development Planning (IDP) for municipalities. More recently, it has been mandated by the Spatial Planning and Land Use Management Act (SPLUMA) (Act 16 of 2013). The SDF is influenced by

- 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 Transit Orientated Development Corridors (ToD) formerly known as Corridors of Freedom fall within this category of plan; and
- The Strategic Integrated Transport Plan Framework and the Integrated Transport Network Plan.

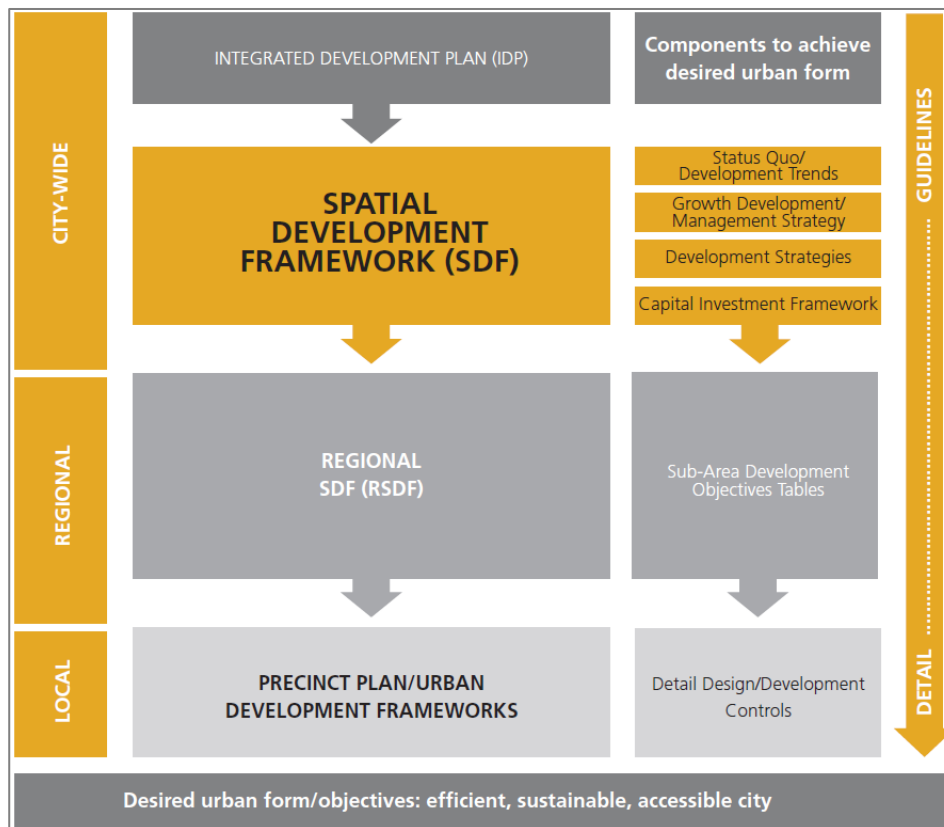


Figure 2: Spatial Policy in relation to the IDP

4.2.1 Synthesis of challenges faced in the City of Johannesburg

In summary, a number of sector related factors have been responsible the current spatial form of the City and will continue to do so:

1. Continued population growth at a growth rate that is higher than expected which has exacerbated social and economic inequalities provides the context for the City's current built form
2. Poverty and high population densities are entrenched within specific locations away from economic opportunities and wealthy residential areas which are concentrated adjacent to significant mixed-use and industrial nodes in the north of the City.
3. Physically the City has a dispersed settlement pattern that was designed for the private vehicle. This means that the poor have to pay proportionally more in transport fees to access formal employment opportunities and higher levels of service.
4. Having noted this, the City has a significant backbone in economic infrastructure in the form of rail, roads, telecommunications and airports.
5. The City has an established and flourishing (though vulnerable) commercial base
6. The City has a well-developed informal economy that has formed due to high levels of poverty and unemployment within the City.
7. Provision of water, electricity, roads, waste removal and community facilities occurs in a scenario where there is greater demand for services, but the ability of consumers to pay for the services is diminishing in the face of the economic recession and increasing poverty.

Furthermore the dispersed settlement means that networks need to be extended beyond expected capacity.

8. Similarly, much of the existing network infrastructure is reaching the end of its expected life and is in need of replacement.
9. The squeeze on service revenues is occurring at a time when alternative revenues for example from alternative sources of energy, and savings from more environmentally sustainable methods of service provision are still in infancy.
10. Housing provision for the poor, middle income and wealthy has worsened the City's sprawl in the past 20 years with RDP housing and town house complexes being built where land is cheapest, at the edge of the City's boundaries away from existing social and economic opportunities. Due to the increased rate of growth of residential development, the City has failed to keep pace in the provision of Community Facilities though the City's track record in providing network services and waste management services has been good.
11. The housing shortage for low income housing, in-migration, population growth and the regulation pertaining to accessing the housing subsidy have led to a proliferation of informal settlements and backyard shacks. Current progress at addressing the informal settlement challenge has been slow. There are also fears that the current housing strategy with regards to informal settlements is entrenching poverty.
12. A response of the City has been to promote public transport through the roll out of a city wide bus rapid transit system known as Rea Vaya to link the poorer areas of the City with the socio-economic opportunities at the nodes. The system is still being rolled out will need on-going capital and operational funding for the medium to long term. It has the potential to change the City's urban form.
13. The concept by which this change will occur is the 'Corridors of Freedom' which designates areas adjacent to the Rea Vaya Network and areas within existing economic nodes as places for intensification of residential and the creation of economic opportunities to cater for a range of income requirements including the poor. The concept sees the corridors as a focus for public investment particularly around bus and rail stations and which promotes a walkable and cyclist friendly environment. Public investment by itself will not be enough and therefore, private investment will need to flow into these areas in order for these public transport corridors to be a success.
14. The contradiction that the City stands with is that on-going population growth places increased pressure on its natural resources be it water, electricity, open space, bio-diversity, streams and vegetation cover. Managing these resources particularly around water, waste water management, storm-water management, acid-mine drainage and mine dumps has become a very costly imperative.

4.2.1. Transformation Agenda: towards a spatially just City

The Johannesburg SDF 2040² 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.

² 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.

4.2.2. Spatial Vision: A Compact Polycentric 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 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 of the SDF 2040 is a compact polycentric city. Here the Inner City would form the strong urban core linked by efficient public transport to dense, mixed use (residential and commercial), sub-centres, situated within a protected and integrated natural environment.

The spatial transformation vision of the SDF 2040 seeks to create a spatially just world class African city. The plan is premised on the principals of equity, justice, resilience, sustainability and urban efficiency which it seeks to translate into a development policy. A compact polycentric City encompasses the above principals. It seeks to bring jobs to residential areas and housing opportunities to job centres. It will create complete, walkable nodes where people can live work and play that are efficiently connected by public transport. It will bridge spatial and social barriers and build a framework for a spatial just city.

To facilitate the spatial transformation needed in the city, the SDF 2040 endorses the following intertwined concepts of the new image of Johannesburg:

- **Compact city** – combining density, diversity, proximity and accessibility, reducing distances, travel times and costs, bringing jobs and social amenities to single use, marginalised residential areas, reducing energy consumption and infrastructure costs.
- **Inclusive city** – ensuring balanced service provision (hard and soft) and opportunities for all by diversifying land uses, promoting social mixing and bridging social, spatial and economic barriers.
- **Connected city** –enhancing public transit, walkability and ICT infrastructure at provincial and urban scales to re-connect the city, starting from 'the Corridors of Freedom' to street and neighbourhood-level connectivity.
- **Resilient city** – building a metropolitan open space system as a protection buffer, preserving valuable green infrastructure and areas of high agricultural potential, promoting sustainable energy use, reinforcing the urban development boundary and protecting biodiversity resources.
- **Generative city** – focusing investment in transformation areas and nodes towards: achieving positive social, economic and environmental returns on investment; spurring economic growth and job creation and enhancing public space and promoting sustainability (social, environmental and economic).

4.2.3 The Spatial Framework

The spatial framework for Johannesburg 2040 builds on the spatial vision for the future city as a Compact Polycentric City. The framework entails a series of strategies and interventions in focus areas and at a city-wide scale. The spatial framework envisions Johannesburg as a hierarchy of dense mixed use transformation areas, corridors and nodes, that integrate the natural ecological system as a structuring layer, and that are connected by an efficient public transit system.

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

An integrated natural structure

The natural environment is an essential element in the structuring of the future city. It is the environment around which all planning, development and land use decisions should be made. The natural structure should be seen as an irreplaceable city asset that provides valuable ecosystem services and not merely as unused land available for development. Protecting these areas is not done for the sake of conservation alone, but to make surrounding developed parts of the city more sustainable, liveable and valuable (socially, financially and in terms of green infrastructure). As such, the protection of the City's natural assets must be a starting point for all development.

Transformation Zone

The Transformation Zone includes areas where investment is prioritised for future urban intensification and growth, as they have the capacity to trigger positive effects on a metropolitan scale. The Transformation Zone also indicates areas where the development of detailed spatial plans, where they don't exist already, will be prioritised.

Strengthening the metropolitan core – Through Inner City Transformation Roadmap and Inner City Housing Implementation Plan, building on the opportunities of the CBD as a dense economic core of the city and tackling issues of fragmented developments, crime, ‘bad buildings’ and lack of affordable housing. The strategy suggests creating compact precincts of inclusive residential densification structured around public transit and economic activity. An investment programme in social facilities and engineering infrastructure to support development is critical. It further supports economic growth in the Inner City through various measures. The strategy proposes consolidating the Inner City through a public space/street network and expanding it towards the southern industrial area and the Turffontein.

Transit Orientated Development

Corridors (The Corridors of Freedom) – Consolidating growth and development opportunities around existing and future public transport nodes, starting from the Corridors of Freedom linking Soweto, through the Inner City, to Sandton (along Empire-Perth and Louis Botha Avenues) and linking Turffontein into the Inner City. This will also include a focus on transit oriented development nodes at Rea Vaya, PRASA and Gautrain stations.

Unlocking Soweto as a True City District – Diversifying and intensifying Soweto to address its largely residential nature by developing mixed land uses (particularly economically productive, job creating ones) and social services, making use of its good street pattern and public transport network. The strategy is to develop Soweto into a series of self-sufficient mixed-use nodes (starting around public transit stations and nodes) as drivers of economic growth and job creation, allowing Soweto to function as a liveable city district in its own right with access to jobs and the full array of urban amenities.

Developing a Randburg-OR Tambo Development Corridor – Establishing a strategic connection between the northern parts of the city (Randburg, Sandton and Alexandra) and Ekurhuleni, to the OR Tambo Airport and its surrounding Aerotropolis; incorporating the Modderfontein, Frankenwald and surrounding areas; develop Alexandra into an intensive, liveable mixed-use area well-connected into the surrounding urban opportunities; creating a regional logic for the development of strategic land parcels using current development dynamics to drive growth and reduce expansion pressure on the periphery.

Unlocking the Mining Belt – This historical spatial discontinuity presents significant opportunities for development and public open space that could integrate the north with the south of Johannesburg and improve cross-border linkages with Ekurhuleni and the West Rand. By identifying strategic interventions along the belt - road linkages, mixed use redevelopments, rehabilitation of degraded and damaged land – this feature could become one of inclusion.

Consolidation Zone - This area (neither within the Transformation Zone, nor outside the urban development boundary) is viewed as a focus of urban consolidation, infrastructure maintenance, controlled growth, urban management, addressing backlogs (in social and hard infrastructure) and structural positioning for medium to longer term growth. The policy intent in these areas would be to ensure existing and future development proposals are aligned as far as possible with the broader intent of the SDF, specifically in terms of consolidating and diversifying development around existing activity nodes and public transport infrastructure. In this broad area, new development that does not require bulk infrastructure upgrades should be supported, however underserved parts of the city (informal settlements and marginalised areas) should receive investment.

The Spatial Economy - The previous SDF defined a number of metropolitan, regional, district and neighbourhood nodes as catalytic areas for growth in the city. Added to these are TOD nodes. These will be supported as focal points for growth in the city through extended development rights (in terms of density and land use mix) and through significant infrastructure investment by the city. Nodes should develop into compact, walkable, liveable, mixed use and mixed income areas. Industrial nodes will be a focus of future job creation, as well as diversification.

Reinforcing the Urban Development Boundary and defining development zones - Re-emphasising the Urban Development Boundary (UDB) and limiting new development outside of it and protecting the natural environment. Emphasis is on ecological resource protection and management, food production, low intensity social services and amenities, agriculture related investment, leisure and tourism and green energy initiatives. In addition to the UDB, two other development zones are introduced, the priority and consolidation zones, discussed above.

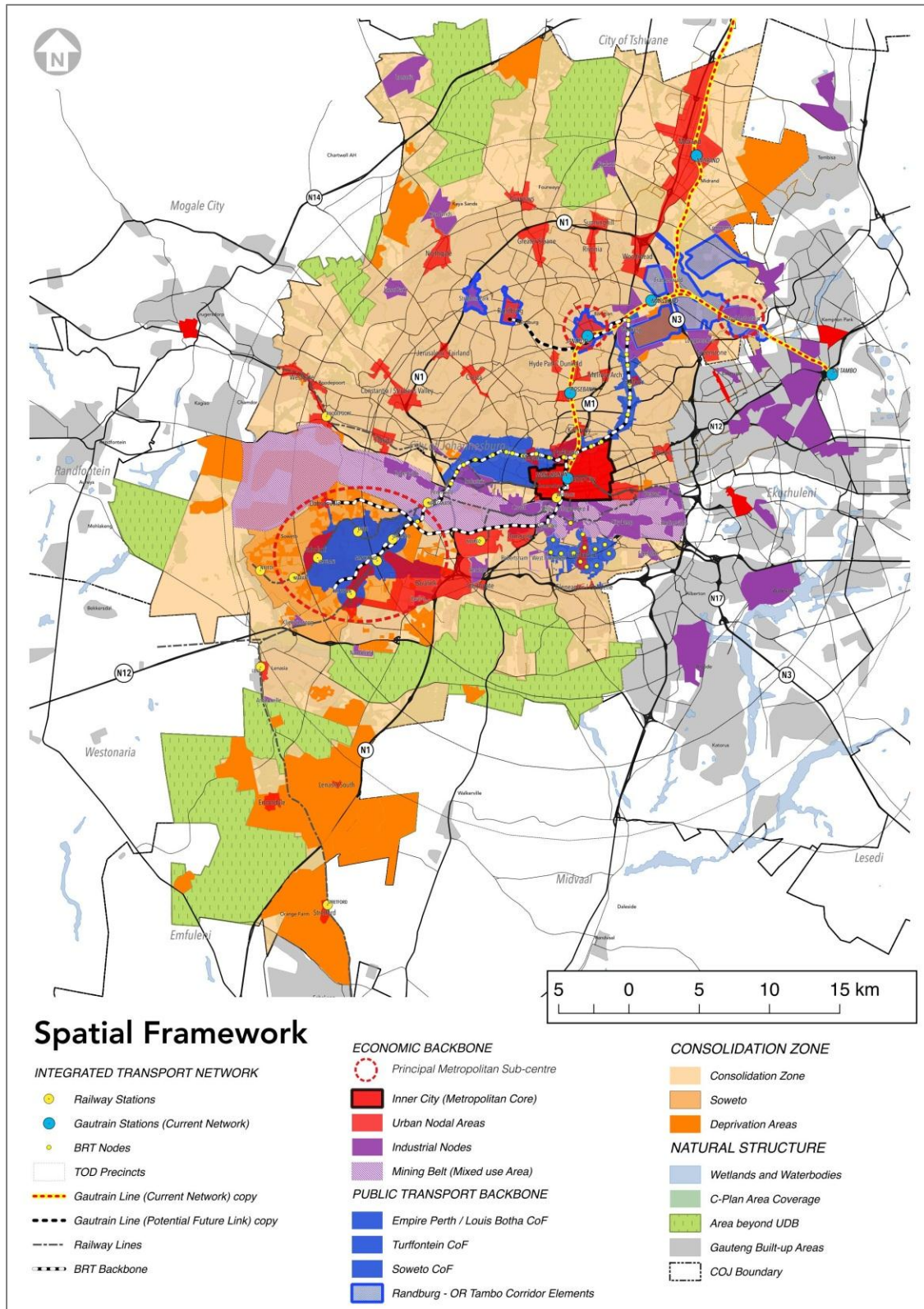


Figure 3: Spatial Framework

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

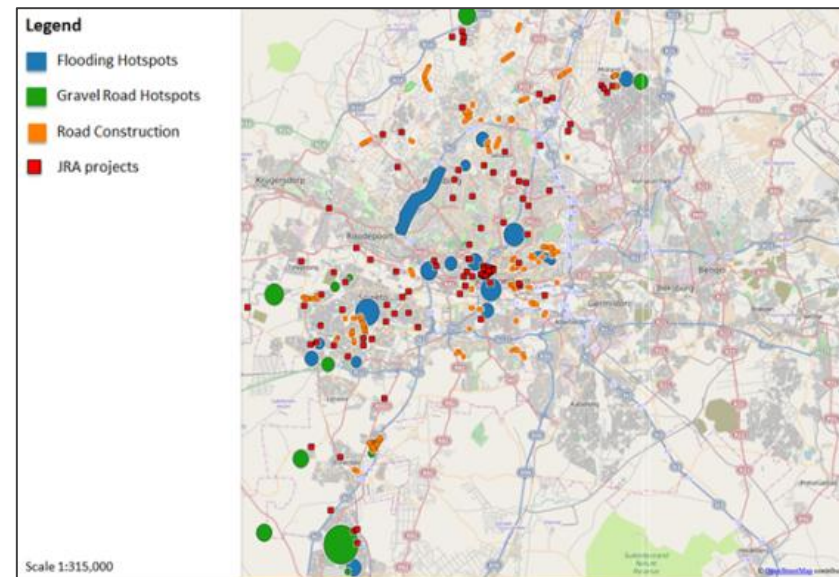
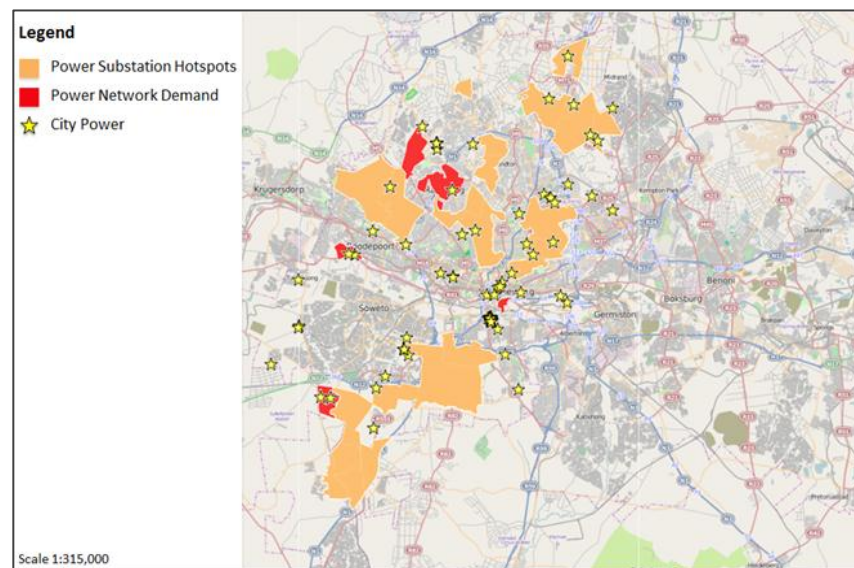
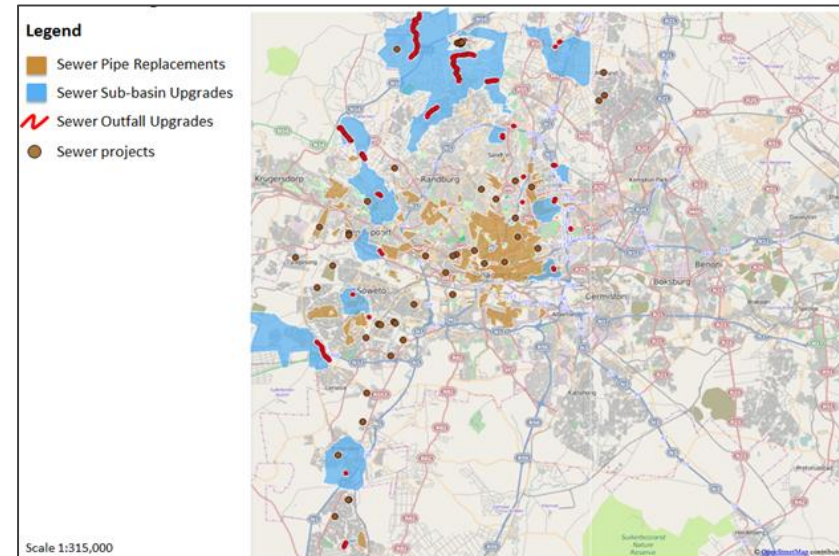
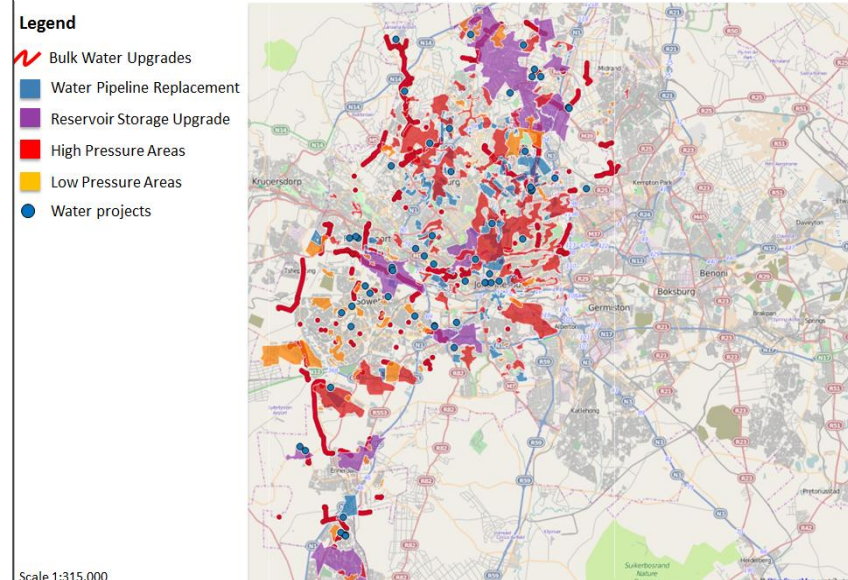
There are broadly three main categories for capital investment that contribute to the overall strategy and the Capital Investment Framework.

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 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.

A number of deprivation area programmes are already in place (previously referred to as marginalised area programmes) including in 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.

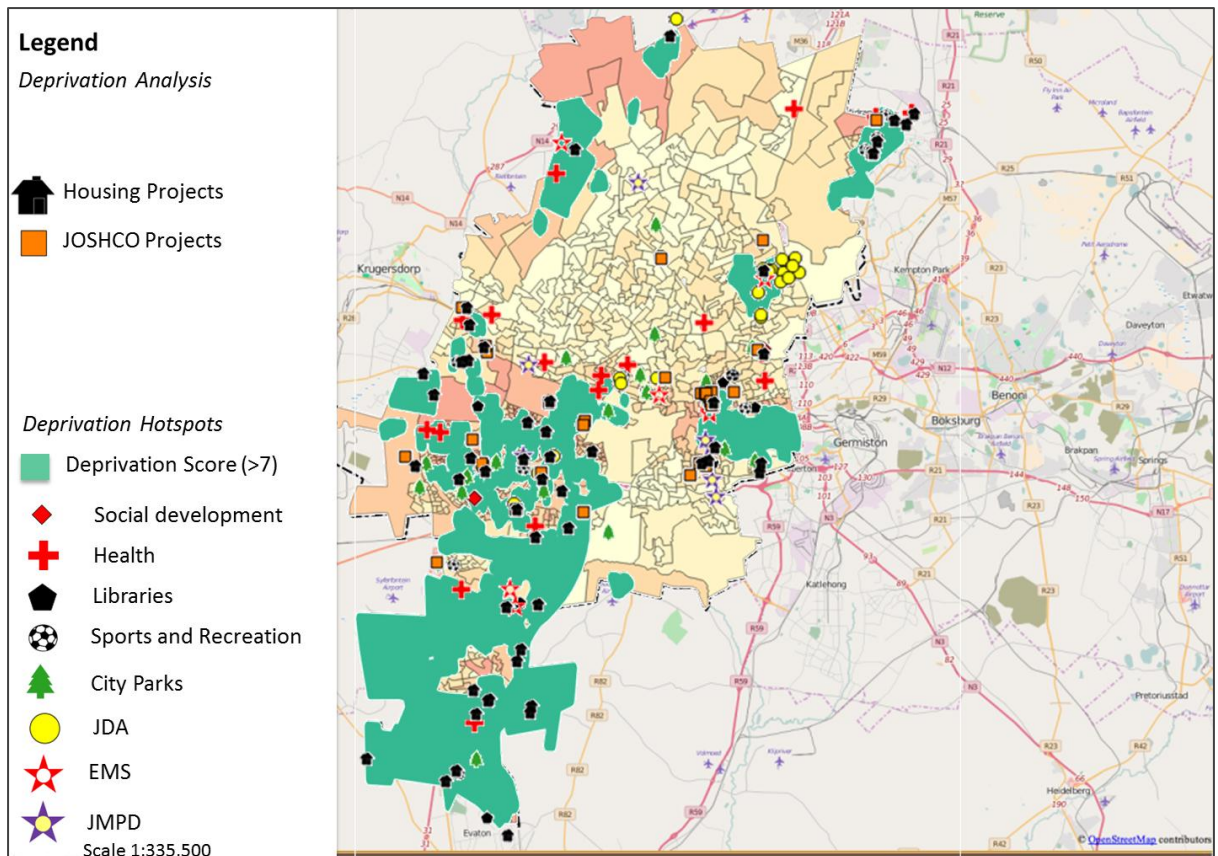


Figure 5: Investment related to Marginalised Areas

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.

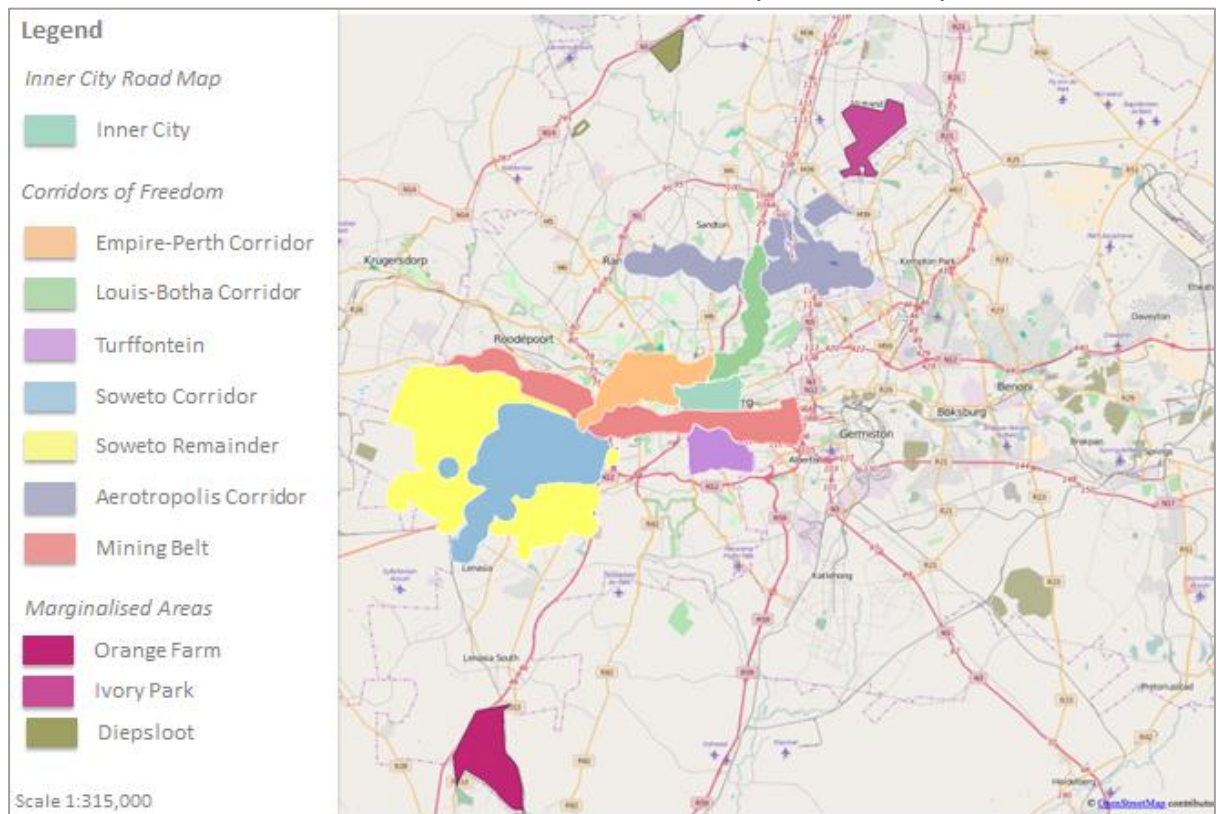


Figure 6: Priority Transformation Zones/Areas

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. Transit Orientated Development Corridors (ToD) formerly 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.

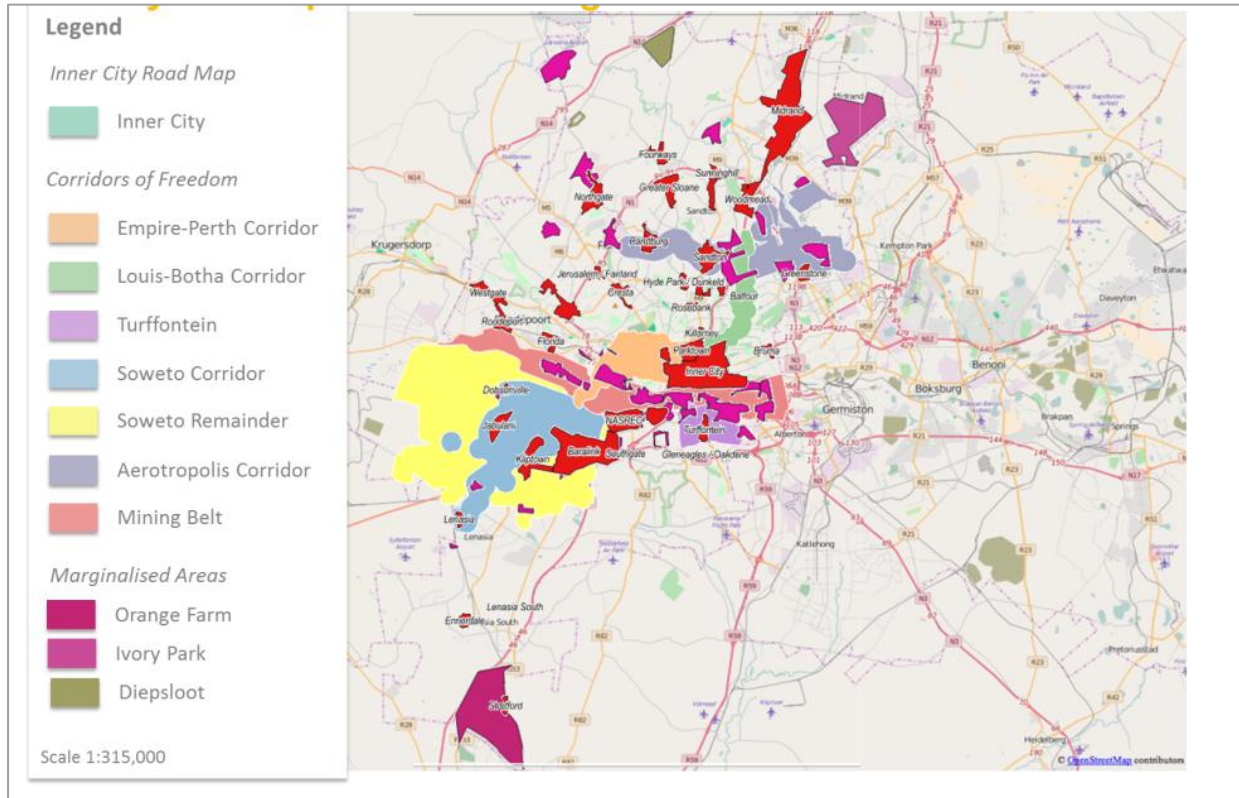


Figure 7: Economic Zones, Priority Development and Integration Zones

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.

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."³

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 transit⁴.

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 along public transit corridors (i.e. Transit Orientated Development) which link nodes.

The **secondary network** refers to "secondary public transport linkages that connect neighbourhood hubs 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 including the Transit Orientated Development Corridors (ToD) 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 7) 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:

- Inner City (the CBD)
- Transit Orientated Development Corridors (ToD) with a focus on the Louis Botha, Perth-Empire, Turffontein and Mining belt Corridors as well as the East West corridor from O R Tambo in the longer term;
- The mixed-use and industrial nodes.
- The Marginalised/Deprived 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).and,
- Informal Settlements

³ National Treasury. 2012. Identification of the Urban Hub: Document 1 Methodology Development

⁴ National Treasury. 2012. Proposed Urban Network Model

4.3.1. Central Business District (CBD)

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 Transit Orientated Development Corridors namely Louis Botha, Perth-Empire and Turffontein and the Mining Belt, as represented in Figure 8.

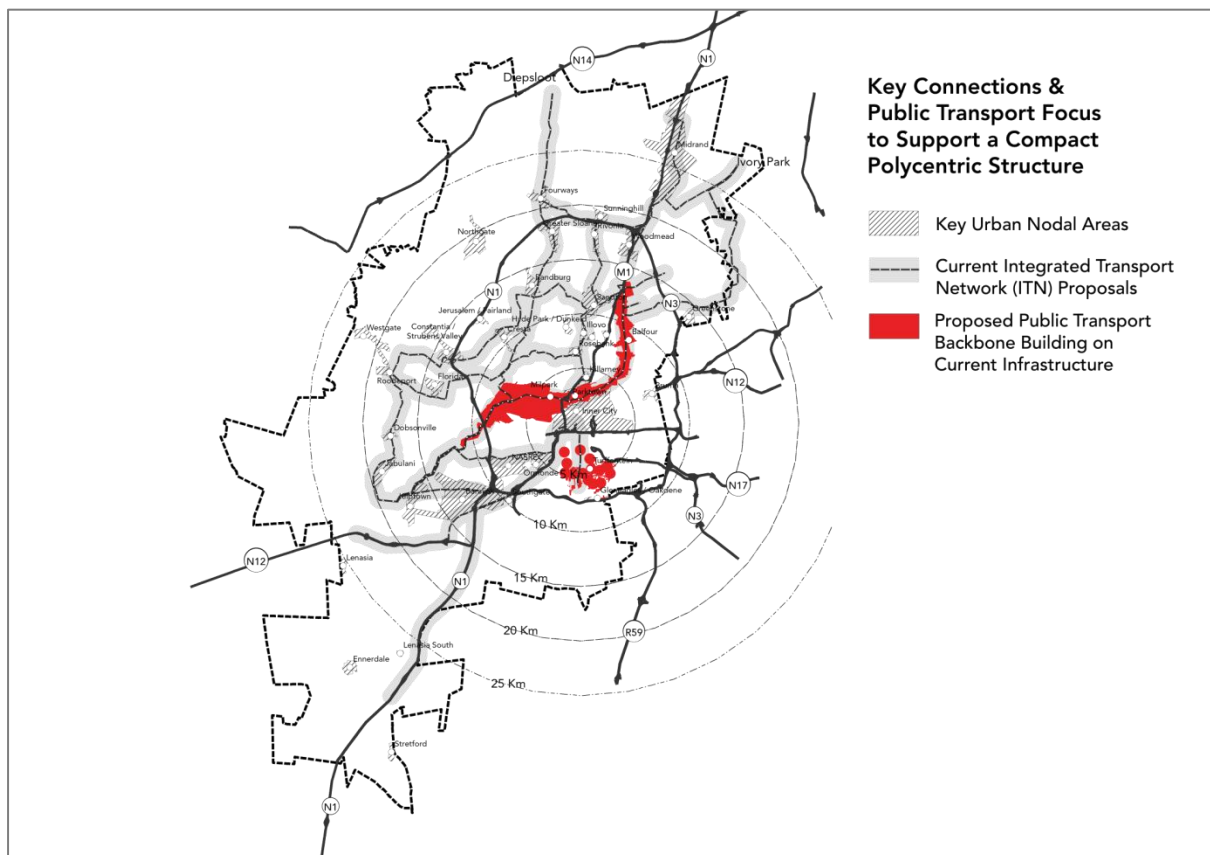


Figure 8: Transit Orientated Development Corridors (ToD) emphasising (from north to south) Louis Botha, Perth Empire and Turffontein Corridors

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.

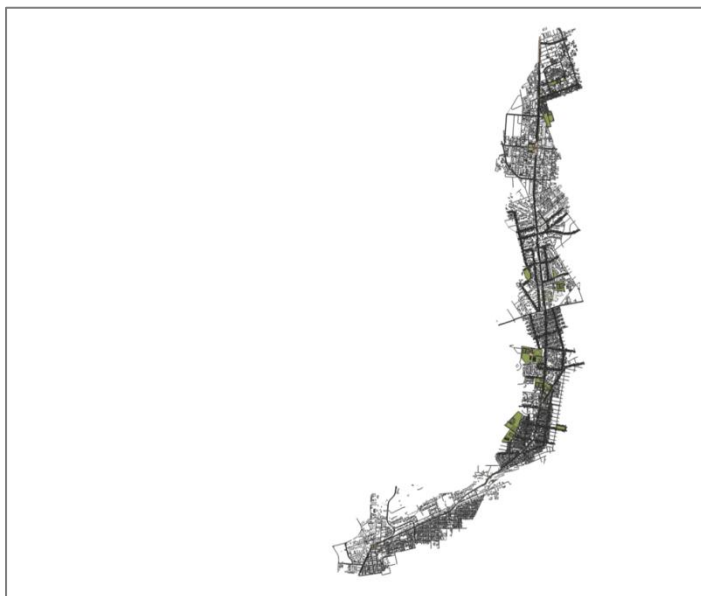
Each of the Corridors has a ‘basket’ of service interventions that respond to:

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

- Land acquisition
- Housing projects
- Institutional projects

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

4.3.2.1 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.

Figure 9: Louis Botha Corridor

The priority precincts proposed by the Plan are: Marlboro, Wynberg Balfour and Orange Grove (*Figure 9*). 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.

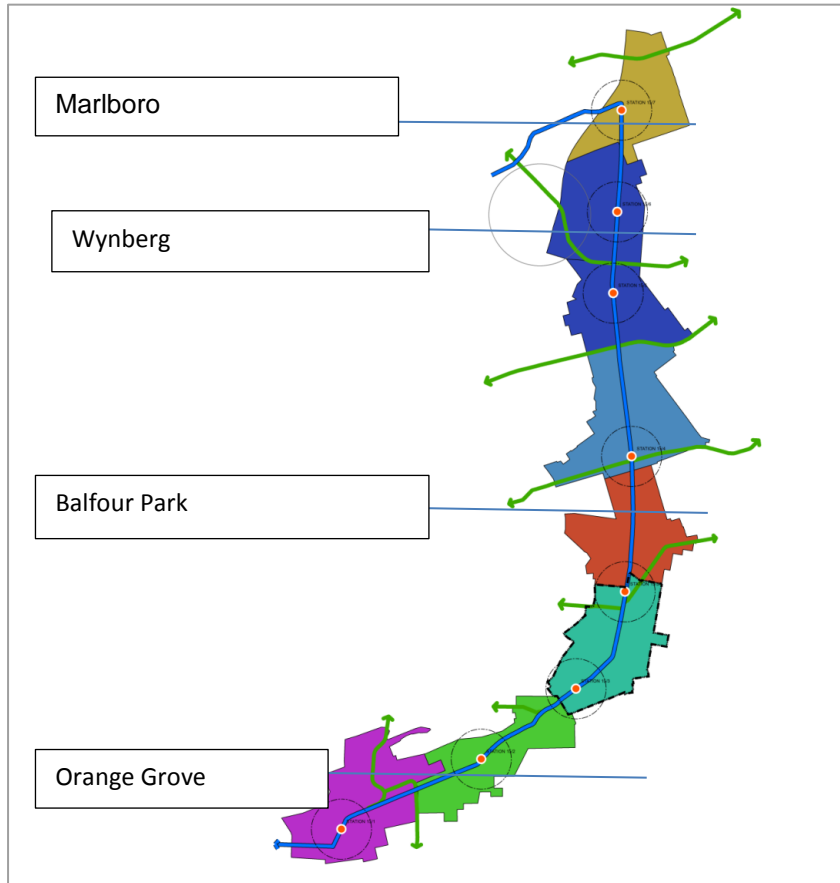


Figure 9: Priority Development Areas within the Louis Botha Corridor

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 the Public Transport Network Grant (PTNG)
- 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 MTEF is detailed in section D.

4.3.2.1.1 Louis Botha Detailed Planning

The Louis Botha study has identified seven 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.

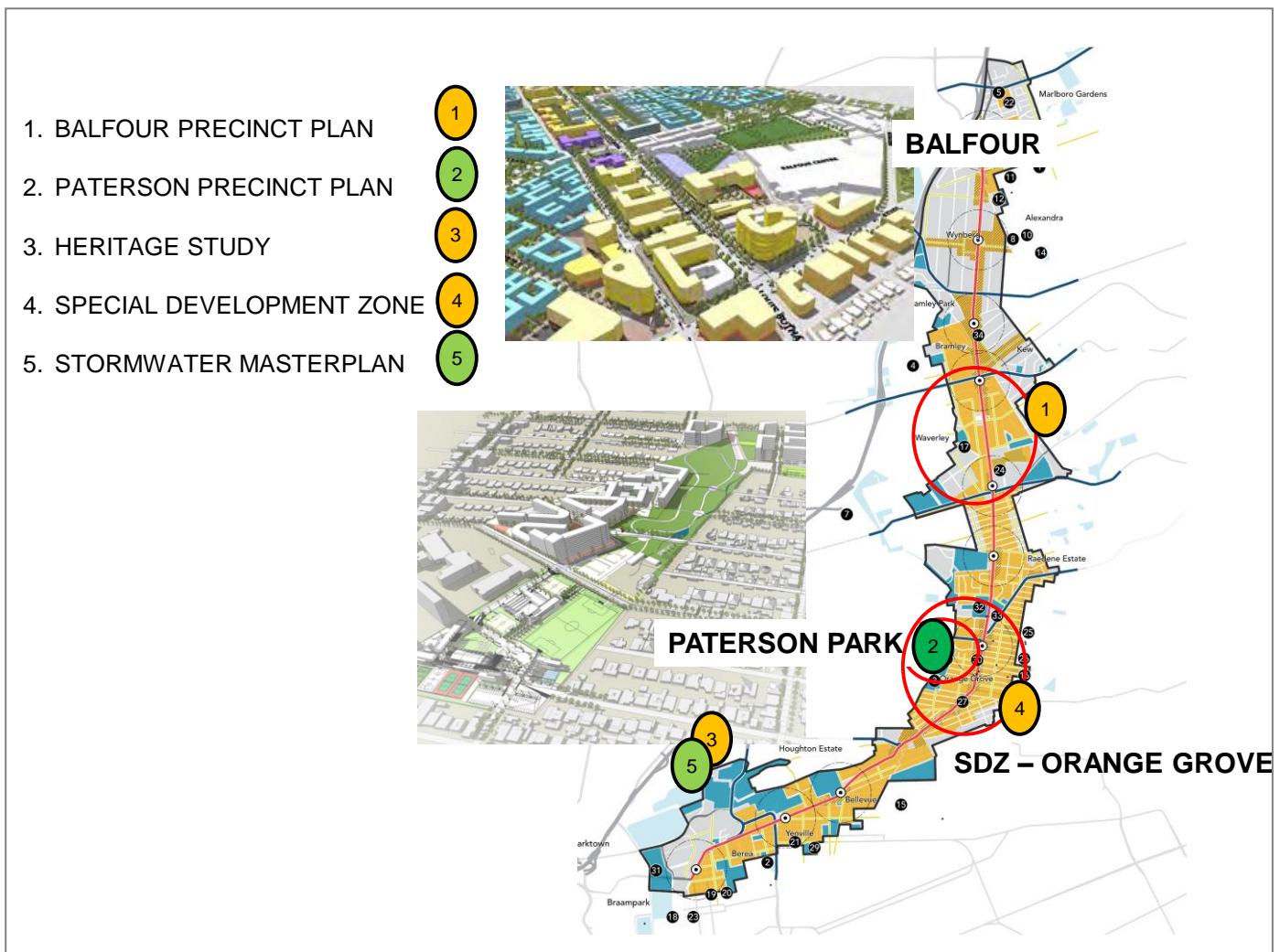


Figure 10: Louis Botha-Detailed Planning

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 **Error! Reference source not found.**).

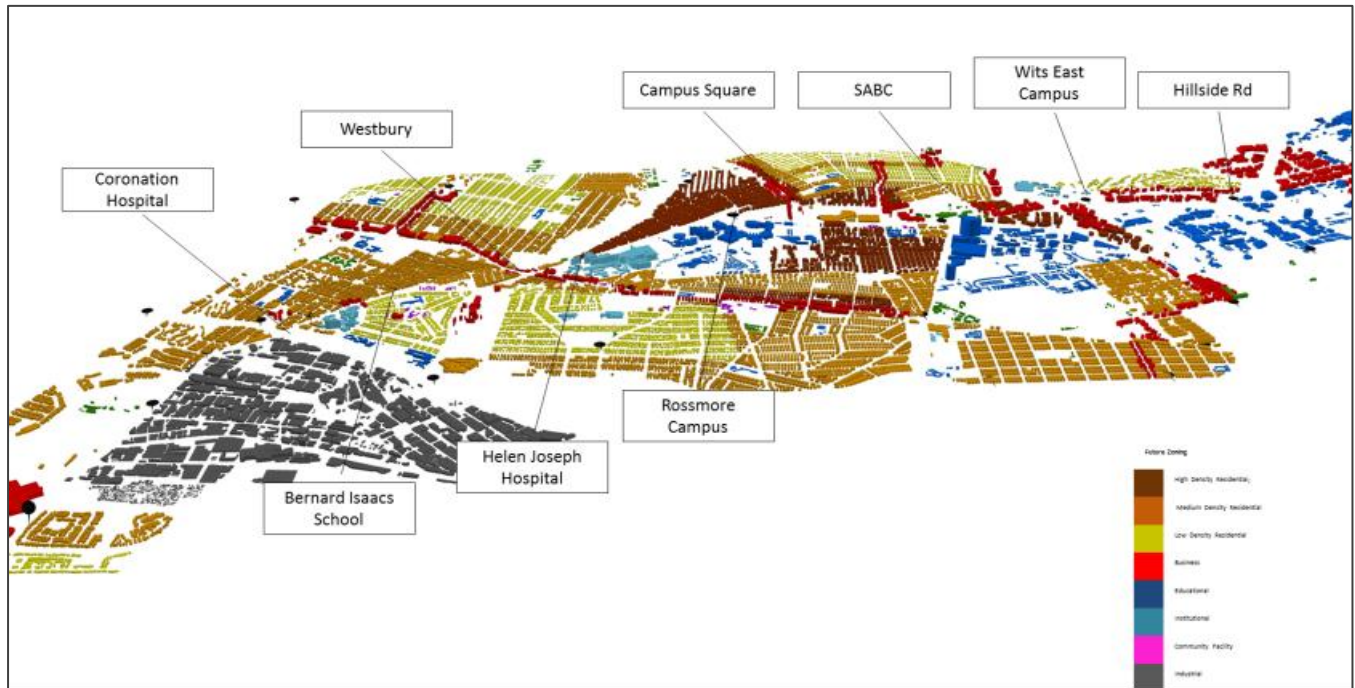


Figure 11: Proposed Perth/Empire Corridor Strategic Area Framework identifying key features of the Corridor

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 Noordgesig.

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.

4.3.2.2.1 Empire-Perth Detailed Planning

The Strategic Area Framework (SAF) for this corridor identified of 16 local areas within the broader Empire Perth Corridor area. Of these local areas, five were considered as Priority Precincts on the basis of their potential to elicit short to medium term growth and intensification within the corridor. These areas are:

- 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

The 5 priority local areas are still subject to further planning (precinct plans) and detail on each of the listed local area plans is available in the Empire Perth SAF

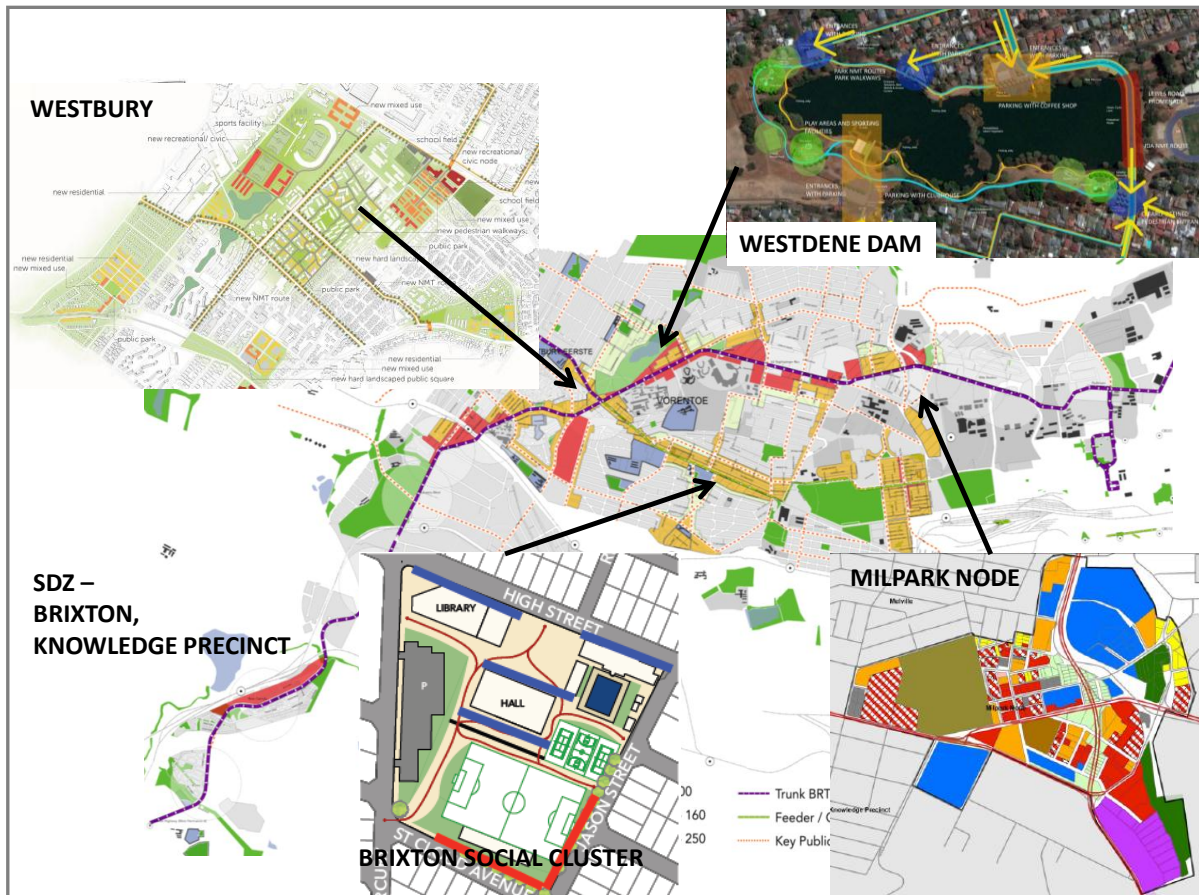


Figure 12: Empire-Perth Detailed Planning

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. The Transport Department is considering implementing a managed lane to improve the reliability and speed of existing Metrobus and mini bus taxi services along this corridor.

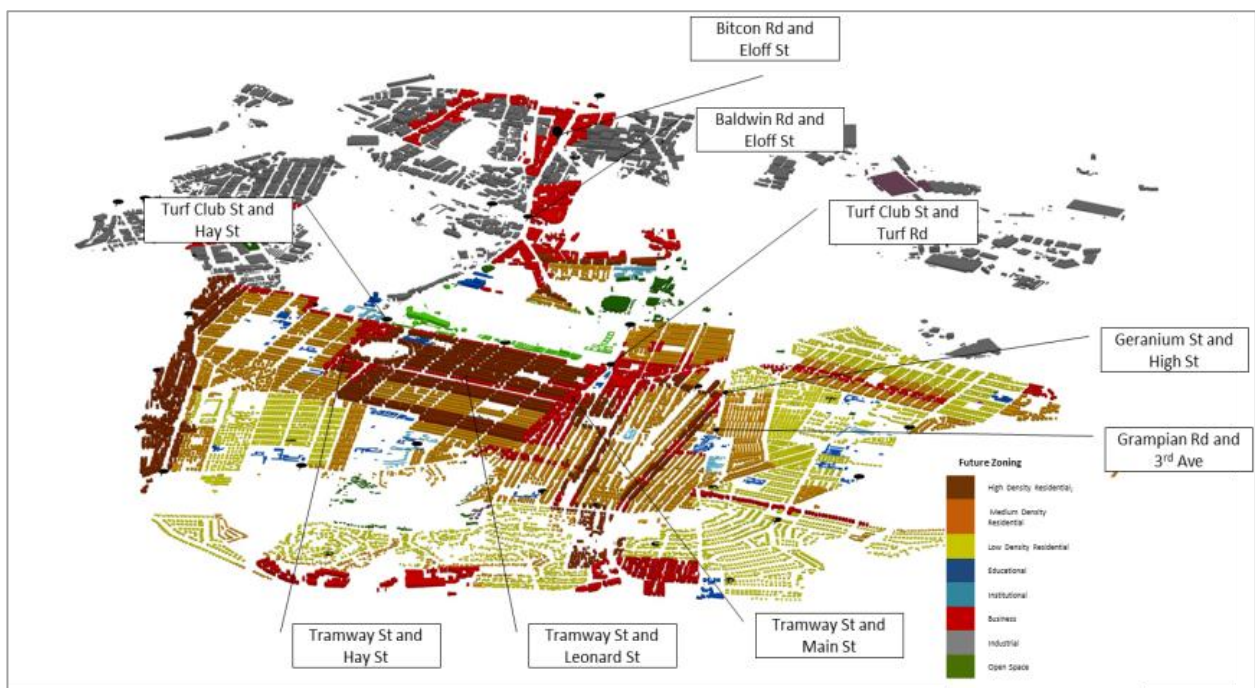


Figure 13: Turffontein Corridor Strategic Area Framework indicating key roads in the area

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.

4.3.2.3.1 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**

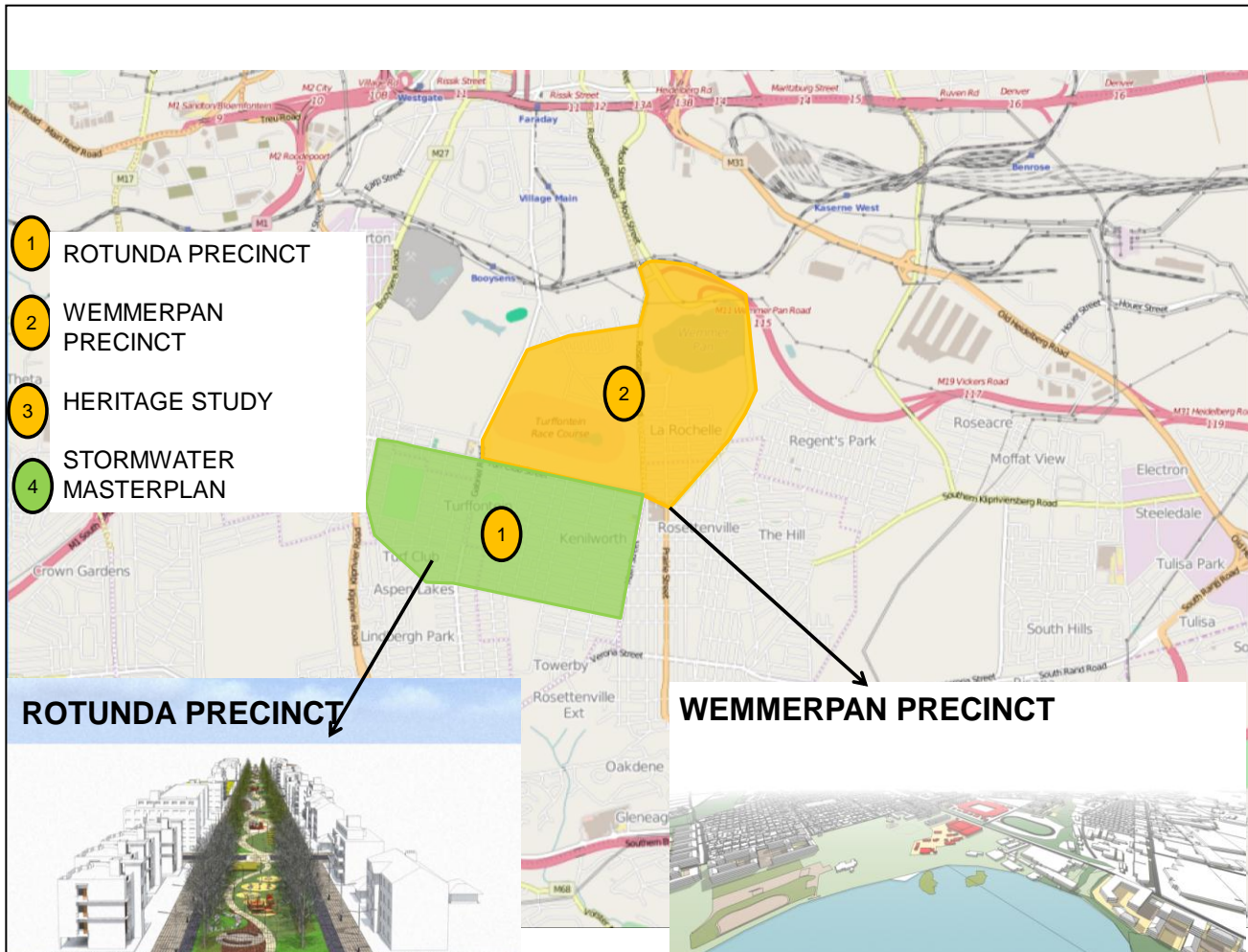
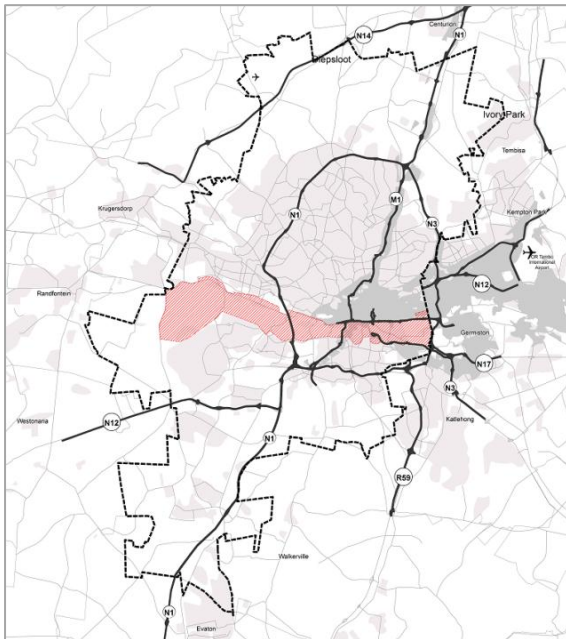


Figure 14: Louis Botha- Detailed Planning

4.3.2.4 Mining Belt



The Mining Belt provides the opportunity of integrating the north with the south, thus creating a strong east-west interrelationship. 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 15**. The Spatial Development Framework defines the Mining Belt as an area for large scale redevelopment through the execution of commercial and residential.

The mining belt is one of the crucial development opportunities in the city. It is the most prominent feature of urban fragmentation in the city. It is therefore the main focus of re-stitching the urban fabric by breaking down the physical barriers it land over 33 years.

Figure 15: Mining Belt Broad Location

There are a number of key opportunity areas along the mining belt, including its potential to integrate the areas of Soweto with the broader urban and economic opportunities around Roodepoort towards Mogale City, and its role in facilitating the southern expansion of the existing Johannesburg Inner City area. However the developments need remain cognisant of the challenges that are prominent in the area such as the following:

- 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
- 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 Transit Orientated Development Corridors (ToD), 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 is packaged as an integration zone for special intervention.

4.3.2.4 Mining Belt West Planning

The core objective is to better integrate Soweto with the north of the city through developing mixed use, vibrant growth area that bridges the historic spatial divide. The Mining Belt West Strategic Framework provides details of the proposed development and interventions in the areas. The strategy is structured around a series of strategies.

Connecting the Mining belt, across and within: Connecting principal and secondary metropolitan sub-centres to one another and the metropolitan core by creating new road connections across the mining belt is a key intervention. A regional and local movement network is critical to optimise the development potential of land and to functionally integrate the area into the surrounding urban fabric. This includes creating a direct road connection between Soweto to Roodepoort with multi-modal transport services; improving connections between the Inner City and the Turffontein Corridor and protecting and enhancing future north-south connections with the extension of the N17. A strong, continuous east-west central spine highlights the importance of N17 (and its westwards extension) as east-west connector - this road will be the new backbone for structuring economic investment. The N17 route will also provide a critical cross-border connection between areas of opportunity within Ekurhuleni, through Johannesburg and into the West Rand.

Residential diversification: The mining belt can accommodate a significant proportion of low income and affordable housing within a range of housing typologies and mix of income levels. The residential infill strategy should support the intensification of new economic development and residential should be closely related to access afforded by new links and especially the public transport backbone. The housing typologies and densities should result in compact, walkable neighbourhoods related to public transportation. Importantly, as mentioned above, all housing developments within the mining belt must be subject to regulations and legislation in determining if the land is safe to inhabit.

Establish a comprehensive and functional regional open space system to serve the mining belt area: The mining belt offers the opportunity to accommodate a strong regional open space network that can support the intensification of the developable areas over time.

Rehabilitation of degraded and polluted land and mitigation of acid mine drainage is a key intervention, which will have to be phased over a long period of time. This includes exploring the *ecological structure* of the areas as a key determinant to a future settlement pattern: Geotechnical and undermining constraints will inform land use and building typologies. This process is required to reclaim land for development.

Major bulk infrastructure investment is required: The phasing strategy should be linked to reclamation and connectivity interventions. This is a long-term development strategy.

Partnerships for Development: It is acknowledged that the task of rehabilitating and developing the mining belt is vast and will require co-operation from many stakeholders including mining companies, land owners, various government departments across spheres, and the communities affected (including informal dwellers). It is also acknowledged that the project of rehabilitation is a multi-decade one. As such partnerships should be continued where they exist, or entered into where they do not. Projects such as Project Aurous⁵ and Project Hloekisa⁶ (among others) should thus be supported where they show potential to benefit the residents of Johannesburg.

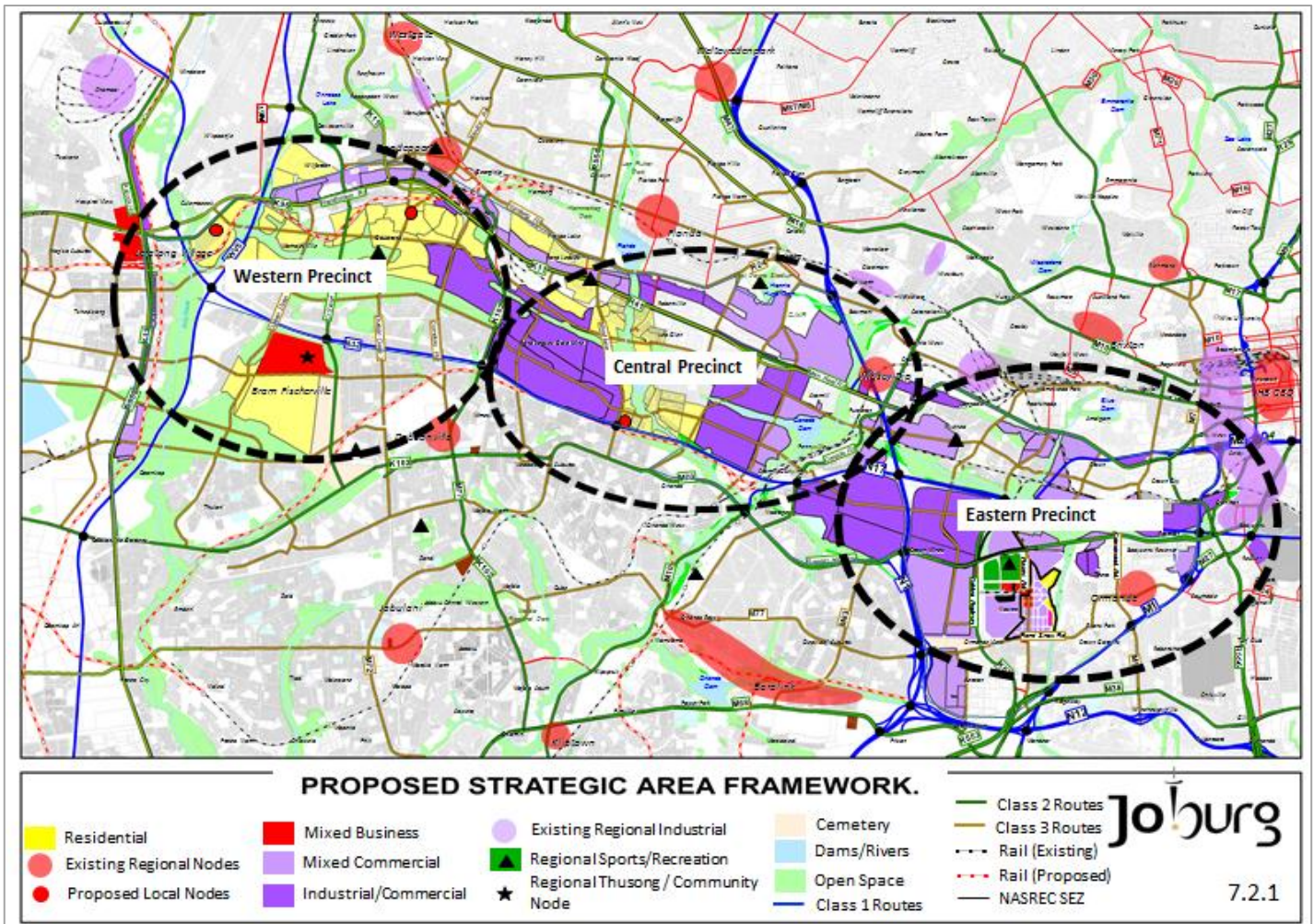


Figure 16: Mining Belt West Development Concept

⁵ This project proposed by iProp, a major land owner in the mining belt, looks to promote collaboration and cooperation between the City, mining landowners, mining land rehabilitation and reclamation operators, investors and developers to bring mine impacted land to development quickly and efficiently.

⁶ Project Hloekisa is addressing the removal of the non-viable point sources of mining residues and deposition sites associated with AMD. This is releasing further areas of land and improving the environmental conditions of the mining land corridor.

4.3.2.4.1 Mining Belt West Local Planning

The framework plan divides the study area into three (3) sub areas with key interventions for each:

- Sub Area 1: Mining Belt East
- Sub Area 2: Mining Belt Central
- Sub Area 3: Mining Belt West

Sub Area 1: Mining Belt East

Salient features:

- The most prominent land uses include the Crown industrial extensions and the Riverlea residential area to the west.
- The area is served by a “freeway box” comprising N1, N12, M1 and N17 freeways which provide for excellent regional access.
- Main Reef Road serves the area to the North and Soweto Highway performs the same function creating east-west mobility for the areas to the South.
- Land development in this area has grown at 5% per annum since 2005. There are few parcels of land left for future development/growth since mine dumps are holding most of the land.
- The NASREC SEZ initiative could attract significant public and private sector investment in the area over the next decade

Interventions:

- This area holds enormous potential for large scale mixed commercial and industrial development especially along N1 freeway but it would require two very important interventions:
 - Reclamation of the three large slimes dams along route N1 to ensure more land is available for development;
 - Construction of Eastern section of route N17 up to Golden Highway to unlock development potential and to ensure that the area is more accessible;
 - The NASREC SEZ can be classified as a third intervention to the area and it is for all practical intents and purposes underway.

Sub Area 2: Mining Belt Central

Salient features:

- The prominent land uses include Putcoton, Stormill, Robertville, Lea Glenand Afrisam industrial areas along Main Reef Road, while Fleurhof and Pennyville represent the only two residential areas around here.
- The Fleurhof residential project is a flagship in terms of mixed income residential development in Gauteng Province and will (combined with the Rand Leases residential development to the north of Main Reef road) effectively link Roodepoort/ Florida to Soweto across the mining belt.

- This area has limited accesses. New Canada Road and West Lake Road are the only two most important North-South links in this area.
- Extension of N17 freeway will play an important role towards optimising the development potential of the slimes dam areas once this land is cleared.

Interventions

The most important interventions required for this area include:

- Construction of the N1-Main Reef access interchange to make this precinct (and especially the areas around Main Reef Road) accessible to regional markets and traffic.
- Strategic partnerships to ensure the timely reclamation of the two slimes dam clusters in the area. The removal of large mining dumps will create opportunities for more and diverse variety of development and economic opportunities.
- Upgrading of West Lake Road to enhance North-South connectivity across the mining belt and to serve the Fleurhof community.
- Westward expansion of N17 freeway up to route K102 (\pm 6 kilometres) to stimulate economic development on former slimes dam areas.
- The upgrade and maintenance of the infrastructure need to be a priority to support planned development in the area;

Sub Area 3: Mining Belt West

Salient features:

- There are no industrial areas of strategic significance while the major residential areas in this part of the mining belt include Goudrand, Matholsville and Sol Plaatjie to the South.
- Most of the areas earmarked for residential development in this area have planning processes underway. This covers virtually the entire area to the South of Main Reef Road as well as Wilfordon X7 to the North thereof.

Interventions:

- Land areas along Randfontein/ Main Reef Road (Cresswell Park extensions) and along route K15 (Adcock Road) up to Chamdor be effectively developed as commercial and light industrial areas in order to enhance the sustainability of this broader region.
- Construction and extension of routes PWV5 and N17 will significantly enhance regional access to this area while the proposed extension of CR Swart Road as will also improve North-South connectivity.
- It will also be important to upgrade/ construct most of the proposed third order North-South routes in the area (Cemetery Road, Durban Deep 2 and Durban Deep 1) in order to unlock the development potential of all land parcels and to enhance access to the proposed economic activities along Main Reef/ Randfontein Road and the Roodepoort CBD to the north.
- The Leratong node will develop within the next five years while the proposed Bram Fisherville node will only develop once the DRD Gold slimes dam has been reclaimed.
- The extension of N17 freeway up to route PWV5 will be essential to ensure that the Bram Fisherville node eventually develop to its full potential.

As part of the Mining Belt West SAF key set of projects and programs for implementation across different work streams were identified, some of which will require more detailed planning and feasibility studies. Implementation of the SAF requires the collaboration and efforts of the full range of various stakeholders and implementing agencies, including mine companies/owners, business owners, developers, communities etc.

Implementation of the SAF successfully requires a range of interventions and key actions by a number of role players. The City and its partners should continue to work together to develop these strategies to enable development in ways that supports urban efficiency and social inclusivity.

Table 2: Summary of projects with estimated costs

Project Discipline	No. of Projects	Short Term (2015-2025)	Medium Term (2015-2025)	Long Term (2037 and beyond)	Grand Total
Environment	12	R10 900 000	R2 000 000	R80 000 000	R92 900 000
Infrastructure	70	R775 206 820	R124 345 880	R183 194 620	R1 227 222 460
Land Use	9	R16 250 000	R2 500 000	R15 000 000	R33 750 000
Mining Rehabilitation	8	R1 003 700 000		R120 000 000	R1 123 700 000
Transport	57	R6 020 294 260	R3 491 912 240	R27 893 064 690	R37 405 271 190
Grand Total	156	R7 826 351 080	R3 620 758 120	R28 291 259 310	R39 882 843 650

4.3.2.5 Developing a Randburg-OR Tambo Corridor

The concept of development corridors connecting strategic nodes through an affordable and accessible mass public transport system is an integral component of the Compact Polycentric model for future development. Part of the approach is compaction of well-established nodes as well as the creation of new nodes in strategic opportunity areas that have a strong relation to the metropolitan core. This strategy will focus economic investment in well-connected centres and provide adequate space for economic growth.

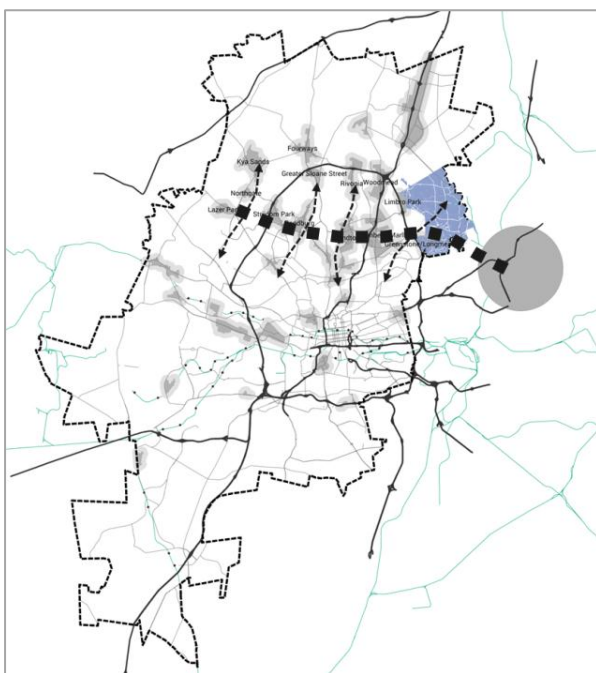


Figure 17: Conceptual Representation of the Randburg-OR Tambo Corridor

The rationale behind the Randburg-OR Tambo corridor is to create a strong east-west development corridor in the north of the city with a broader city region focus, while capitalising on the opportunities for infill development in the vacant tracts of land along this corridor. This corridor would also intersect with the north-south Transit Orientated Development Corridor (ToD) along the Louis Botha Corridor, which links from Soweto past the Inner City into Sandton; thus strengthening connectivity to the metropolitan core and other principal metropolitan sub-centres.

Currently east-west connections are limited in the north, despite the City of Johannesburg and Ekurhuleni containing strong economic and growth areas in this region. In Johannesburg, Randburg and Sandton are well established and growing, and in Ekurhuleni the aerotropolis around OR Tambo is receiving significant attention and investment, to support

established areas such as Kempton Park and Edenvale. At the same time, there are a number of opportunities in strengthening links between the two metropolitan areas. This includes the significant transit infrastructure planned in the area, including Johannesburg and Ekurhuleni BRT systems and the existing Gautrain link (with additional new stations) that provides an efficient transport link across the two metros.

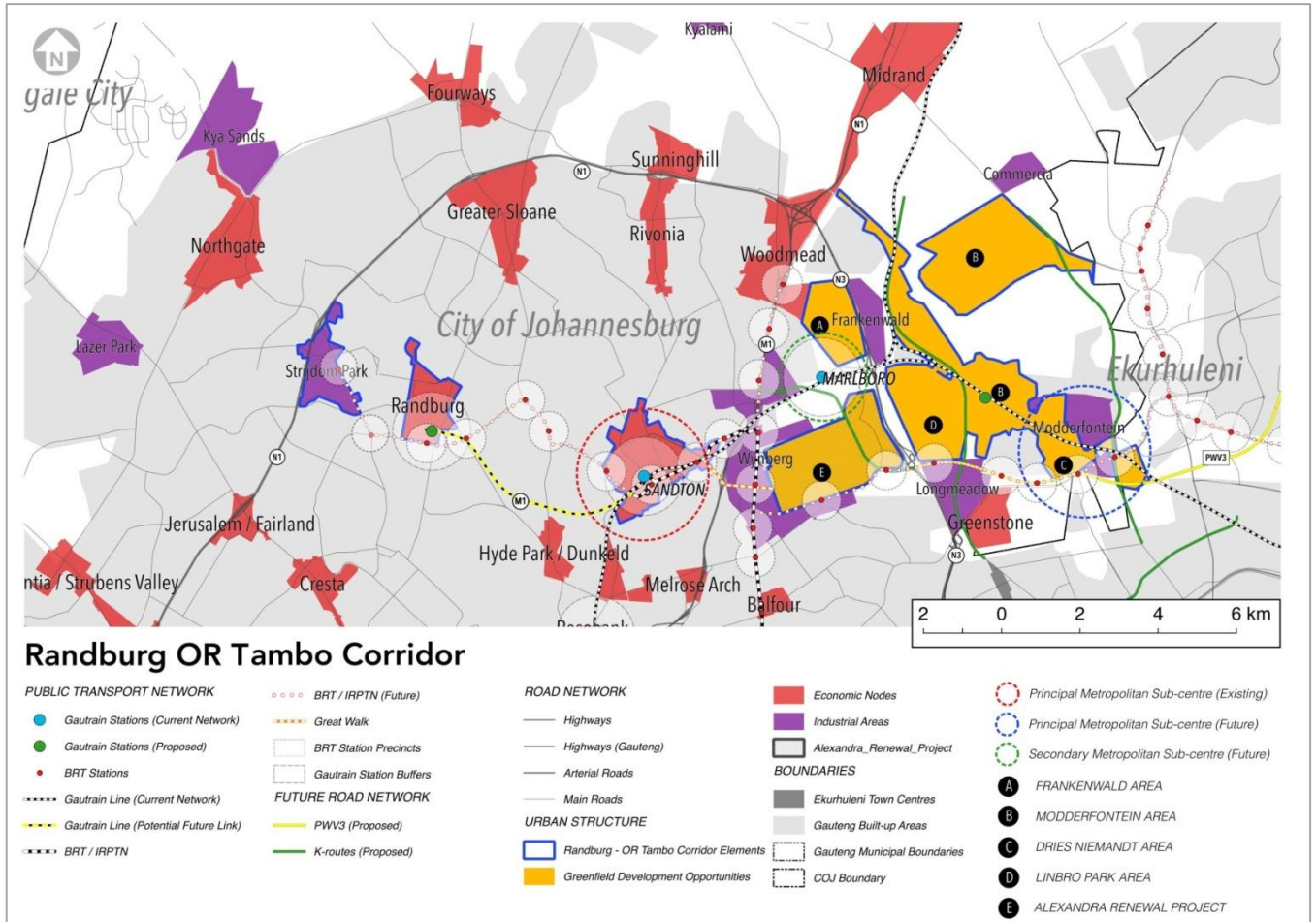


Figure 18: Proposed Randburg- OR Tambo Corridor

The Randburg- OR Tambo Corridor is still in the conceptual phase, a lot of work still needs to be undertaken. It is envisaged that in the future a Strategic Area Framework (SAF) will be developed for the Randburg- OR Tambo Corridor. The aim of the SAF will be to define the future development vision for the planning area, as well as the mechanisms which are required to achieve this future end state.

4.3.3. Alignment of public transport and housing plans

The Transit Orientated Development (TOD) Corridors, undertaken by the city of Johannesburg is seen as one of its many apparatuses in restructuring the city into a strong dense integrated economic centre that has been mandated by the SDF. The TODs achieve this principle by aligning institutional development framework policies such as the “Sustainable Human Settlement Urbanisation Plan” with public transportation strategies in the same orbit. The TOD strategy ensures that high density residential developments are located in close proximity to public facilities, jobs and social amenities, owed to the greater developments rights that TOD strategies offer around major public transportation precincts. The TOD development rights incentives assist significantly in progressively meeting the various categorical socio-economic demands that addresses spatial inequalities by enabling people to work live and play in the same environment.

4.3.4. Urban Hubs

4.3.4.1 Unlocking Soweto as a True City District

Soweto is to be transformed into a liveable city district that is connected internally and externally. A series of Soweto’s regional connections need to be strengthened in order to connect it to the metropolitan core and other sub-centres. The internal connection is essential for linking key nodes such as Jabulani to Kliptown and Bara Central to Nancefield station. The focus should not be limited to the upgrade of road connectivity, but it should also include rail and natural barriers connectivity. In addition, the fine grain internal structure should be supported and strengthened in a neighbourhood level to further support walkability.

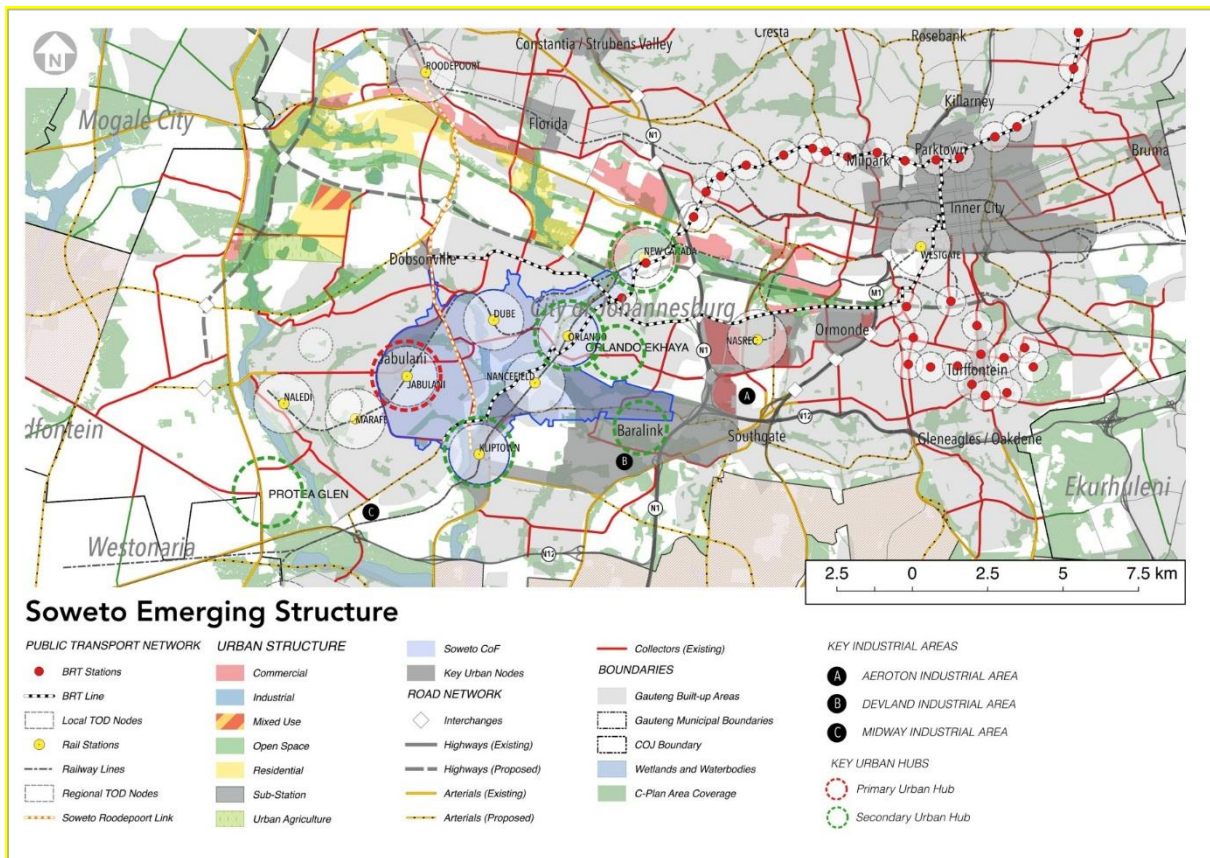


Figure 20: Soweto Emerging Structure

The objective is to create Soweto into a compact principal Metropolitan sub-centre. Soweto is one of the more densely populated areas in the city. It already houses more than a third of the City's current population. There is also evidence of a growing middle class. The low density built form leaves spaces for densification strategies, especially around defined nodes, both mixed use and TOD. The intended outcome is to create a strong secondary economic centre (i.e urban bs) with strong links to the main economic city centre; but in itself a place where people and jobs are in close proximity. This approach will also address the remaining areas of deprivation within Soweto

With regards to the (secondary network as defined by National Treasury) focusing on the marginalised areas 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 Hub is an emerging secondary mixed use node (hub) within Soweto. The node is located within a Capital Investment Priority Area as defined.

It 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 two feeder BRT routes. 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.

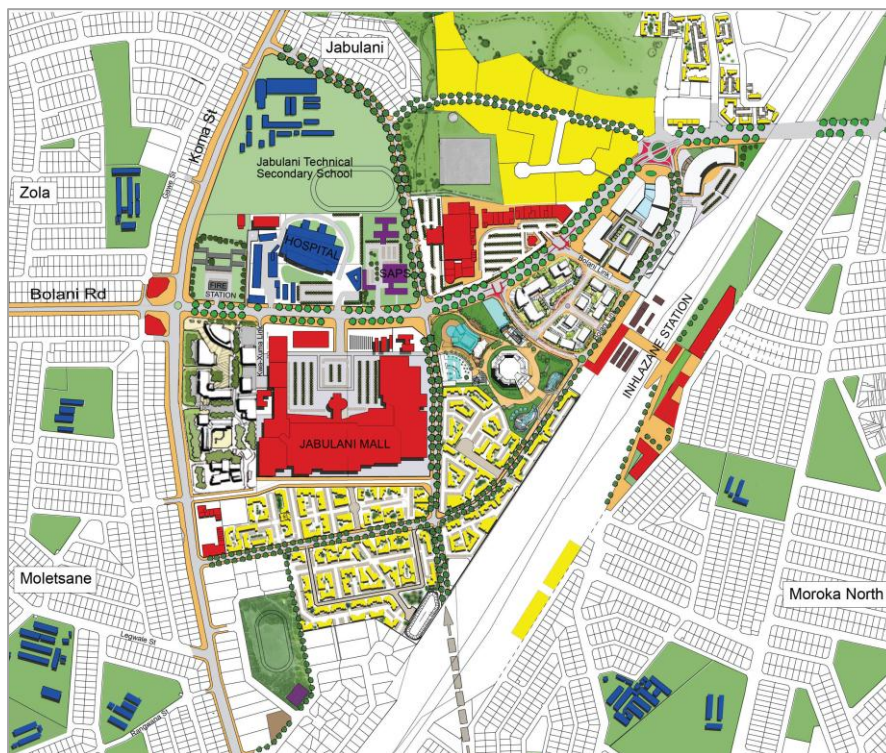


Figure 19: Jabulani Cultural Precinct: Urban Design Report Proposal

The City's plans for the precinct are defined in detail 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 walkable 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 public and NMT 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 public 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

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 20**). The SDF review proposes the development of this area as part of a connection to the Aerotropolis.

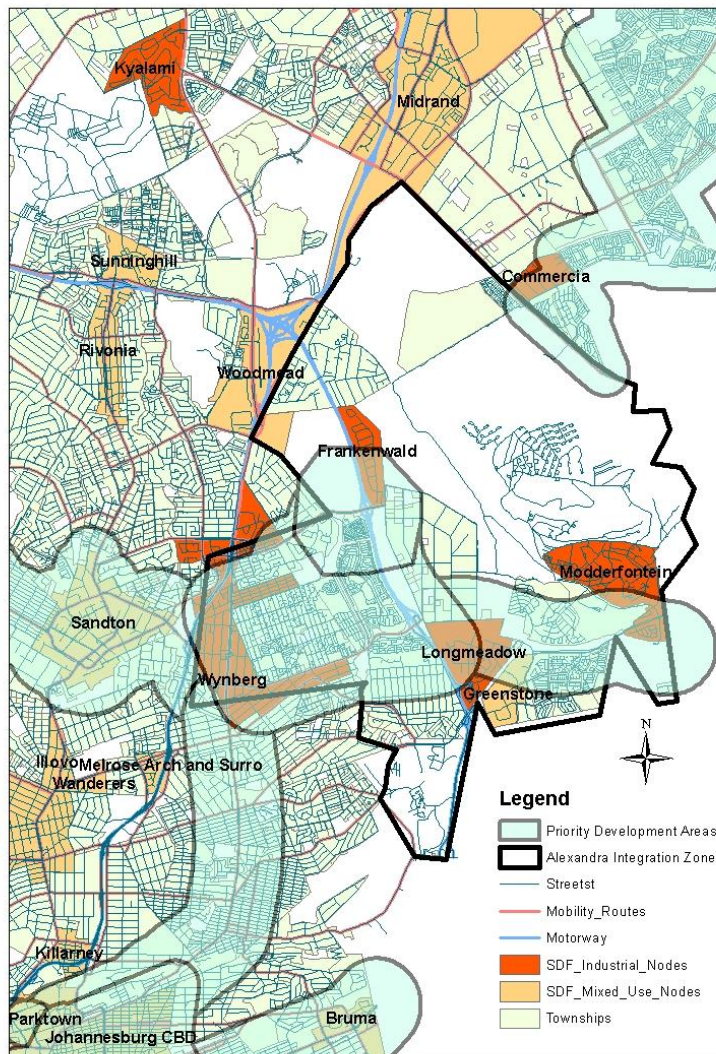


Figure 20: Alexandra Integration Hub

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 Transit Orientated Development Corridors (ToD) formerly and the subsequent Randburg/ Sandton-Marlboro corridor (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 improve the affordability of movement to and from this area;
- 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. Already the two new bridges over the M1 which focus on pedestrian and other NMT movements is addressing this;

- 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
- The proposed Randburg – Sandton – Marlboro Corridor
- Watt Street node around Rea Vaya BRT interchange
- Marlboro Station node around Rea Vaya station and social housing
- The proposed Modderfontein mixed use node
- The proposed Modderfontein Gautrain Station
- Expanded Industrial Nodes

4.3.5. Deprivation Areas

Deprivation areas, formerly known as marginalised areas in the City of Johannesburg are often located outside of the transformation zones as indicated in the SDF 2040 however this does not mean that the areas will be neglected. Deprivation areas are habituated by a large portion of Johannesburg's population, these areas have been classified as deprived areas because they do not hold the qualities of sustainable and liveable neighbourhoods such as informal settlements and low income formal areas.

The deprivation areas located outside of the Transformation zones have been a focal point of concentration on the basis that the configuration of the surrounding areas offers opportunity for growth that will improve connectivity and functionality at a local scale. Hence investment in these areas are to be focused on addressing inequality and to create a liveable area. Deprivation areas have been categorised; each category contains its own spatial context, opportunities and potential as identified in the SDF.

Category 1

The areas within this category are relatively well located in the broader context. They comprise of the following characteristics:

- Good regional transport connections
- Relatively close to large-scale economic centres
- Interconnected to the urban continuum
- Centrally located within the broader city region

Areas which are included in this category are the broader Ivory Park areas which includes Ebony Park, Kaalfontein and Rabie Ridge. These areas display high potential for integration and functional interconnectedness with economic centres and adjoining urban areas over time. Improvement of public transport links to employment centres of Olifantsfontein industrial node, Midrand and Modderfontein as a future principle metropolitan sub-centre will provide a local public transport backbone around which incremental development, densification and future expansion can take place

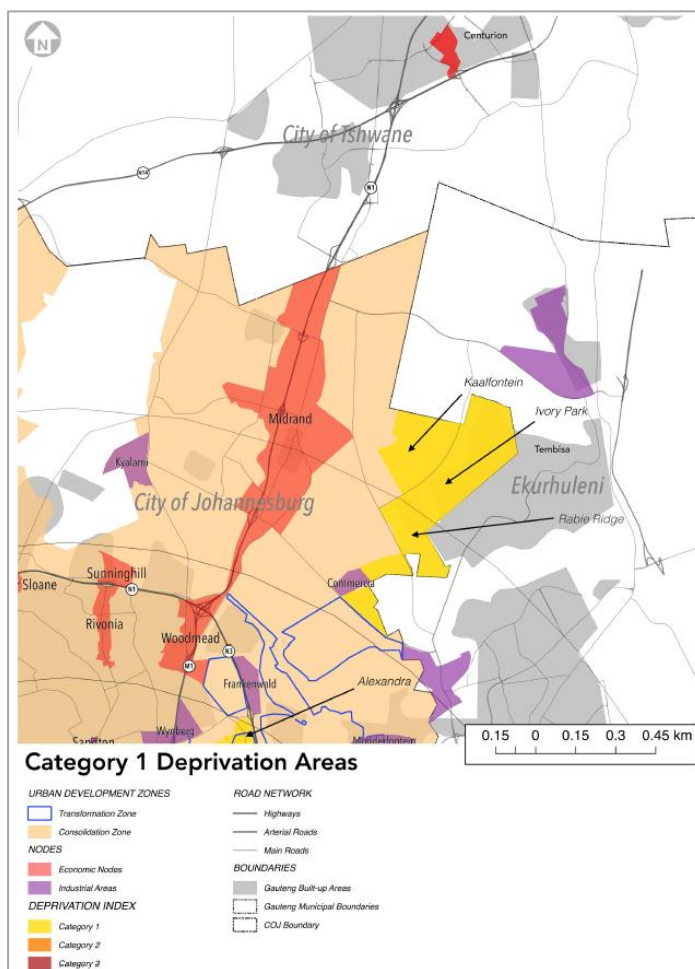


Figure 21: Category 1 Deprivation Areas

Category 2

Areas within this area are located on the western suburban fringe and to extent disconnected from the urban continuum. These areas are characterised by the following:

- Fragmented suburban structure.
Variable degrees of connectivity at local and regional scale. Some distance from economic centres but within range to reasonably access opportunities on a daily basis.

The deprivation area that fall in this category are Diepsloot, Zandspruit and informal settlements near Lanseria Airport and Kya Sands. These areas connectivity to the broader area is limited. Therefore the industrial areas of Kya Sand and Laser Park will be a focus for economic development in terms of the Johannesburg economic strategy and provide the best opportunity for integrated and compact development around them and as economic catalyst areas, the redevelopment of Zandspruit informal

settlement. These industrial nodes then become the most logical connection point and link into the broader urban area.

The extension of the K56 through Diepsloot connecting to Midrand provides an opportunity for a mixed use economic node at the intersection with the R511. This local node will support the logic for the expansion of Diepsloot to the east in order to deal with the local need for housing in the area, and for the growth of economic opportunities.

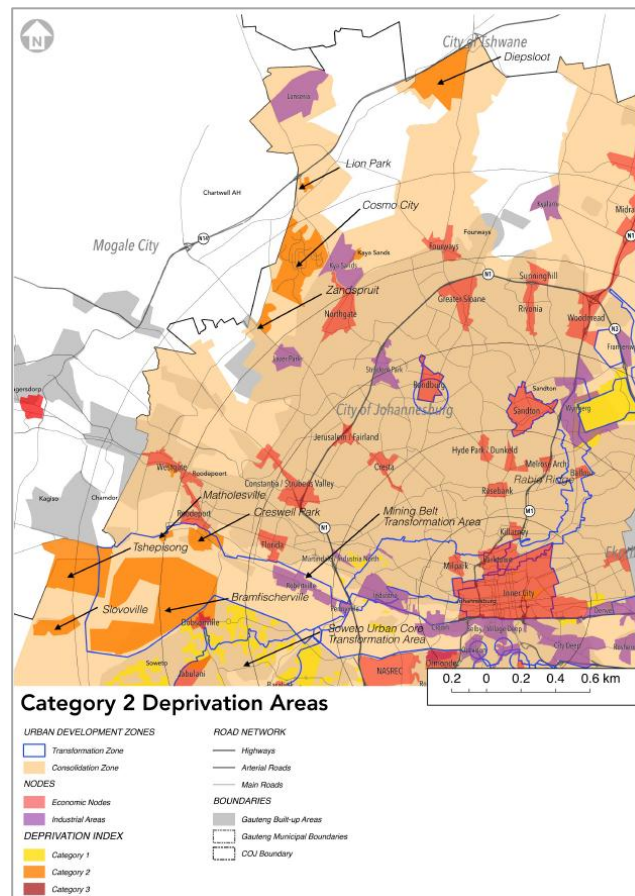


Figure 22: Category 2 Deprivation Areas

Category 3

This category comprises of area that are situated to the south of Soweto and are far removed from essential economic centres within the city region. The category displays the following characteristics:

- Highly fragmented suburban structure
- Poor connectivity to urban centres – limited transport options.
- Long distance from economic centres.
- Low inter dependence and functional coherence with any urban centre in the city.
- No principle or secondary metropolitan sub-centres in the surrounding region.
- Very low economic base.

The deprivation areas for this category are Orange Farm, Lehae, Poortjie and informal settlements in surrounding areas.

The strategy intention is therefore to create liveable neighbourhoods with high quality public amenities and environments that are well connected with economic opportunities in the urban centre and sub-centre. The options for formalisation and upgrading of informal settlements should be carefully considered to ensure that further marginalisation of communities doesn't occur (through expansion). The main provision of accommodation should shift to the Transformation Zone to ensure better inclusion into the urban economy. The current housing programmes in the area should be concluded and a continued programme of investment should ensure that in existing housing developments, sustainable and liveable neighbourhoods are created.

The development strategy supports the establishment of urban agriculture operations throughout the region to act as a broad economic base. Wherever opportunities for economic development become viable it should be supported with relevant infrastructure.

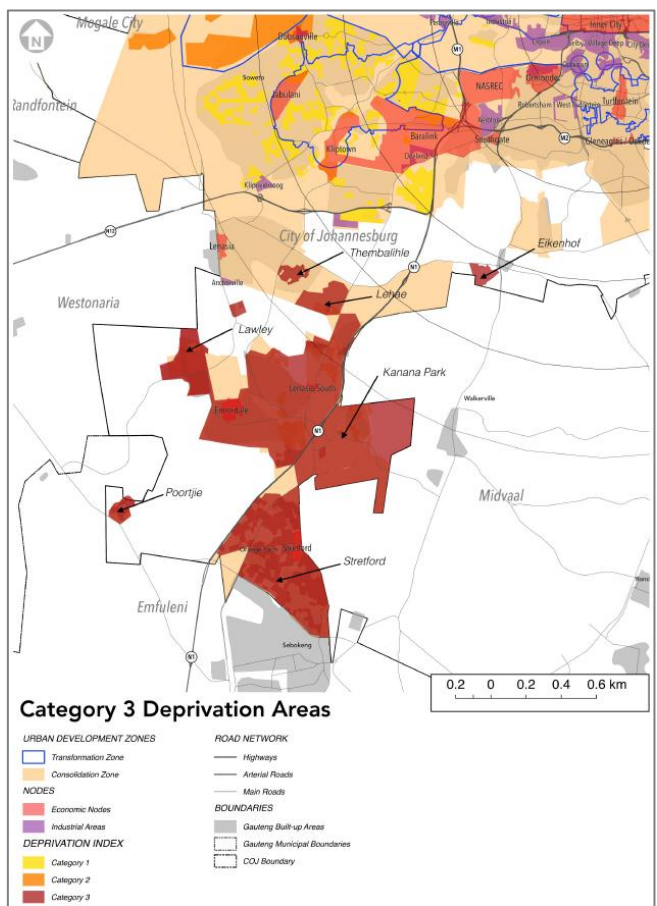


Figure 23: Category 3 Deprivation Areas

A Marginalised Areas co-ordination forum was established to monitor and report on progress with regards to the implementation of these development frameworks between various department and municipal owned entities.

Development strategy for Deprivation areas

The strategy implies that connections from deprivation areas to local and regional centres of employment should be strengthened and that new development required to alleviate the housing need in the area is focussed within walking distance from employment centres and public transport stations. The nature of these developments should be higher density typologies with associated public and social facilities and a structural logic that supports walkability and access.

No substantive development requiring bulk infrastructure upgrades within the Consolidation Zone will be supported unless it supports compact city principles and fulfils the following requirements:

No potential infill area within the Consolidation Zone will be released for development unless there is an approved development framework for the area that incorporates the following elements:

The focus of development strategy is to create liveable lower to medium density suburban areas that are well-connected to areas of higher intensity through transit infrastructure, without the need for additional investment in service infrastructure. The city will therefore allow new developments that promote the goals and meet the requirements of the SDF, but do not require extensive bulk infrastructure upgrades.

4.3.4.1 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 26). 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).

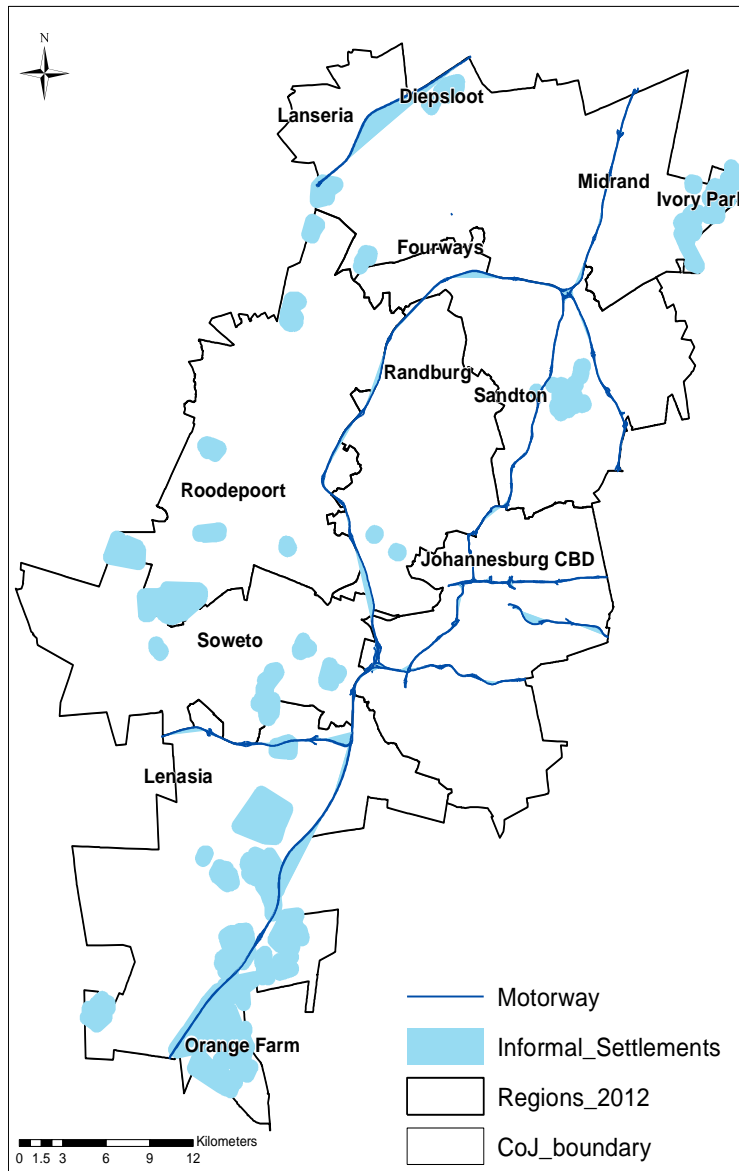


Figure 26: Location of Informal Settlements within the City of Johannesburg

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.

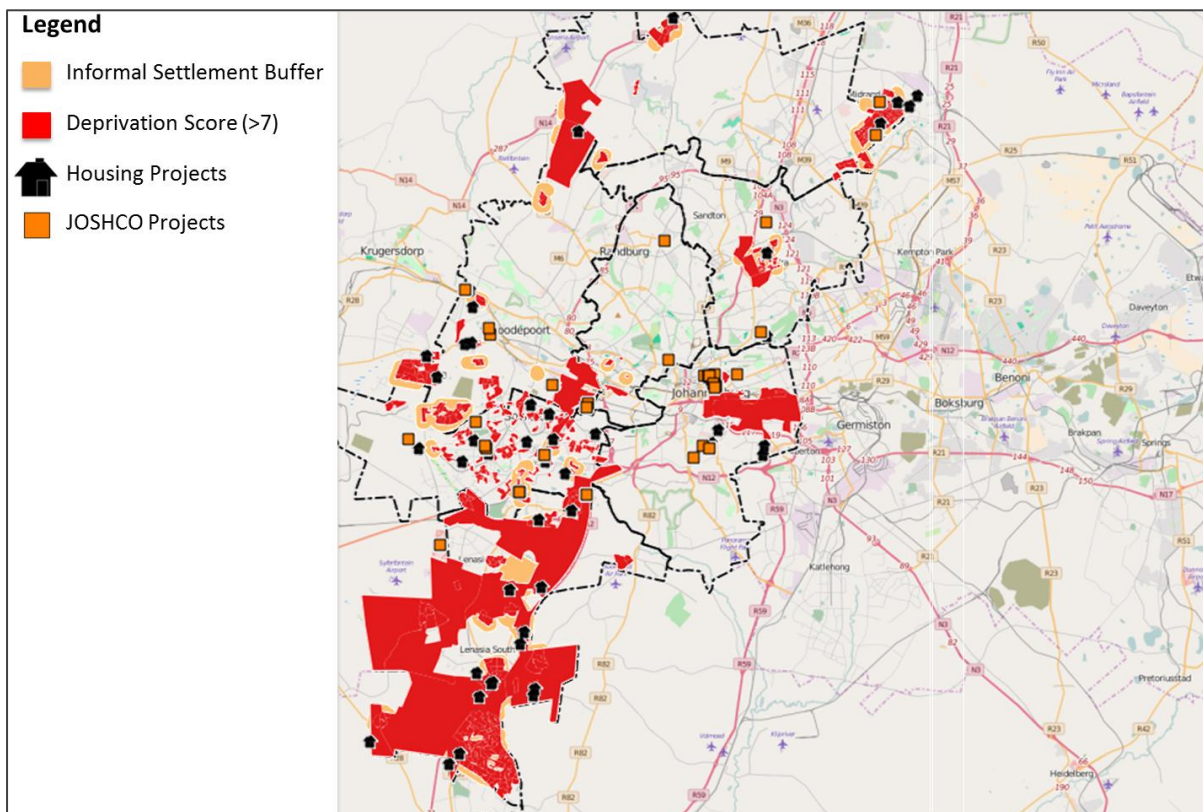


Figure 24: Housing Investment Related to Informal Settlement Area

4.3.4.2.1 Implementation

It is estimated that the City has 181 informal settlements with an estimated 167942 informal structures. From the existing CoJ informal settlement database, it was indicated that 26 informal settlements have been successfully relocated and about 45 have been formalise.

Table 3: Informal Settlements Programme from 2011 - 2016

	<i>Closing Balance 30/06/16</i>	<i>Formalised</i>	<i>Relocated</i>	<i>Delivered</i>	<i>% Delivered</i>	<i>Outstanding</i>	<i>% Outstanding</i>	<i>Opening balance 01/07/11</i>
Region A	63	1	9	10	14%	63	86%	73
Region B	3	0	0	0	0%	3	100%	3
Region C	28	1	0	1	3%	28	97%	29
Region D	23	1	10	11	32%	23	68%	34
Region E	16	0	0	0	0%	16	100%	16
Region F	11	0	1	1	8%	11	92%	12
Region G	37	42	6	48	56%	37	44%	85
Total	181	45	26	71	28%	181	72%	252

Currently the city has identified and prioritised 51 well-located informal settlements for upgrading by providing access to basic services and security tenure per beneficiary for the next MTREF (2017/18-2019/20). Annexure B (Informal Settlements Plan) details out the city's informal settlement plan with regard to the prioritised informal settlements.

Table 4: Informal Settlements Programme from 2016 - 2021

	<i>Opening Total</i>	<i>Formalised</i>	<i>Relocated</i>	<i>Delivered</i>	<i>% Delivered</i>	<i>Outstanding</i>	<i>% Outstanding</i>	<i>Upgrades</i>	<i>Relocations</i>	
									<i>To Projects</i>	<i>No Project/land</i>
Region A	63	0	0	0	0%	63	100%	19	11	33
Region B	3	0	0	0	0%	3	100%	2	1	0
Region C	28	0	1	1	4%	27	96%	17	6	4
Region D	23	0	0	0	0%	23	100%	6	8	9
Region E	16	0	0	0	0%	16	100%	1	12	3
Region F	11	0	1	1	9%	10	91%	1	0	9
Region G	37	0	1	1	3%	36	97%	5	31	0
Total	181	0	3	3	2%	178	98%	51	69	58

4.3.4.2 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).

4.3.6. 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. The SDF does not include new alterations of any nodes (district, specialist, metropolitan, local or industrial), which remain the same as the most recent boundaries approved by council. Following the approval of the SDF the city has commenced with a nodal review process, in which nodal boundary changes and additions are being considered. This process as it progresses further will include an urban potential modelling exercise, and public participation on nodal additions and/or amendments.

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.

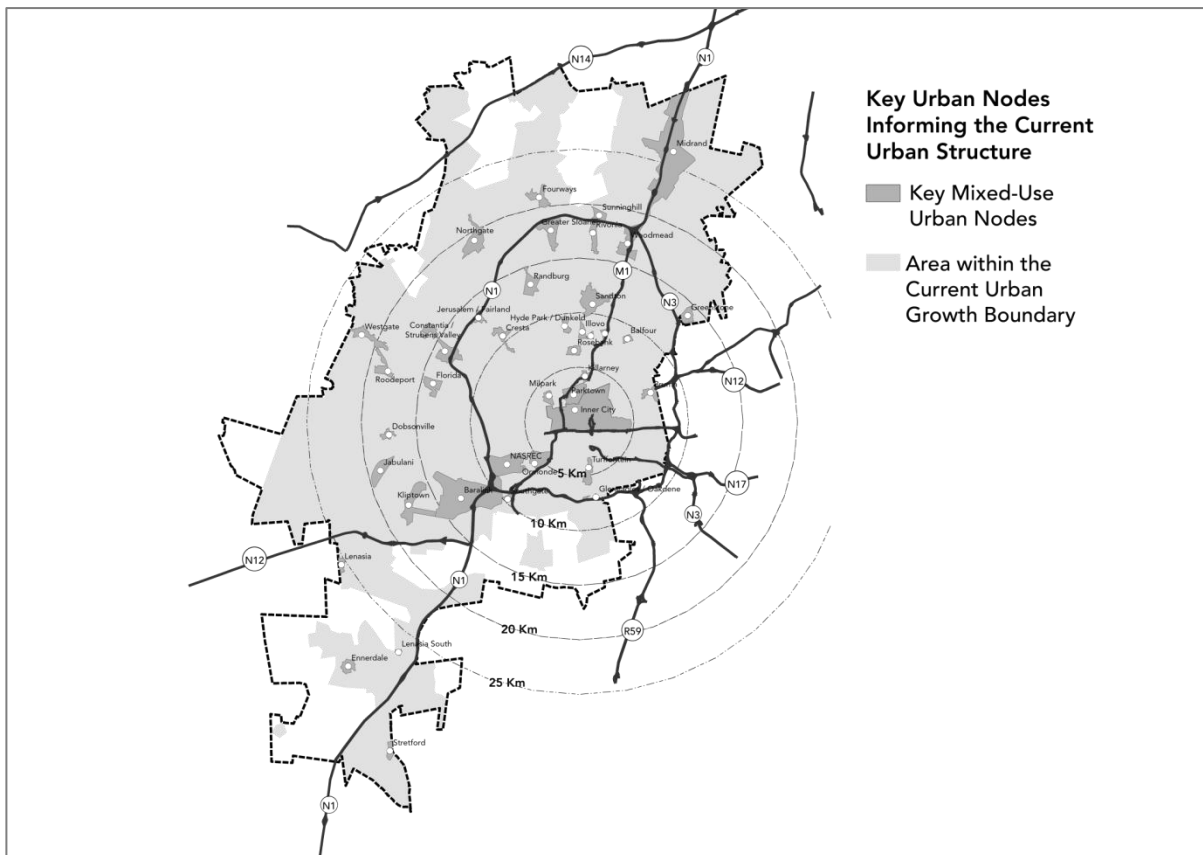


Figure 25: Urban Nodes

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:

Built Environment Performance Plan 2017/18

	CBD (Metropolitan Core)	Metropolitan Node	Regional Node	District Node	Neighbourhood Node
Description	<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>
Dynamics / characteristics of the node	<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 & 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 5:Nodal Hierarchy

Built Environment Performance Plan 2017/18

	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 6: Priority Nodal Strategy

4.3.5.2 Industrial/Specialist Nodes

Johannesburg has long been a centre for mining and over time associated manufacturing. Critically, a major transportation network emerged in the late 19th century to bring cheap labour to Joburg and to the mines and transport the mineral wealth for processing to the colonial powers. 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 available land is maximised for its highest and best use. Ultimately, it is in the City's interests to direct secondary and tertiary sectors 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 an Industrial Land Study for Johannesburg which specifies 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"> • Build-out • Sustainability • Infrastructure Capacity • Environmental Sustainability • Market Pressure/Potential • Accessibility (housing/employment) 	<ul style="list-style-type: none"> • Aeroton: Yes • Commercia / Chloorkop, Modderfontein: Yes • Linbro Park: Qualified Yes • Midrand: Yes • Kiasha Park: Yes • Kya Sand / Northlands: Qualified Yes • Anchorville / Lawley: Undetermined • Nancefield: Yes, if possible

Regeneration of Existing Industrial Node

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

Change of Zoning Away from Industrial

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

New Industrial Areas

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

4.3.5.3 Transit Oriented Development (TOD) Nodes

TOD has been identified as a priority programme with the objective to address apartheid's spatial legacy and encourage the optimal development of transit hubs across the city, that provide access to affordable accommodation, intense economic activities, transport, high quality spaces, amenities and social services.

TOD nodes are a key aspect of the compact polycentric vision for Johannesburg. Stations and other public transport facilities act not only as points for accessing public transit, but as catalysts for growth. Currently, too many stations in the city are origin points, rather than destinations. This is most clear in areas such as Soweto and Orange Farm, where the bulk of traffic leaves these areas in the morning, and returns in the afternoon. Stations should act as points of departure and arrival, and are thus promoted as areas of intensification of high density, mixed land uses.

TOD nodes are those that are specifically linked to transit facilities such as the Gautrain, Rea Vaya or PRASA Stations or major mini bus taxi hubs such as at Chris Hani Baragwanath. These nodes should ideally offer a range of mixed uses relating to the function and scale of the transit node. TOD areas have great potential for offering good quality of life through the creation of intense mixed-use precincts that can accommodate a range of economic opportunities within walking distance or through reasonable public transport trips.

TOD nodes vary in size and function. The largest TOD nodes are anchored by multi-modal stations, such as Park Station, followed by Gautrain Stations such as Park, Rosebank, Sandton and the developing Midrand and Marlboro Stations. A large number of TOD precincts are anchored by PRASA rail stations, however generally speaking, the development potential around these stations has not been realised. At a more localised scale, Rea Vaya BRT stations can contribute significantly to the achievement of TOD precincts in the City. As a matter of principle, low density, single-storey, single use developments should not be permitted by planners within TOD nodes (within walking distance of PRASA, Gautrain or BRT stations).

4.3.5.4 Neighbourhood Nodes

Neighbourhood nodes fulfil specific functions for neighbourhood residents and the functioning of neighbourhoods as a whole. Their importance is related to the provision of convenience related uses such as: social and community facilities, petrol stations with retail outlet, doctor's consulting rooms, convenience related shopping/services which may include uses such as convenience grocers, dry cleaners, butchers, local fruit and vegetable shops, shisa-nyama, restaurants, beauty parlours and hairdressers.

In many neighbourhood nodes however, the functions that exist tend to be focussed on retail uses alone, with little diversification, particularly in terms of social and community functions. Many neighbourhood nodes have developed incrementally and in an ad-hoc manner, frequently resulting in inappropriate land uses and zonings. Consequently, managing the scale of development, land use control and law enforcement becomes problematic and limits opportunities for integration and the sustainability of these nodes and the areas in which they are located. There is an increasing acknowledgement that these nodes need to be better managed.

Moving forward, it is important that a process and guidelines be put in place that can guide a transformation from neighbourhood shopping centres to real neighbourhood nodes. Such a process/guideline would need to be premised on a number of key strategic imperatives:

- Diversifying activity away from basic retail and petrol filling stations, accommodating a wider range of uses and activities that would be appropriate to a small growing nodal area, such as higher density residential opportunities, non-retail commercial functions, and importantly, social and community functions.
- Premising future nodal expansion around public transport infrastructure and services, growing the user base of the node and extending its area of influence.
- Structuring the expansion of neighbourhood nodes around an integrated public environment that connects elements, facilitates movement for motorised and non-motorised users, and provides real opportunities for place-making.

The nodal review that is currently underway will give a sound, city wide analysis of development potential across the entire Metropolitan Municipality. This grain and scale of analysis will provide good detail for developers and land use planners within the City to drive development where it will be most effective in meeting the goals of the SDF, and limit development where the opposite is true.

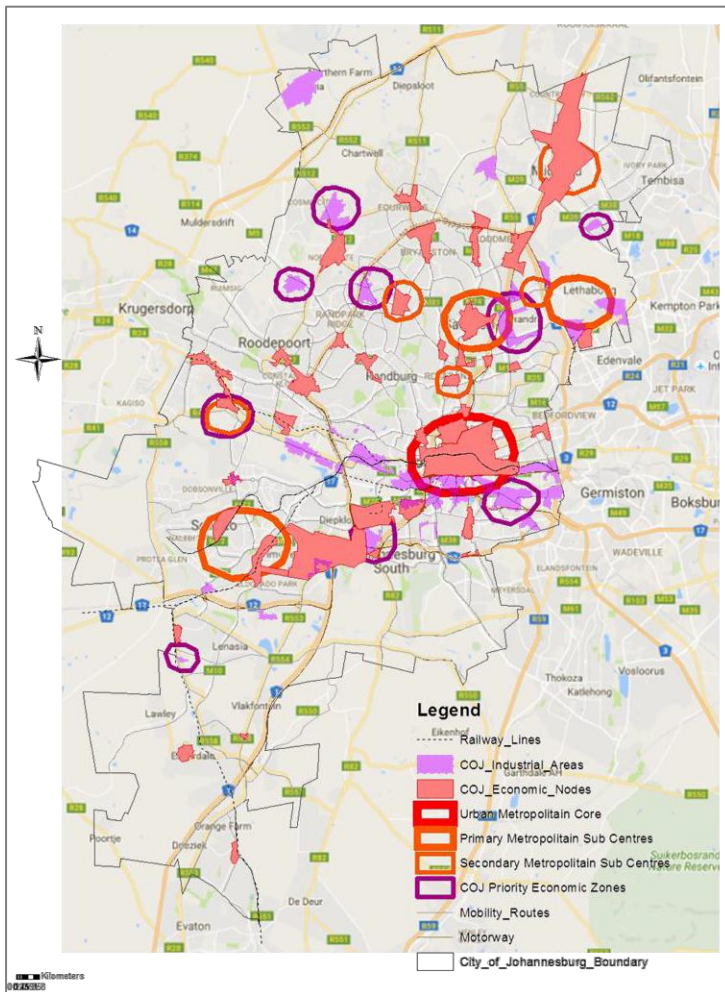


Figure 26: Investment Priority Economic Nodes

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*
Establish Additional Small and Medium Size Enterprise Hubs in the City

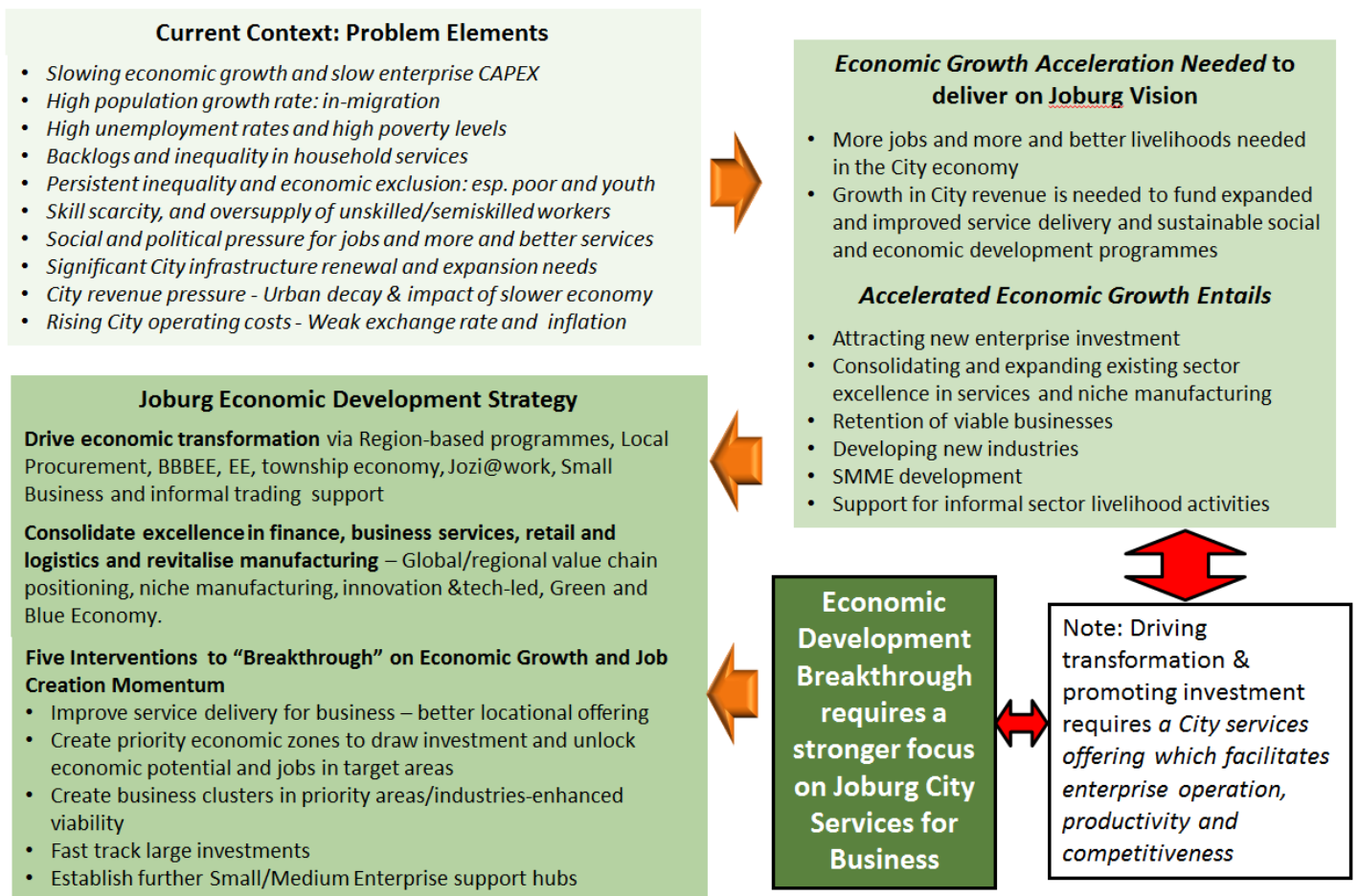


Figure 27a: Logic of the 2015 economic development strategy

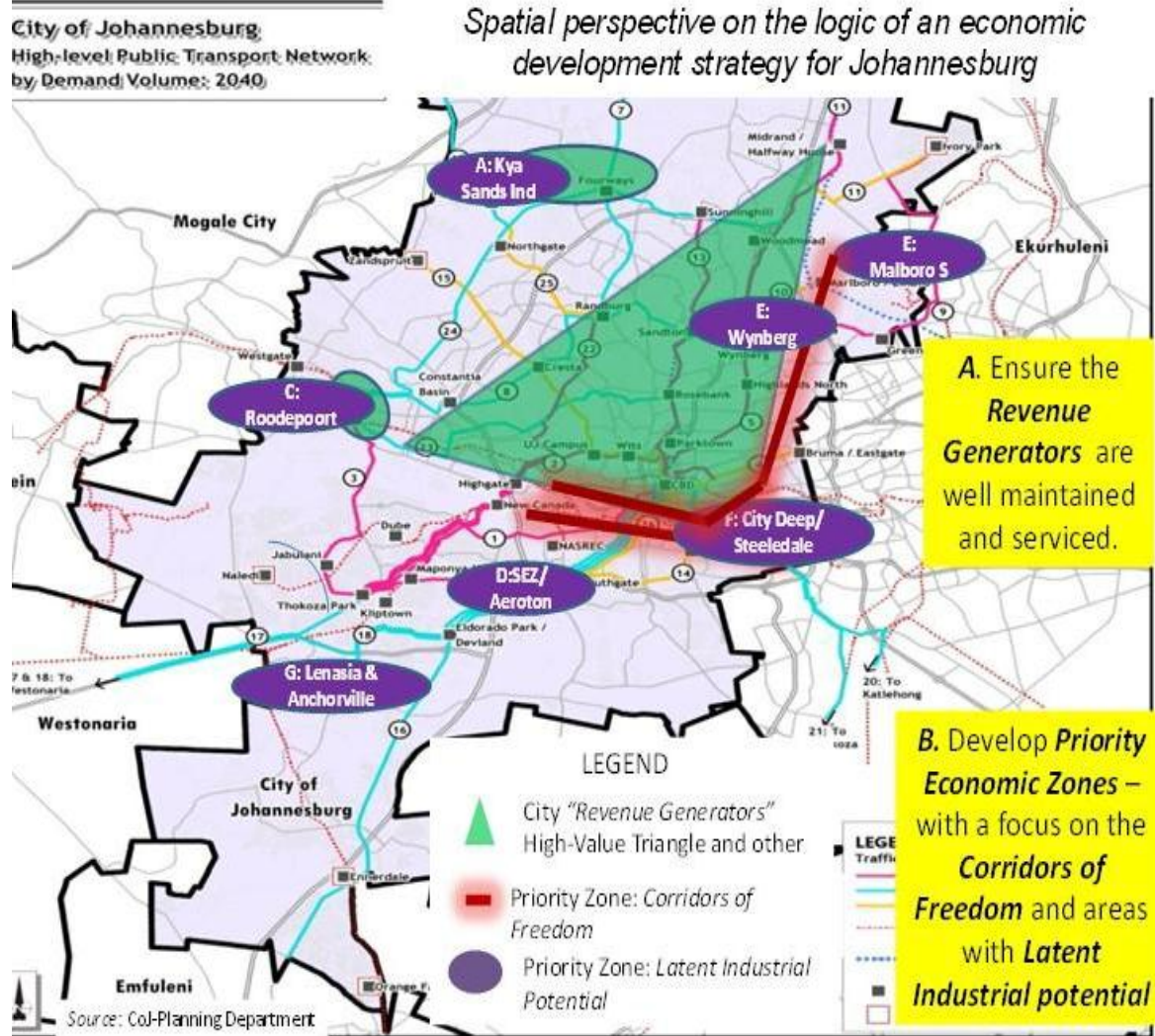


Figure 28b: Logic of the 2015 economic development spatial perspective strategy

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 7: 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	-	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
Total			R 376,733,000.00

Coordination of SIPs

The city's involvement in the Countrywide Strategic Integrated Projects (SIP), which is coordinated by the Presidential Infrastructure Coordinating Commission (PICC), is through the following initiatives:

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

The City has put so budget aside 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 together with coordinated interventions from all relevant stakeholders will be required. The champion for SIP2 within the City of Johannesburg is the Transportation Department.

5.1.2. 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 8: 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 Vlaktefontein
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 along Louis Botha Ave and Katherine Drive.

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 9: 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

6. 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:

Built Environment Performance Plan 2017/18

Node 1		
Node 1	(JHB North)-Lanseria City	Project Size
	Lion Park	15000
	Diepsloot East	15000
	Riverside View Ext 28 (CoJ)	8500
	Bonded Units	8000
Node 1 Total Yield		46500
Node 2		
Node 2	(JHB North/West)	Project Size
	ZandSpruit Honeydew (CoJ)	
	Cosmo City Phase 1	12500
	Malibongwe Ridge	5500
	Bonded Units	0
Node 2 Total Yield		18000
Node 3		
Node 3	(JHB South)	
	Southern Farms (CoJ)	43000
	South Hills (CoJ)	9510
	Kliptown-Nancefield (CoJ)	10710
	Ennerdale Ext 19 (CoJ)	5000
	Bonded Units	0
Node 3 Total Yield		68220
Node 4		
Node 4		
	Corridors of Freedom (CoJ)	10710
	Innecity regeneration (CoJ)	0
	Bonded Units	0
Node 4 Total Yield		10710
Node 5		
Node 5	New City 2	
	Rabie Ridge (CoJ)	15281
	Alex - Modderfontein - Marlboro (CoJ)	16292
	Bonded Units	30000
Node 5 Total Yield		61573
Node 6		
Node 6	New City 3	
	Lufhereng	24000
	Syferfontein	60000
	Bonded Units	
Node 6 Total Yield		84000
Node 7		
Node 7		
	Fleurhof Phase 1	10200
	Fleurhof Phase 2	8000
	Goudrand Ext 4	13200
	Bonded Units	2124
Node 7 Total Yield		33524
Total Bonded		40124
Grand Total		322527
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-Limbrow-Modderfontein	25 000
	Zandspuit-Honeydew	20 000
	South Hills	5 500
	Sub-Total	129 500

Table 10: Human Settlements Development Nodes

5. INTERGOVERNMENTAL PROJECT PIPELINE LIST

The City of Johannesburg core objective is to ensure that the implementation of intergovernmental projects across all spheres of government results in sustainable development. Table 101 highlights the various projects that are occurring at Provincial Government and SANRAL, PRASA project list will be published in April, as a result the project pipeline has been omitted. The Provincial government has included their MTEF 2017/18-2019/20 planned projects across the following sectors:

- Education
- Health
- Human Settlements
- Infrastructure development

Whilst SANRAL will be constructing the Western Freeway that is estimated to be 176.3 km. The road intersects the Mining belt through the N17 from Nasrec to Soweto with an estimate of 86.3km for the total freeway.

Table 11: Summary of Intergovernmental Project Pipeline⁷

Integration Zone	Municipal	Provincial	National	PRASA ⁸	SANRAL
Inner City	R 1 954 910 394	R807 987 000		R223 732 393	
Empire-Perth Corridor	R 517 500 000	R543 080 000			
Louis Botha Corridor	R 420 511 000	R3 000 000			
Soweto Corridor (Jabulani Hub) ⁹	R 530 103 540	R1 041 529 000			
Mining Belt	R 478 018 832	R374 357 000			R134 000 000
Turffontein Corridor	R 371 204 001	R51 273 000			
Alexandra	R 201 510 515.00	R211 010 000			

⁷ Annexure 2 provides more details on the individual projects making up the above amounts

⁸ PRASA projects includes only 2017/18 budget allocations

⁹ CoJ total includes projects only in Jabulani precinct whereas for Province it is all projects within the Soweto Corridor

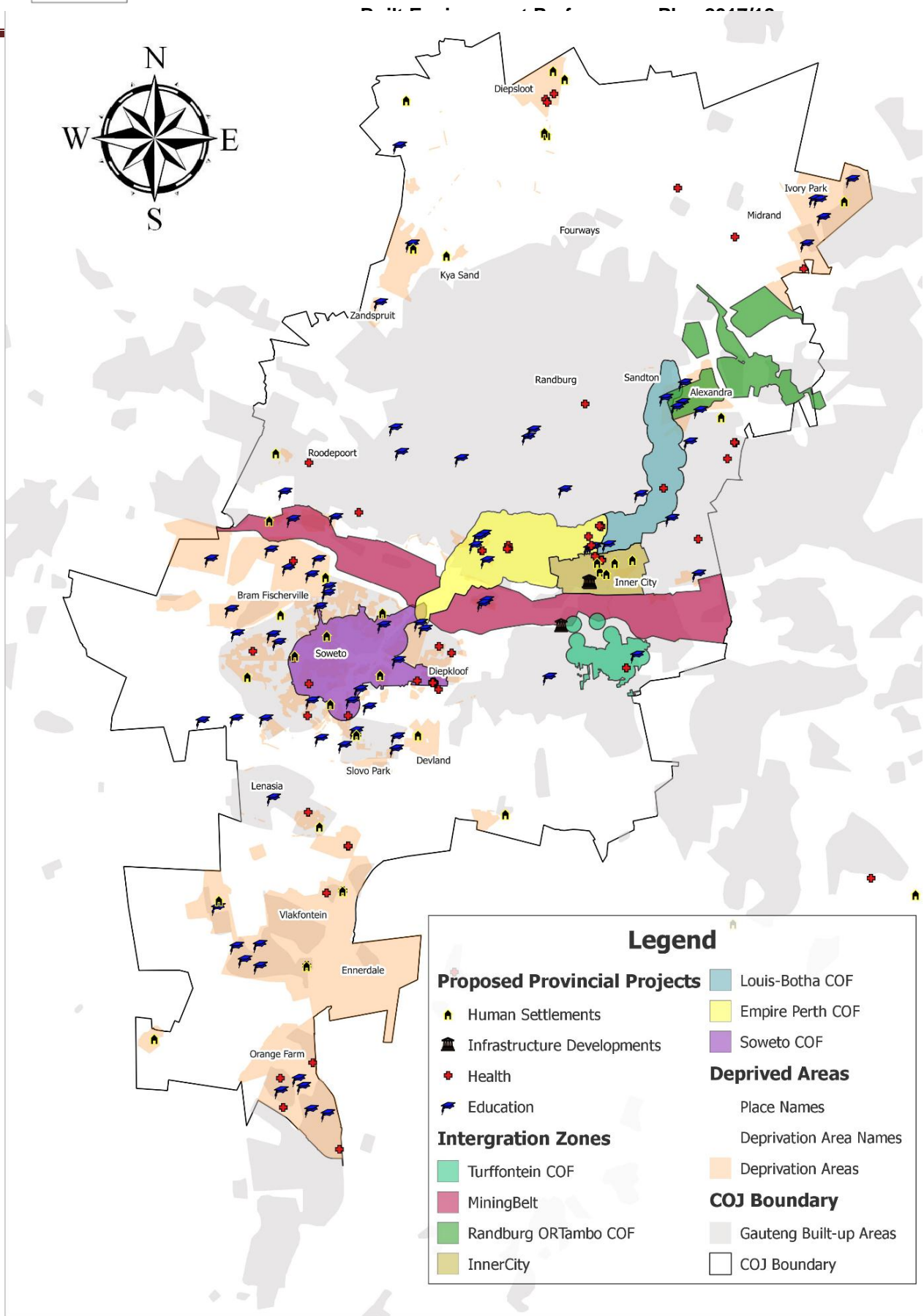


Figure 29: Spatial Representation of Provincial Projects

PART-D CAPITAL FUNDING

The City's financial development plan was developed to support the funding of the capital budget is updated annually based on changes in the underlying assumptions and key variables used as inputs. Strides have been made with regard to strategic and budget planning, operational revenue and expenditure control, and monthly operational reporting as key input to financial sustainability.

A significant amount of capital spending will come from the City's resources as a combination of its cash reserves and borrowing. Grants from provincial and national government, borrowings and service receipts remain the key sources of funding for the City's capital expenditure. The City endeavors to strike an appropriate balance on the spread and risk of various funding instruments in the interest of financial sustainability. The increased capital budget spending will further have effects on debt servicing costs, selected operational expenditure items such as contracted services, and depreciation. The updated annual FDP sets the parameters of the City's funding strategy, in terms of the level of infrastructure investments, degree of financial leverage, cash and liquidity positions, and working capital requirements for the City. To achieve the FDP targets, there needs to be a renewal and enforcement of the functioning of the appropriate structures and reporting lines and strengthening controls in areas such as billing, valuations and revenue services to improve collections and customer confidence.

The City has aligned itself to the strategic objectives of the National Government within the context of the Gauteng City Region (GCR). The City priorities are supported by the strategic objective which aims to establish the City *as a leading metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive GCR.*

The City's capital budget planning is directly aligned to the City's development strategy and priorities referred to in the Joburg 2040 Growth and Development Strategy, the Integrated Development Plan (IDP) and the Spatial Development Framework 2040 (SDF). The SDF outlines the City's spatial developmental strategy and provides the basis for Spatially Targeted Investment Areas (STIAs).

The focus for capital investment in the 2017/18 MTEF is balanced between firstly, ensuring that the current infrastructure and facilities are properly maintained and functional, and secondly, to ensure adequate investment to respond to urbanisation and growth needs.

1. Refurbishment and upgrading of existing infrastructure are prioritised in terms of the asset management plans and life cycle cost of infrastructure. The Consolidated Infrastructure Plan, (CIP), provides guidance and quantifies the need for investment in order to maintain functionality of the existing networks.
2. The focus for investment in Spatially Targeted Investment Areas, (STIAs), are as follows:
 - I. Inner City
 - II. Transit Orientated Development Corridors
 - III. Deprivation and Informal Settlement areas
 - IV. Secondary Economic Nodes

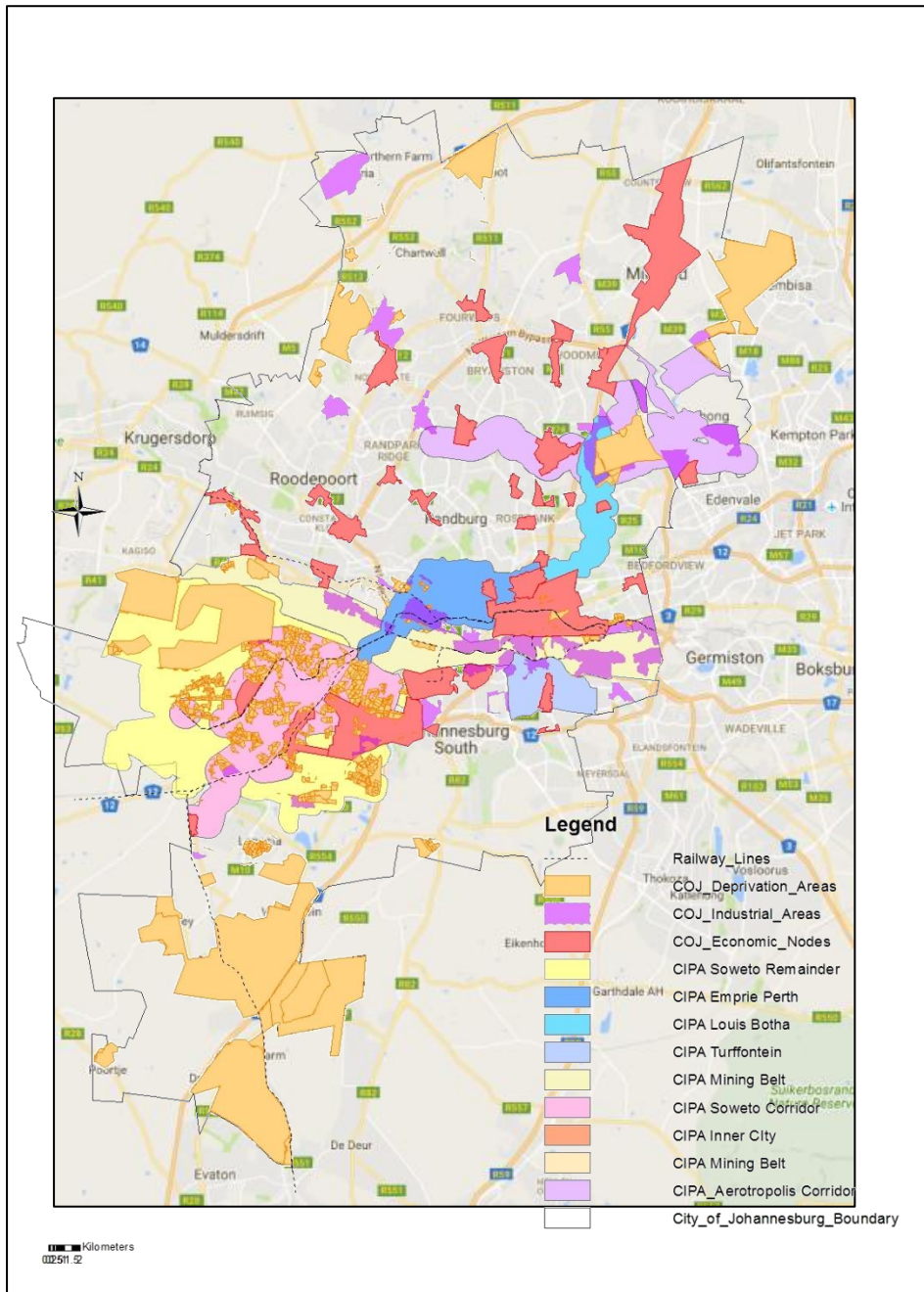


Figure 30: Spatially Targeted Investment Areas – SDF 2040 areas and key public transport corridors

Spatially Targeted Investment Areas (STIAs) receives 67% of the total MTEF capex. There is therefore a strong alignment to the strategic areas identified for development and investment, mainly the Inner City, Transit Orientated Development formerly known as Corridors of Freedom, Informal and Deprivation Areas and secondary economic nodes (Refer to Figure 31). Investment in these areas includes both refurbishment and replacement of existing infrastructure and new infrastructure. The general spatial distribution of capital projects clearly indicates alignment with the spatial development strategy of the City (Figure 32).

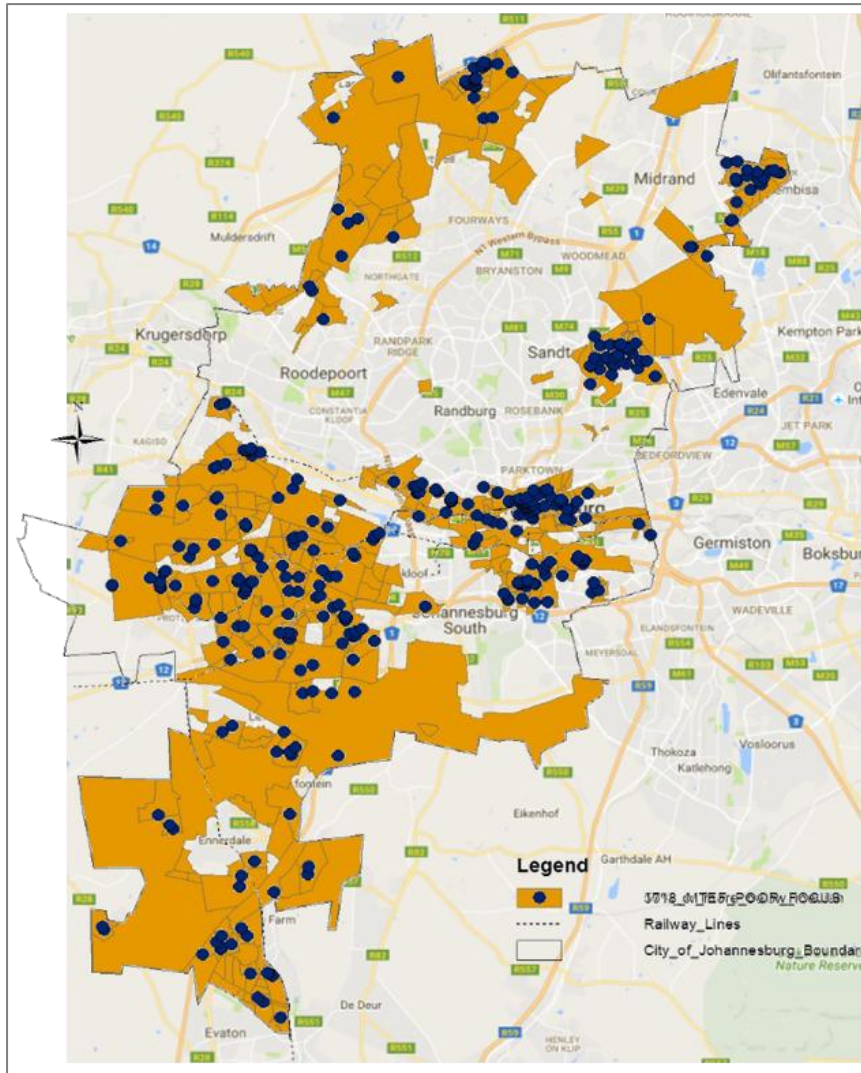


Figure 32: Investment in Poor Communiti

8.1 Inner City

Table 12: Inner City Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F	Arts; Culture and Heritage	R 6 500 000	R 3 147 021	R 4 000 000
ACH. Museum Africa Precinct upgrade NEWTOWN F	Arts; Culture and Heritage	R 4 000 000	R 4 000 000	R 4 000 000
Upgrading of Heritage Buildings in the Inner City F	Arts; Culture and Heritage	R 5 000 000	R 3 000 000	R 4 000 000
ACH - Monuments New Construction City Wide New Heritage Area BRAAMFONTEIN WERF F	Arts; Culture and Heritage	R 999 288	R 1 500 000	R 0
Innecity Parks Intervention Development and Upgrading JOHANNESBURG F Regional	City Parks	R 4 000 000	R 6 000 000	R 5 000 000
City Parks House – Building upgrade New Building Alterations JOHANNESBURG F Ward	City Parks	R 3 000 000	R 0	R 0
Upgrade John Ware sub station Renewal Bulk Infrastructure FORDSBURG F Regional	City Power	R 0	R 0	R 0
Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	City Power	R 0	R 5 000 000	R 0
Park Station to Civic Centre PEU (Park Station Regeneration)	Development Planning	R 5 000 000	R 0	R 0
Innecity Eastern Gateway	Development Planning	R 10 000 000	R 30 000 000	R 30 000 000
Fordsburg PEU	Development Planning	R 10 000 000	R 25 000 000	R 25 000 000
Mayfair PEU	Development	R 10 000 000	R 25 000 000	R 25 000 000

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	Planning			
Ghandi Square East	Development Planning	R 10 000 000	R 27 400 000	R 25 000 000
Inner City Partnership Fund	Development Planning	R 10 000 000	R 25 000 000	R 25 000 000
Hillbrow Tower Precinct	Development Planning	R 10 000 000	R 0	R 0
Innercity Core PEU (Including the Southern Parts)	Development Planning	R 50 000 000	R 30 000 000	R 30 000 000
Inner City Roadmap Economic Development Initiatives Renewal Inner City Intervention JOHANNESBURG F Regional	Economic Development	R 5 000 000	R 5 000 000	R 5 000 000
Fire Stations - Central Museum Establishment Renewal Building Alterations JOHANNESBURG A Regional	Public Safety: EMS	R 5 950 000	R 5 950 000	R 0
Braamfonteinspruit EAST Water Management Unit New Ecological Infrastructure SANDHURST EXT.4 B Regional	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 20 000 000	R 100 000 000	R 100 000 000
Inner City Eastern Gateway_Parks_Community Facilities_NMT	JDA	R 0	R 1 500 000	R 1 500 000
Inner City Eastern Gateway_high_density_residential_neighbourhoods_Ellis Park Precinct, Kazerne, Mongololo Informal Settlement	JDA	R 0	R 0	R 1 000 000
Inner City Eastern Gateway_Development Infill in existing neighbourhoods	JDA	R 0	R 0	R 1 000 000
Inner City Eastern Gateway_TOD and Movement	JDA	R 0	R 0	R 1 500 000

Corridors				
Inner City public environment and social facilities to support Affordable Housing strategy for Inner City Renewal	JDA	R 0	R 0	R 10 000 000
Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	Johannesburg Theatre Management Company	R 939 278	R 1 613 880	R 850 000
Selby Staff Hostel Redevelopment Region F	JOSHCO	R 22 300 000	R 10 000 000	R 0
Inner City Buildings Acquisitions	JOSHCO	R 30 000 000	R 80 000 000	R 76 000 000
MBV Inner City Building Upgrade Region F	JOSHCO	R 0	R 5 000 000	R 0
Nederburg Social Housing Project Region A	JOSHCO	R 28 000 000	R 0	R 0
Chelsea Inner City Building Upgrade Region F	JOSHCO	R 5 000 000	R 3 500 000	R 0
Casamia Inner City Building Upgrade Region F	JOSHCO	R 15 000 000	R 0	R 0
La Rosabel Inner City Building Upgrading Region F	JOSHCO	R 0	R 2 500 000	R 0
80 Plein Street Inner City Building Conversion Region F	JOSHCO	R 30 000 000	R 30 000 000	R 0
Rissik Street Post Office Restoration Project New Heritage JOHANNESBURG F Regional	JPC	R 40 000 000	R 40 000 000	R 20 000 000
Neighbourhood Development for Bertrams Priority Block New Building Alterations BERTRAMS F Regional	JPC	R 1 000 000	R 20 000 000	R 0
Revamping of the Informal Trading Stalls within the Inner City Renewal Operational Capex JOHANNESBURG F Ward	JPC	R 15 000 000	R 10 000 000	R 10 000 000
RESUR - Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation JOHANNESBURG F City Wide	JRA	R 5 000 000	R 10 000 000	R 20 000 000
MOB - Guardrails. Renewal Roads: Construction and Upgrades JOHANNESBURG F Regional	JRA	R 3 000 000	R 5 000 000	R 5 000 000

MOB - M2 Motorway at Main Reef Road Intersection. New Roads: Construction and Upgrades CROWN EXT.2 E Regional	JRA	R 10 000 000	R 0	R 0
Shelters for Displaced People New Skills Development Center JOHANNESBURG F City Wide	Social Development	R 9 500 000	R 2 000 000	R 2 000 000
Rec - Stabilisation of soccer fields New Community Centre JOHANNESBURG F City Wide	Sport and Recreation	R 0	R 0	R 0
Managed Lanes: Dedicated Public Transport Lanes: Inner City	Transportation	R 10 000 000	R 10 000 000	R 10 000 000
Large: Public Transport Facility Redevelopment of Karzene, NEWTOWN EXT.1 Region F	Transportation	R 100 000 000	R 0	R 0
Large Public Transport Facility: Redevelopment of Jack Mincer and/or, Carr Street, Inner City	Transportation	R 0	R 1 000 000	R 45 000 000
NR: Nodal Regeneration: Braamfontein Precinct	Transportation	R 2 000 000	R 2 500 000	R 5 000 000
Johannesburg Central:planned Replacement Watermains	Water	R 20 000 000	R 10 000 000	R 10 000 000
Rea Vaya New Bus Rapid Transit JOHANNESBURG F City Wide	Transportation	R 193 000 000	R 0	R 0

8.2 Louis Botha Corridor

Table 13: Louis Botha Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Patterson Park Renewal Park ORANGE GROVE E City Wide	City Parks	R 4 000 000	R 0	R 0
Louis Botha (City Parks) Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	City Parks	R 2 000 000	R 2 000 000	R 3 500 000
Upgrade Orchards Substation New Bulk Infrastructure ORCHARDS F Regional	City Power	R 0	R 0	R 9 000 000

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Paterson Park - stormwater & new social facilities, park and road upgradings	Development Planning	R 50 000 000	R 40 000 000	R 40 000 000
Paterson Park - Depot relocation Project	Development Planning	R 0	R 2 000 000	R 10 000 000
Watt Street Precinct, Wynberg	Development Planning	R 43 592 000	R 67 281 000	R 51 048 000
Special Development Zone	Development Planning	R 0	R 2 000 000	R 3 000 000
Installation of ambient air quality monitoring station along the corridors of freedom-Louis Botha	Environment and Infrastructure	R 0	R 0	R 2 000 000
Louis Botha Corridor of Freedom Public Places Challenge_ Upgrading of Public Environment through co-investment	JDA	R 0	R 0	R 1 000 000
CORR - Louis Botha Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New Constriction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	JDA	R 15 000 000	R 10 000 000	R 10 000 000
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	JDA	R 0	R 0	R 5 000 000
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 1 000 000
Marlboro South Light Industrial Business Hub_Skills Development Centre	JDA	R 0	R 0	R 1 500 000
Watt Street Inter-change New Housing Development WYNBERG E Regional	JPC	R 0	R 2 000 000	R 2 000 000
Erf 43-46 Victoria Ext 3(Paterson Park Node) VICTORIA EXT.3 E Regional	JPC	R 3 000 000	R 10 000 000	R 10 000 000

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Purchase & Development of land in Perth Empire, Louis Botha and Turffontein Corridors New Corridors of Freedom Intervention CORONATIONVILLE F City Wide	JPC	R 2 000 000	R 0	R 0
Louis Botha Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention	Sewer	R 10 000 000	R 0	R 0
Louis Botha - Co - Production zone for social interventions Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Social Development	R 0	R 4 300 000	R 11 000 000
Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention	Water	R 10 000 000	R 20 000 000	R 20 000 000
Rea Vaya New Bus Rapid Transit JOHANNESBURG F City Wide	Transportation	R 145 000 000	R 200 000 000	R 45 000 000

8.3 Empire Perth Corridor

Table 14: Empire Perth Corridor Projects and Budget

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Upgrading and Development of Riverlea Parks Renewal Park RIVERLEA EXT.2 B Ward	City Parks	R 0	R 2 000 000	R 0
Hurst Hill Sub-station refurbishment Renewal Bulk Infrastructure HURST HILL B Regional	City Power	R 1 000 000	R 0	R 0
Westdene Dam-precinct interventions	Development Planning	R 10 000 000	R 0	R 0
Brixton Social Cluster	Development Planning	R 60 590 000	R 45 000 000	R 40 000 000
Milpark Precinct Implementation	Development Planning	R 17 500 000	R 10 000 000	R 10 000 000
Building of EMS Commercial Academy and Ethics BRIXTON	Public Safety: EMS	R 0	R 6 150 000	R 16 100 000
Bosmontspruit Rehabilitation Renewal Ecological Infrastructure BOSMONT C Regional	Environment and Infrastructure	R 15 000 000	R 0	R 0
Installation of ambient Air Quality monitoring Stations along corridors of freedom-Empire Perth	Environment and Infrastructure	R 0	R 0	R 2 000 000
Bosmont Renewal Clinic BOSMONT B Ward	Health	R 0	R 0	R 1 000 000
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 75 000 000	R 60 000 000	R 20 000 000
Westbury Development Renewal Precinct Redevelopment WESTBURY B City Wide	JDA	R 40 000 000	R 20 000 000	R 0
Knowledge Precinct: Auckland Park Pedestrian	JDA	R 10 000 000	R 0	R 0

Crossing New Precinct Redevelopment AUCKLAND PARK B City Wide				
Penny Flats Social Housing Project Upgrade Region B	JOSHCO	R 7 000 000	R 0	R 0
Auckland Park Social Housing Project Region B.	JOSHCO	R 2 000 000	R 20 000 000	R 60 000 000
Pennyville New Canada Social Housing Project Region B	JOSHCO	R 5 000 000	R 20 000 000	R 60 000 000
Purchase & Development of land in Perth Empire, Louis Botha and Turffontein Corridors New Corridors of Freedom Intervention CORONATIONVILLE F City Wide	JPC	R 2 000 000	R 0	R 0
Lib. Brixton Library Renewal Library upgrade Corridors of Freedom Intervention WESTBURY B	Libraries	R 0	R 500 000	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 0	R 0
Brixton MPC (Rec, Sports field and pool) upgrade MAYFAIR WEST B Ward	Sport and Recreation	R 6 000 000	R 20 000 000	R 0
Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention	Water	R 15 000 000	R 15 000 000	R 13 000 000
Johannesburg Central: Perth - Empire BRT and Rail Corridor Interventions	Water	R 1 000 000	R 0	R 0

8.4 Mining Belt Corridor

Table 15: Mining Belt Projects and Budget

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Bulk supply for the electrification of Fleurhof New Electrification FLEURHOF C	City Power	R 152 758 000	R 164 468 785	R 122 207 000
Mining Belt West Development Corridor (Eastern Precinct): Technical studies on expropriation requirements, to release the necessary land to allow for new roads, road realignments and the widening of road reserves.	Development Planning	R 0	R 1 500 000	R 1 500 000
Fleurhof Urban Development Framework Interventions Implementation	Development Planning	R 2 000 000	R 10 000 000	R 20 000 000
Detailed Road Master Plan for Mining Belt West Development Corridor	Development Planning	R 5 000 000	R 25 000 000	R 25 000 000
Matholesville and Braamfischerville Urban Development Framework	Development Planning	R 0	R 1 500 000	R 0
Matholesville and Braamfischerville Urban Development Framework Interventions Implementation	Development Planning	R 0	R 0	R 3 000 000
Crown City Urban Renewal Strategy	Development Planning	R 0	R 1 500 000	R 0
Crown City Urban Renewal Interventions Implementation	Development Planning	R 0	R 0	R 2 500 000
Mining Belt East Corridor New Capex Interventions Implementation	Development Planning	R 0	R 2 000 000	R 10 000 000
Mining Land East	Development Planning	R 2 500 000	R 0	R 0

Fleurhof Mixed Development (Bulk and internal infrastructure) New Bulk Infrastructure FLEURHOF C Ward	Housing	R 60 000 000	R 0	R 0
Goudrand Rental Development New Bulk Infrastructure GOUDRAND C Ward	Housing	R 0	R 0	R 60 833 414
Matholesville New Bulk Infrastructure MATHOLESVILLE C Ward	Housing	R 10 000 000	R 0	R 0
RNP003_ Westlake Road Extension New Roads: Construction and Upgrades RAND LEASES EXT.1 C Regional	JRA	R 0	R 0	R 5 000 000
RNP005_Spencer Road New Link New Roads: Construction and Upgrades FLEURHOF C Regional	JRA	R 2 000 000	R 3 000 000	R 6 000 000
RNP040_Crownwood Road Upgrade Renewal Roads: Construction and Upgrades CROWN EXT.2 B Regional	JRA	R 10 000 000	R 24 000 000	R 20 000 000
Construction of a new MPC in Matholesville New Community Centre MATHOLESVILLE C Regional	Sport and Recreation	R 15 000 000	R 28 000 000	R 19 000 000
Roodepoort/Diepsloot: Crown Gardens Tower 1.1 MI	Water	R 10 500 000	R 0	R 0
Johannesburg Central: Crown Gardens Water Upgrade	Water	R 5 000 000	R 0	R 5 000 000

8.5 Turffontein Corridor

Table 16: Turffontein Strategic Area Projects and Budget

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Upgrading of Pioneer Park Renewal Park TURFFONTEIN F Regional	City Parks	R 5 000 000	R 0	R 0
South Hills Electrification	City Power	R 116 240 000	R 125 152 000	R 139 488 000
New Turffontein Clinic & Multi-purpose center	Development Planning	R 0	R 1 200 000	R 10 000 000
Rotunda Precinct	Development Planning	R 0	R 0	R 10 000 000
Wemmer Pan precinct implementation	Development Planning	R 0	R 1 500 000	R 5 000 000
Installation of Ambient Air Quality Monitoring Stations along the corridors of freedom-Turffontein	Environment and Infrastructure	R 0	R 0	R 2 000 000
Turffontein Corridor (Housing) Renewal Corridors of Freedom Intervention TURFFONTEIN F Regional	Housing	R 30 694 410	R 0	R 0
South Hills Housing Mixed Development New RDP Houses SOUTH HILLS F Ward	Housing	R 90 000 000	R 50 000 000	R 30 000 000
Rotunda Park Precinct Turffontein Corridor (JDA) New Precinct Redevelopment TURFFONTEIN F Regional	JDA	R 45 000 000	R 30 000 000	R 0
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 60 000 000	R 70 000 000	R 20 000 000
Wemmer Pan precinct implementation	JDA	R 0	R 1 500 000	R 30 000 000
Turffontein Social Housing Project Region F	JOSHCO	R 50 000 000	R 58 000 000	R 40 000 000

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Bellavista Estate Building Upgrade Region F	JOSHCO	R 0	R 2 500 000	R 0
Citrine Court Building Upgrade Region F	JOSHCO	R 2 500 000	R 0	R 0
Turffontein Corridor New Social Housing Project Region E	Greenfield Projects	R 1 000 000	R 2 000 000	R 3 000 000
18 Landfill - Robinson deep New waste collection TURFFONTEIN D City Wide	Pikit Up	R 0	R 0	R 2 500 000
Johannesburg Central: Turffontein Redevelopment Corridor Sewer Renewal	Sewer	R 10 000 000	R 0	R 0
NR: Nodal Regeneration: Turffontein F Regional	Transportation	R 0	R 2 000 000	R 15 000 000
Turffontein Corridor (JW: Water) Renewal Corridors of Freedom Intervention	Water	R 10 000 000	R 10 000 000	R 10 000 000

8.6 Soweto Corridor

Table 17: Soweto Corridor Projects and Budget

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Build new 275kV Intake Station to replace Orlando 88kV switch yard. New Bulk Infrastructure RIVASDALE D City Wide	City Power	R 47 636 000	R 65 000 000	R 50 518 300
Electrification of Elias Motswaledi. New Electrification POWER PARK D Ward	City Power	R 20 000 000	R 0	R 0
Jabulani Electrification	City Power	R 46 990 000	R 51 436 000	R 53 984 000
Noordgesig - Social Precinct Implementation	Development Planning	R 43 000 000	R 30 000 000	R 15 000 000
Jabulani Cultural Precinct	Development Planning	R 0	R 0	R 20 000 000
Jabulani Precinct Upgrades	Development Planning	R 79 523 000	R 46 867 000	R 46 867 000

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Naledi clinic New Building NALEDI D	Health	R 1 000 000	R 15 000 000	R 15 000 000
Elias Motsoaledi New Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	Housing	R 0	R 0	R 1 904 257
Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	Housing	R 15 000 000	R 50 000 000	R 0
Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	Housing	R 20 000 000	R 0	R 0
Kliptown Renewal Precinct Redevelopment (Walter Sisulu Square) KLIPSPRUIT EXT.4 D Ward	JDA	R 14 000 000	R 10 000 000	R 0
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	JDA	R 0	R 0	R 1 000 000
Jabulani Station Renewal Nodal Transportation Facilities	JDA	R 30 000 000	R 500 000	R 20 000 000
Nancefield Station Precinct Development New Precinct Redevelopment KLIPSPRUIT D Regional	JDA	R 20 000 000	R 15 000 000	R 0
Soweto Theatre - Building Renovations and upgrades JABULANI D	Johannesburg Theatre Management Company	R 154 043	R 660 184	R 1 122 313
Dobsonville Informal Trading Market Upgrading and construction of Informal Trading Facility New Informal trading Stalls DOBSONVILLE D Ward	JPC	R 1 459 000	R 0	R 0
Orlando Ekhaya Waterfront Development Renewal Park ORLANDO EKHAYA D Regional	JPC	R 3 000 000	R 0	R 0
Jabulani CBD Precinct development New Operational Capex JABULANI D Ward	JPC	R 3 000 000	R 20 000 000	R 0
CATCH 215 - Kliptown Stormwater Upgrade (Phase 10): Low Level Bridge. Renewal Stormwater Management Projects KLIPSPRUIT WEST EXT.1 D Ward	Catchments	R 15 000 000	R 20 000 000	R 0
RESUR - Resurfacing of Soweto Highway. Renewal Roads:	JRA	R 2 000 000	R 5 000 000	R 10 000 000

Rehabilitation ORLANDO D City Wide				
MISCL - Pedestrian Bridge in Klipspruit West. New Bridges (Pedestrian and Vehicles) KLIPSPRUIT WEST D Ward	JRA	R 5 000 000	R 0	R 0
CATCH - Implementation of CBP Stormwater Masterplanning: Soweto. New Stormwater Management Projects ORLANDO WEST D Regional	JRA	R 15 000 000	R 20 000 000	R 35 600 000
Rec - Upgrading of the People With Disabilities (PWD) access in community facilities Renewal Skills Development Center PHIRI D City Wide	Social Development	R 1 000 000	R 0	R 0
Construction of a new MPC in Phiri New Community Centre PHIRI D Ward	Sport and Recreation	R 0	R 25 940 000	R 43 000 000
Upgrading of Meadowlands Stadium Renewal Community Centre MEADOWLANDS D Ward	Sport and Recreation	R 7 000 000	R 0	R 0
Orlando Ekhaya New Community Centre ORLANDO EKHAYA D Ward	Sport and Recreation	R 0	R 0	R 0
COMPL: Sidewalk Improvements: Naledi Station New Nodal Transport Facilities NALEDI D Regional	Transportation	R 0	R 0	R 0
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	Transportation	R 2 000 000	R 5 000 000	R 5 000 000
PTF Transport Facility Design and Construction of Naledi Intermodal Facility New Nodal Transport Facilities NALEDI D Regional	Transportation	R 0	R 0	R 0
Soweto: Dobsonville Reservoir 15MI	Water	R 0	R 2 000 000	R 0

8.7 Soweto Remainder

Table 18: Soweto Remainder Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Park development in Protea Glen New Park PROTEA GLEN D Ward	City Parks	R 0	R 2 000 000	R 5 000 000
Park development in Emndeni New Park EMDENI D Ward	City Parks	R 0	R 2 000 000	R 0
Electrification of Lufhereng New Electrification LUFHERENG D Ward	City Power	R 127 353 000	R 147 117 215	R 121 045 600
Protea Glen Electrification Project	City Power	R 27 312 000	R 0	R 0
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	Health	R 1 000 000	R 15 000 000	R 15 000 000
Bophelong Clinic	Health	R 0	R 28 000 000	R 2 000 000
Informal Settlements Region D	Housing	R 0	R 0	R 6 875 261
Devland Ext 1,27,30,31&33 Roads and Related Stormwater New Bulk Infrastructure DEVLAND EXT.1 D Ward	Housing	R 70 000 000	R 0	R 0
Lufhereng Mixed Development (Bulk, Link & Internal Infrastructure Roads, Storm Water Management Systems, Sewer & Water for 24 000 houses)	Housing	R 168 193 000	R 216 204 000	R 200 000 000
Lufhereng Social Housing Project Region D	JOSHCO	R 40 000 000	R 45 000 000	R 40 000 000
Devland Golden Highway Social Housing Project Region D	JOSHCO	R 30 000 000	R 40 000 000	R 0
MISCL - Tarring of Gravel Roads: Doornkop/Thulani. New Roads: Construction and Upgrades DOORNKOP D Ward	JRA	R 21 000 000	R 26 000 000	R 52 399 500
MISCL - Tarring of Gravel Roads: Tshepisong. New	JRA	R 20 000 000	R 30 000 000	R 35 000 000

Roads: Construction and Upgrades TSHEPISONG C Ward				
MISCL: Pedestrian Bridge in Slovo Park (also Ashanti). New Bridges (Pedestrian and Vehicles) CORONATIONVILLE B Ward	JRA	R 10 000 000	R 0	R 0
MISCL - Tarring of Gravel Roads: Protea South. New Roads: Construction and Upgrades PROTEA SOUTH EXT.1 G Ward	JRA	R 15 000 000	R 30 000 000	R 35 000 000
Soweto: Protea Glen Sewer Upgrade	Sewer	R 0	R 5 000 000	R 5 000 000
PTF: Small Public Transport Facilities: Tshepisoong	Transportation	R 1 500 000	R 0	R 15 000 000
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	Transportation	R 25 000 000	R 0	R 0
Soweto: Doornkop West Reservoir 50MI	Water	R 0	R 5 000 000	R 2 000 000
Soweto: Protea Glen Water Upgrade	Water	R 2 000 000	R 9 000 000	R 0

8.7 Category 3 Deprivation Area (Greater Orange Farm)

Table 19: Category 3 Deprivation Areas Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
New Parks Development in Stretford (Orange Farm) New Park STRETFORD EXT.5 G Ward	City Parks	R 4 000 000	R 500 000	R 0
New service connections New Service Connections LENASIA EXT.1 G Regional	City Power	R 13 250 000	R 14 500 000	R 15 000 000
Electrification of Lehae phase 2 New Electrification LEHAE G Ward	City Power	R 20 000 000	R 0	R 0
Lehae Training Academy	Public Safety: EMS	R 6 000 000	R 5 348 550	R 0
Lehae Fire Station	Public Safety: EMS	R 5 240 800	R 0	R 0
Building of EMS training academy for the City of Johannesburg New Building LEHAE EXT.1 G City Wide	Public Safety: EMS	R 1 000 000	R 1 000 000	R 0
Mountainview Clinic New Clinic FINETOWN G Ward	Health	R 0	R 0	R 1 000 000
Ennerdale Ext 2	Housing	R 0	R 0	R 23 200 000
Poortjie Dark City (3000) New Bulk Infrastructure POORTJIE G Ward	Housing	R 15 000 000	R 40 000 000	R 50 000 000
Kanana Park Ext 1 (788) New Bulk Infrastructure KANANA PARK EXT.1 G Ward	Housing	R 15 000 000	R 45 000 000	R 30 000 000
Vlaktefontein Ext 2 (872) New Bulk Infrastructure VLAKFONTEIN EXT.2 G Ward	Housing	R 0	R 0	R 0
Vlaktefontein Ext 3 (2045) New Bulk Infrastructure VLAKFONTEIN EXT.3 G Ward	Housing	R 20 000 000	R 40 000 000	R 0

Finetown Proper (1878 stands) New Bulk Infrastructure FINETOWN G Ward	Housing	R 15 000 000	R 15 000 000	R 0
Kanana Park Ext 3,4 & 5 New Bulk Infrastructure KANANA PARK EXT.3 G Ward	Housing	R 15 000 000	R 50 000 000	R 67 000 000
Drieziek Ext.3 (2989) New Bulk Infrastructure DRIEZIEK EXT.3 G Ward	Housing	R 20 000 000	R 50 000 000	R 50 000 000
Drieziek Ext.5 (1540) New Bulk Infrastructure DRIEZIEK EXT.5 G Ward	Housing	R 20 000 000	R 40 000 000	R 10 000 000
Ennerdale South (1902 stands) (Formerly Finetown Proper) New Bulk Infrastructure ENNERDALE G Ward	Housing	R 15 000 000	R 30 000 000	R 0
Lehae Ext 1: Development of Bulk Link and Internal Infrastructure	Housing	R 130 000 000	R 0	R 0
Lawley New Bulk Infrastructure LAWLEY EXT.1 G Regional	Housing	R 0	R 0	R 412 616
Lakeside Ext 3,4 & 5: Roads and Bulk Stormwater Systems New Bulk Infrastructure	Housing	R 30 000 000	R 40 000 000	R 80 000 000
Orange Farm and Weilers Farm (Kanana Park) Development Renewal Precinct Redevelopment REGION G	JDA	R 0	R 1 000 000	R 15 000 000
Lenasia Social Housing Project Region G	JOSHCO	R 0	R 5 000 000	R 5 000 000
MISCL - Tarring of Gravel Roads: Orange Farm and Surrounding Areas. New Roads: Construction and Upgrades ORANGE FARM G Ward	JRA	R 25 000 000	R 50 000 000	R 35 000 000
RNP004_James Street Extension. New Roads: Construction and Upgrades ENNERDALE G Regional	JRA	R 2 000 000	R 3 000 000	R 0
CONV - Conversion of Open Drains to Underground/Covered Drains in Orange Farm and Surrounding Areas. Renewal Stormwater Management Projects ORANGE FARM G Ward	JRA	R 10 000 000	R 20 000 000	R 30 000 000

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MISCL - Tarring of Gravel Roads: Lawley. New Roads: Construction and Upgrades LAWLEY EXT.1 G Ward	JRA	R 25 000 000	R 30 000 000	R 35 000 000
MISCL - Tarring of Gravel Roads: Drieziek. New Roads: Construction and Upgrades DRIEZIEK G Ward	JRA	R 22 254 000	R 26 273 000	R 35 000 000
MISCL - Tarring of Gravel Roads: Poortjie. New Roads: Construction and Upgrades POORTJIE G Ward	JRA	R 25 000 000	R 30 000 000	R 35 000 000
Lehae MPC New Construction LEHAE G	Libraries	R 18 000 000	R 42 853 000	R 32 499 362
Lib - Stretford Library New Library STRETFORD EXT.3 G	Libraries	R 0	R 0	R 0
Orange Farm/ Deep south: Planned Replacement Sewermains	Sewer	R 10 000 000	R 20 000 000	R 10 000 000
Orange Farm/ Deep south: Lakeside Sewer Upgrade	Sewer	R 1 700 000	R 0	R 0
Orange Farm/ Deep South: Orange farm Sewer Upgrade	Sewer	R 0	R 0	R 1 000 000
Ennerdale Works: Infrastructure renewal plan	Sewer	R 170 000	R 0	R 0
Orange Farm (Drieziek/Poortjie) MPC New Construction G Regional	Sport and Recreation	R 13 999 999	R 22 000 000	R 43 000 000
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	Transportation	R 25 000 000	R 0	R 0
PTF: Transfer Facility: Lenasia Scholar Transport Interchange	Transportation	R 0	R 2 000 000	R 25 000 000
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	Transportation	R 25 000 000	R 0	R 0
Small: Public Transport Facility in Zakariya Park Region G	Transportation	R 22 000 000	R 0	R 0
Orange farm/Deep south: Ennerdale Water Upgrade	Water	R 5 000 000	R 0	R 0
Orange Farm/ Deep South: Planned Replacement Watermains	Water	R 20 000 000	R 10 000 000	R 25 527 645

8.8 Ivory Park

Table 20: Ivory Park Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Mayibuye Park	City Parks	R 0	R 3 000 000	R 0
Rehabilitation of Ivory Park Water Management Unit (J-IPWMU)	Environment and Infrastructure	R 0	R 0	R 5 000 000
Hikensile Clinic Renewal Clinic IVORY PARK EXT.9 A Ward	Health	R 0	R 800 000	R 10 000 000
EBONY PARK Renewal Clinic EBONY PARK A Ward	Health	R 22 230 000	R 0	R 0
Rabie Ridge Ptn 1075 & 1345 New Bulk Infrastructure RABIE RIDGE A Ward	Housing	R 15 000 000	R 0	R 10 000 000
Ivory Park UDF_ Development_ Catalytic Node infrastructure projects	JDA	R 8 500 000	R 0	R 0
Ivory Park Social Housing Project Region A	JOSHCO	R 1 000 000	R 3 000 000	R 20 000 000
Rabie Ridge Social Housing Project Region A	JOSHCO	R 0	R 0	R 90 600 000
MISCL - Tarring of Gravel Roads: Ivory Park and Surrounding Areas. New Gravel Road IVORY PARK EXT.9 A Ward	JRA	R 25 000 000	R 30 000 000	R 35 000 000
CONV - Conversion of Open Drains to Underground/Covered Drains in Ivory Park and surrounding areas. Renewal Stormwater Management Projects IVORY PARK EXT.7 A Ward	JRA	R 10 000 000	R 10 000 000	R 10 000 000
MISCL - Pedestrian Bridge in Kaalfontein New Bridges (Pedestrian and Vehicles) KAALFONTEIN EXT.2 A Ward	JRA	R 6 000 000	R 0	R 0
BRID - Bridge Upgrade: Ivory Park Renewal Bridges (Pedestrian and Vehicles) IVORY PARK EXT.10 A Ward	JRA	R 0	R 0	R 2 000 000
MISCL - Tarring of Gravel Roads: Kaalfontein. New Roads: Construction and Upgrades KAALFONTEIN	JRA	R 25 000 000	R 30 000 000	R 35 000 000

EXT.2 A Ward				
MISCL - Tarring of Gravel Roads: Mayibuye. New Roads: Construction and Upgrades COMMERCIA A Ward	JRA	R 25 000 000	R 30 000 000	R 35 000 000
Midrand: Ivory Park North Upgrade Sewer	Sewer	R 0	R 0	R 4 500 000
Kaalfontein MPC New Construction KAALFONTEIN EXT.1 A Regional	Sport and Recreation	R 17 000 000	R 30 865 900	R 18 000 000
RABIE RIDGE Sport Centre New Construction	Sport and Recreation	R 16 000 000	R 0	R 0
Aqua - Construction of the IVORY PARK new swimming pool EXT.2 A Ward	Sport and Recreation	R 13 000 000	R 0	R 0

8.9 Category 2 Deprivation Areas (Greater Diepsloot, Soweto-Outer, Braamfischer/Slovovile and Cosmo City)

Table 21: Category 2 Deprivation Areas Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Greater Diepsloot Urban Development Framework	Development Planning	R 0	R 0	R 2 000 000
Diepsloot East River Side Park New Ecological Infrastructure DIEPSLOOT WES A Ward	Environment and Infrastructure	R 10 000 000	R 0	R 0
Rehabilitation of the Diepsloot Water Management Unit (J-DWMU)	Environment and Infrastructure	R 0	R 0	R 2 000 000
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc)	Health	R 0	R 800 000	R 10 000 000

SIPHUMLILE Renewal Clinic ROODEPOORT C	Health	R 0	R 800 000	R 2 000 000
Bophelong Clinic	Health	R 0	R 28 000 000	R 2 000 000
COSMO CITY PHASE 2 (MALIBONGWE RIDGE) New Bulk Infrastructure COSMO CITY C Regional	Housing	R 30 000 000	R 254 796 000	R 128 000 000
Diepsloot Redevelopment Northern Farms New Bulk Infrastructure DIEPSLOOT A.H. A Regional	Housing	R 134 000 000	R 62 000 000	R 0
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward	Housing	R 20 000 000	R 21 500 000	R 117 399 500
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	JDA	R 20 000 000	R 20 000 000	R 10 000 000
Zandspruit Civic Node Development Renewal Precinct Redevelopment Zandspruit REGION C	JDA	R 0	R 1 500 000	R 30 000 000
MISCL - Tarring of Gravel Roads: Diepsloot. New Roads: Construction and Upgrades DIEPSLOOT WEST EXT.3 A Ward	Gravel Roads	R 21 000 000	R 26 000 000	R 50 000 000
MISCL - Tarring of Gravel Roads: Bram Fischerville. New Roads: Construction and Upgrades BRAM FISCHERVILLE D Ward	Gravel Roads	R 21 000 000	R 24 000 000	R 50 000 000
CONV - Conversion of Open Drains to Underground/Covered Drains in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	Networks	R 9 500 000	R 10 000 000	R 10 000 000
MISCL - Pedestrian Bridge in Diepsloot (No. 4) New Bridges (Pedestrian and Vehicles) DIEPSLOOT WES EXT.2 A Ward	Bridges	R 6 000 000	R 0	R 0
MISCL - Tarring of Gravel Roads: Slovoville New Roads: Construction and Upgrades SLOVOVILLE D Ward	Gravel Roads	R 25 000 000	R 30 000 000	R 35 000 000

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Tarring of Zandspruit Access Road	JRA	R 4 000 000	R 5 000 000	R 5 000 000
16 Landfill - Kya Sands New waste collection KYA SAND EXT.48 C City Wide	Landfill sites compliance,upgrades and new	R 0	R 0	R 2 500 000
WWTW: Northerm Farm - Dam Repair	Sewer	R 0	R 0	R 1 000 000
Northern Works: Digesters Number 4	Sewer	R 0	R 10 000 000	R 10 000 000
Northern Works: Unit 4: Replacement of Electromechanical	Sewer	R 0	R 5 000 000	R 20 000 000
Northern works: Unit 5 mod 2	Sewer	R 10 000 000	R 30 000 000	R 80 000 000
Northern Works: Unit 3 Module 3 refurbish clarifier	Sewer	R 5 000 000	R 0	R 0
Northern Works: Belt Presses New #4	Sewer	R 0	R 3 000 000	R 15 000 000
Northern Works: Infrastructure renewal	Sewer	R 0	R 10 000 000	R 15 000 000
Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge	Sewer	R 20 000 000	R 50 000 000	R 50 000 000
Northern Works: Unit 4 liquor treatment	Sewer	R 0	R 25 000 000	R 10 000 000
Northern Works: Desludge and line Dam 02	Sewer	R 0	R 5 000 000	R 10 000 000
Northern Works: Unit 3 electro mech/ cabling bios 1 and 3	Sewer	R 13 500 000	R 0	R 0
Diepsloot West MPC New Construction	Sport and Recreation	R 0	R 0	R 15 000 000
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward	Sport and Recreation	R 0	R 0	R 15 000 000
NR: Nodal Regeneration: Diepsloot Region A	Transportation	R 0	R 2 000 000	R 10 000 000

8.10 Alexandra

Table 22: Alexandra Projects and Budgets

PROJECT NAME	DIVISION	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Installation of new service connections New Service Connections ALEXANDRA EXT.63 E Regional	City Power	R 10 413 000	R 995 000	R 1 500 000
Development of SIPF in Alexandra	Economic Development	R 5 000 000	R 0	R 0
Fire Station - Alexandra and 'Be Safe Centre' New Building ALEXANDRA EXT.25 E Regional	Public Safety: EMS	R 2 000 000	R 2 000 000	R 0
Jukskie Alexandra Water Management Unit New Ecological Infrastructure ALEXANDRA EXT.36 E Regional	Environment and Infrastructure	R 5 000 000	R 0	R 0
Madala Hostel Redevelopment	Housing	R 0	R 0	R 101 510 515
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	Housing	R 15 000 000	R 20 000 000	R 0
Linear Markets New Building Alterations ALEXANDRA EXT.45 E Regional	JDA	R 0	R 10 000 000	R 10 000 000
Pedestrian Bridge Vincent Tshabalala Road New Bulk Infrastructure FAR EAST BANK EXT.9 E	JDA	R 10 000 000	R 15 000 000	R 0
Development of open Space New Precinct Redevelopment ALEXANDRA EXT.53 E	JDA	R 0	R 0	R 2 000 000
Marlboro Industrial Rented Housing New RDP Flats ALEXANDRA EXT.18 E	JDA	R 0	R 0	R 1 000 000
Banakekelen Hospice New Clinic ALEXANDRA	JDA	R 0	R 1 000 000	R 5 000 000

EXT.38 E Ward				
Alexandra Hostel Redevelopment (M1) Renewal Building Alterations ALEXANDRA EXT.9 E Ward	JDA	R 0	R 0	R 2 000 000
Alfred Nzo road widening New Bulk Infrastructure ALEXANDRA EXT.24 E Ward	JDA	R 0	R 0	R 1 000 000
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E	JDA	R 7 000 000	R 20 000 000	R 0
Old Ikage housing development New Building Alterations ALEXANDRA EXT.57 E Ward	JDA	R 0	R 0	R 0
Alexandra UDF_Implementaton_of the Alex Land Agreement	JDA	R 0	R 1 500 000	R 30 000 000
Alexandra Sports and Youth Development _SAFA Safe Hub Facility	JDA	R 8 500 000	R 0	R 0
Distribution Centres for Alexandra, Orange Farm, Diepsloot	Building and Services	R 0	R 2 000 000	R 0

8.9.1 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 23: 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 100 000 000	R 0	R 0	R 100 000 000
Rea Vaya New Bus Rapid Transit JOHANNESBURG F City Wide	Transportation	R 193 000 000	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0

9.2 Louis Botha Corridor

Table 24: Louis Botha Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Watt Street Precinct, Wynberg	Development Planning	R 43 592 000	R 0	R 0	R 67 281 000	R 0	R 0	R 51 048 000	R 0	R 0
Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention	JHB Water	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 20 000 000
Rea Vaya New Bus Rapid Transit JOHANNESBURG F City Wide	Transportation	R 145 000 000	R 0	R 0	R 200 000 000	R 0	R 0	R 45 000 000	R 0	R 0

9.3 Empire Perth Corridor

Table 25: Perth Empire by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Brixton Social Cluster	Development	R 25 590 000	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0
	Planning									

9.4 Mining Belt

Table 26: Mining Belt by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Bulk supply for the electrification of Fleurhof New Electrification FLEURHOF C	City Power	R 152 758 000	R 0	R 0	R 164 468 785	R 0	R 0	R 122 207 000	R 0	R 0
Fleurhof Mixed Development (Bulk and internal infrastructure) New Bulk Infrastructure FLEURHOF C Ward	Housing	R 0	R 0	R60 000 000	R 0	R 0	R 0	R 0	R 0	R 0
Matholesville New Bulk Infrastructure MATHOLESVILLE C Ward	Housing			R10 000 000						
Goudrand Rental Development New Bulk Infrastructure GOUDRAND C Ward	Housing									R 60 833 414
Construction of a new MPC in Matholesville New Community Centre MATHOLESVILLE C	Sport and Recreation			R28 000 000						R19 000 000

Regional										
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9.5 Turffontein

Table 27: Turffontein Corridor Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
South Hills Housing Mixed Development New RDP Houses SOUTH HILLS F Ward	Housing	R 0	R 0	R 90 000 000	R 0	R 0	R 50 000 000	R 0	R 0	R 30 000 000
South Hills Electrification	City Power	R 116 240 000			R 125 152 000			R 139 488 000		

9.6 Soweto Corridor

Table 27: Soweto Corridor Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Build new 275kV Intake Station to replace Orlando 88kV switch yard. New Bulk Infrastructure RIVASDALE D City Wide	City Power	R 0	R 0	R 9 621 877	R 0	R 0	R 0	R 0	R 0	R 0
CATCH 215 - Kliptown Stormwater Upgrade (Phase 10): Low Level Bridge. Renewal Stormwater Management Projects KLIPSPRUIT WEST EXT.1 D Ward	JRA	R 0	R 0	R 15 000 000	R 0	R 0	R 20 000 000	R 0	R 0	R 0
Construction of a new MPC in Phiri New Community Centre PHIRI D Ward	Community Development	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 42 000 000
Meadowlands Hostel Renewal Building Alterations	Housing	R 0	R 0	R 20 000 000	R 0	R 0	R 0	R 0	R 0	R 0

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MEADOWLANDS D Ward										
MISCL - Pedestrian Bridge in Klipspruit West. New Bridges (Pedestrian and Vehicles) KLIPSPRUIT WEST D Ward	JRA	R 0	R 0	R 5 000 000	R 0	R 0	R 0	R 0	R 0	R 0
Elias Motsoaledi New Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	Housing	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 1 904 257
Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	Housing	R 0	R 0	R 15 000 000	R 0	R 0	R 50 000 000	R 0	R 0	R 0
RESUR - Resurfacing of Soweto Highway. Renewal Roads: Rehabilitation ORLANDO D City Wide	JRA	R 0	R 0	R 0	R 0	R 0	R 5 000 000	R 0	R 0	R 10 000 000
CATCH - Implementation of CBP Stormwater Masterplanning: Soweto. New Stormwater Management Projects	JRA	R 0	R 0	R 8 500 000	R 0	R 0	R 0	R 0	R 0	R 35 600 000

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ORLANDO WEST D Regional										
Naledi clinic New Building NALEDI D	Health			R1 000 000			R15 000 000			R15 000 000
Informal Settlements Region D	Housing	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 6 875 261
Jabulani Cultural Precinct	Development Planning	R 0	R 0	R 0	R 0	R 0	R 0	R 20 000 000	R 0	R 0
Jabulani Precinct Upgrades	Development Planning	R 79 523 000	R 0	R 0	R 46 867 000	R 0	R 0	R 46 867 000	R 0	R 0
Soweto: Dobsonville Reservoir 15MI	Water						R2 000 000			

9.7 Soweto Remainder

Table 28: Soweto Remainder Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
Lufhereng Social Housing Project Region D	JOSHCO	R 0	R 0	R 29 783 309	R 0	R 0	R 27 375 000	R 0	R 0	R 0
MISCL – Tarring Gravel Roads: Doornkop/Thulani. New Roads:	JRA	R 0	R 0	R 21 000 000	R 0	R 0	R 26 000 000	R 0	R 0	R 52 399 500

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Construction and Upgrades DOORKOP D Ward										
MISCL – Tarring of Gravel Roads: Bram Fischerville. New Roads: Construction and Upgrades BRAM FISCHERVILLE D Ward	JRA	R 0	R 0	R 21 000 000	R 0	R 0	R 24 000 000	R 0	R 0	R 50 000 000
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	Health	R 0	R 0	R 1 000 000	R 0	R 0	R 15 000 000	R 0	R 0	R 15 000 000
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward	Housing	R 0	R 0	R 20 000 000	R 0	R 0	R 21 500 000	R 0	R 0	R 117 399 500
Lufhereng Mixed Development (Bulk, Link & Internal Infrastructure Roads, Storm Water Management Systems, Sewer & Water for 24 000 houses)	Housing	R 0	R 0	R 168 193 000	R 0	R 0	R 216 204 000	R 0	R 0	R 200 000 000
PTF: Small Public Transport Facilities:	Transportation	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 15 000 000

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Tshepisoong										
Park development in Protea Glen New Park PROTEA GLEN D Ward	City Parks and Zoo	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 5 000 000
Park development in Emndeni New Park EMDENI D Ward	City Parks and Zoo	R 0	R 0	R 0	R 0	R 0	R 2 000 000	R 0	R 0	R 0
Devland Ext 1,27,30,31&33 Roads and Related Stormwater New Bulk Infrastructure DEVLAND EXT.1 D Ward	Housing	R 0	R 0	R 70 000 000	R 0	R 0	R 0	R 0	R 0	R 0
Olifantsvlei: Refurbish Unit 2	JHB Water	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 1 000 785
Soweto: Protea Glen Sewer Upgrade	JHB Water	R 0	R 0	R 0	R 0	R 0	R 5 000 000	R 0	R 0	R 0
CONV - Conversion of Open Drains to Underground/Covered Drains in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	JRA	R 0	R 0	R 9 500 000	R 0	R 0	R 0	R 0	R 0	R 10 000 000
MISCL – Tarring of Gravel Roads: Tshepisoong. New Roads: Construction and Upgrades TSHEPISOONG	JRA	R 0	R 0	R 20 000 000	R 0	R 0	R 30 000 000	R 0	R 0	R 35 000 000

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C Ward										
MISCL – Tarring of Gravel Roads: Slovoville New Roads: Construction and Upgrades SLOVOVILLE D Ward	JRA	R 0	R 0	R 25 000 000	R 0	R 0	R 30 000 000	R 0	R 0	R 35 000 000
Bushkoppie: New PSTs number 2	JHB Water	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0
Soweto: Doornkop West Reservoir 50MI	JHB Water	R 0	R 0	R 0	R 0	R 0	R 5 000 000	R 0	R 0	R 2 000 000
Bophelong Clinic	Health	R 0	R 0	R 0	R 0	R 0	R 28 000 000	R 0	R 0	R 2 000 000
Soweto: Protea Glen Water Upgrade	JHB Water	R 0	R 0	R 0	R 0	R 0	R 9 000 000	R 0	R 0	R 0
Protea Glen Electrification Project	City Power	R 27 312 000	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0

9.8 Category 3 Deprivation Area (Greater Orange Farm)

Table 29: Category 3 Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
MISCL – Tarring of Gravel Roads: Orange Farm and Surrounding Areas. New Roads: Construction and Upgrades ORANGE FARM G Ward	JRA	R -	R -	R 25 000 000	R -	R -	R 50 000 000	R -	R -	R 35 000 000
Orange farm/Deep south: Ennerdale Water Upgrade	Water	R -	R -	R 5 000 000	R -	R -	R -	R -	R -	R -
Lakeside Ext 3,4 & 5: Roads and Bulk Stormwater Systems New Bulk Infrastructure	Housing	R -	R -	R 30 000 000	R -	R -	R 40 000 000	R -	R -	R 80 000 000
Electrification of Lehae phase 2 New Electrification LEHAE G Ward	City Power	R 20 000 000	R -	R -	R -	R -	R -	R -	R -	R -
MISCL – Tarring of Gravel Roads: Lawley. New Roads:	JRA	R -	R -	R 25 000 000	R -	R -	R 30 000 000	R -	R -	R 35 000 000

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Construction and Upgrades LAWLEY EXT.1 G Ward										
Lehae Ext 1: Development of Bulk Link and Internal Infrastructure	Housing	R -	R -	R 130 000 000	R -	R -	R -	R -	R -	R -
Kanana Park Ext 1 (788) New Bulk Infrastructure KANANA PARK EXT.1 G Ward	Housing	R -	R -	R 15 000 000	R -	R -	R 45 000 000	R -	R -	R 30 000 000
Vlakfontein Ext 3 (2045) New Bulk Infrastructure VLAKFONTEIN EXT.3 G Ward	Housing	R -	R -	R 20 000 000	R -	R -	R 40 000 000	R -	R -	R -
Finetown Proper (1878 stands) New Bulk Infrastructure FINETOWN G Ward	Housing	R -	R -	R 15 000 000	R -	R -	R 15 000 000	R -	R -	R -
Kanana Park Ext 3,4 & 5 New Bulk Infrastructure KANANA PARK EXT.3 G Ward	Housing	R -	R -	R 15 000 000	R -	R -	R 50 000 000	R -	R -	R 67 000 000
Drieziek Ext.3 (2989) New Bulk Infrastructure DRIEZIEK EXT.3 G Ward	Housing	R -	R -	R 20 000 000	R -	R -	R 50 000 000	R -	R -	R 50 000 000
Drieziek Ext.5 (1540) New Bulk Infrastructure DRIEZIEK EXT.5 G Ward	Housing	R -	R -	R 20 000 000	R -	R -	R 40 000 000	R -	R -	R 10 000 000
Ennerdale South (1902	Housing	R	R	R 15	R	R	R 30	R	R	R

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stands) (Formerly Finetown Proper) New Bulk Infrastructure ENNERDALE G Ward		-	-	000 000	-	-	000 000	-	-	-
Poortjie Dark City (3000) New Bulk Infrastructure POORTJIE G Ward	Housing	R -	R -	R 15 000 000	R -	R -	R 40 000 000	R -	R -	R 50 000 000
Lawley New Bulk Infrastructure LAWLEY EXT.1 G Regional	Housing	R -	R -	R -	R -	R -	R -	R -	R -	R 412 616
Orange Farm/ Deep South: Planned Replacement Watermains	Water	R -	R -	R 20 000 000	R -	R -	R 1 715 000	R -	R -	R 10 000 000
Orange Farm/ Deep south: Planned Replacement Sewer mains	Sewer	R -	R -	R 10 000 000	R -	R -	R 10 000 000	R -	R -	R 10 000 000
Orange Farm/ Deep south: Lakeside Sewer Upgrade	Sewer	R -	R -	R 1 700 000	R -	R -	R -	R -	R -	R -
New Parks Development in Stretford (Orange Farm) New Park STRETFORD EXT.5 G Ward	City Parks	R -	R -	R 4 000 000	R -	R -	R -	R -	R -	R -
Lehae MPC New	Libraries	R	R	R	R	R	R 5 132	R	R	R

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Construction LEHAE G		-	-	-	-	-	100	-	-	-
CONV - Conversion of Open Drains to Underground/Covered Drains in Orange Farm and Surrounding Areas. Renewal Stormwater Management Projects ORANGE FARM G Ward	JRA	R -	R -	R 10 000 000	R -	R -	R -	R -	R -	R 30 000 000
MISCL – Tarring of Gravel Roads: Poortjie. New Roads: Construction and Upgrades POORTJIE G Ward	JRA	R -	R -	R 25 000 000	R -	R -	R 30 000 000	R -	R -	R 35 000 000
MISCL - Tarring of Gravel Roads: Drieziek. New Roads: Construction and Upgrades DRIEZIEK G Ward	JRA	R -	R -	R 22 254 000	R -	R -	R 26 273 000	R -	R -	R 35 000 000
Orange Farm (Drieziek/Poortjie) MPC New Construction G Regional	Sport and Recreation	R -	R -	R 3 716 691	R -	R -	R -	R -	R -	R 43 000 000
Ennerdale Ext 2	Housing	R -	R -	R -	R -	R -	R -	R -	R -	R 23 200 000

9.9 Ivory Park

Table 30: Ivory Park Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
MISCL – Tarring of Gravel Roads: Ivory Park and Surrounding Areas. New Gravel Road IVORY PARK EXT.9 A Ward	JRA	R -	R -	R 25 000 000	R -	R -	R 30 000 000	R -	R -	R 35 000 000
Hikensile Clinic Renewal Clinic IVORY PARK EXT.9 A Ward	Health	R -	R -	R -	R -	R -	R -	R -	R -	R 10 000 000
CONV - Conversion of Open Drains to Underground/Covered Drains in Ivory Park and surrounding areas. Renewal Stormwater Management Projects IVORY PARK EXT.7 A Ward	JRA	R -	R -	R 10 000 000	R -	R -	R 10 000 000	R -	R -	R 10 000 000
MISCL - Pedestrian Bridge in Kaalfontein New Bridges (Pedestrian and Vehicles)	JRA	R -	R -	R 6 000 000	R -	R -	R -	R -	R -	R -

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KAALFONTEIN EXT.2 A Ward										
Rabie Ridge Ptn 1075 & 1345 New Bulk Infrastructure RABIE RIDGE A Ward	Housing	R -	R -	R -	R -	R -	R -	R -	R -	R 10 000 000
BRID - Bridge Upgrade: Ivory Park Renewal Bridges (Pedestrian and Vehicles) IVORY PARK EXT.10 A Ward	JRA	R -	R -	R -	R -	R -	R -	R -	R -	R 2 000 000
MISCL – Tarring of Gravel Roads: Kaalfontein. New Roads: Construction and Upgrades KAALFONTEIN EXT.2 A Ward	JRA	R -	R -	R 25 000 000	R -	R -	R 30 000 000	R -	R -	R 35 000 000
MISCL - Gravel Roads: Mayibuye. New Roads: Construction and Upgrades COMMERCIA A Ward	JRA	R -	R -	R 25 000 000	R -	R -	R 30 000 000	R -	R -	R 35 000 000
Kaalfontein MPC New Construction KAALFONTEIN EXT.1 A Regional	Community Development	R -	R -	R 17 000 000	R -	R -	R 20 865 900	R -	R -	R -

9.10 Category 2 Deprivation Areas (Great Diepsloot, Braamfischer/Slovoville and Cosmo City)

Table 31: Category 3 Projects by Grant Programme

PROJECT NAME	DIVISION	BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
		STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG	STATE GRANT	PROV GRANT	USDG
MISCL – Tarring of Gravel Roads: Diepsloot. New Roads: Construction and Upgrades DIEPSLOOT WEST EXT.3 A Ward	JRA	R -	R -	R 21 000 000	R -	R -	R 26 000 000	R -	R -	R 50 000 000
MISCL – Tarring of Gravel Roads: Bram Fischerville. New Roads: Construction and Upgrades BRAM FISCHERVILLE D Ward	JRA	R -	R -	R 21 000 000	R -	R -	R 24 000 000	R -	R -	R 50 000 000
Northern works: Unit 5 mod 2	Sewer	R -	R -	R 10 000 000	R -	R -	R -	R -	R -	R -
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward	Housing	R -	R -	R 30 000 000	R -	R -	R 21 500 000	R -	R -	R 117 399 500
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc)	Health	R -	R -	R -	R -	R -	R 800 000	R -	R -	R 10 000 000
MISCL - Pedestrian Bridge in Diepsloot (No. 4) New	JRA	R -	R -	R 6 000 000	R -	R -	R -	R -	R -	R -

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Bridges (Pedestrian and Vehicles) DIEPSLOOT WES EXT.2 A Ward										
COSMO CITY PHASE 2 (MALIBONGWE RIDGE) New Bulk Infrastructure COSMO CITY C Regional	Housing	R -	R -	R 30 000 000	R -	R -	R 254 796 000	R -	R -	R 128 000 000
Diepsloot Redevelopment Northern Farms New Bulk Infrastructure DIEPSLOOT A.H. A Regional	Housing	R -	R -	R 134 000 000	R -	R -	R 62 000 000	R -	R -	R -
CONV - Conversion of Open Drains to Underground/Covered Drains in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	JRA	R -	R -	R 9 500 000	R -	R -	R -	R -	R -	R 10 000 000
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	JDA	R -	R -	R 20 000 000	R -	R -	R -	R -	R -	R -
MISCL –Tarring of Gravel Roads: Slovoville New Roads: Construction and Upgrades SLOVOVILLE D Ward	JRA	R -	R -	R 25 000 000	R -	R -	R 30 000 000	R -	R -	R 35 000 000
Bophelong Clinic	Health	R -	R -	R -	R -	R -	R 28 000 000	R -	R -	R 2 000 000
Diepsloot West MPC New Construction	Sport and Recreation	R -	R -	R -	R -	R -	R -	R -	R -	R 15 000 000

9.11 Alexandra

Table 32: Alexandra Projects by Programme

		BUDGET 2017/18			BUDGET 2018/19			BUDGET 2019/20		
PROJECT NAME	DIVISION	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 15 000 000	R 0	R 0	R 20 000 000	R 0	R 0	R 0
Alexandra UDF_Implementaton_of the Alex Land Agreement	JDA	R 0	R 0	R 0	R 0	R 0	R 1 500 000	R 0	R 0	R 30 000 000
Madala Hostel Redevelopment	Housing	R 0	R 0	R 0			R 101 510 515			

PART-E IMPLEMENTATION

10. Proposed timeframes for implementation of catalytic projects and programmes

The implementation of the capital budget programme is further enhanced through activities of the Strategic Project Management Office to create the necessary capacity required for implementation and assessment of the impact of the proposed investments. From March 2017, there will be a further re-capacitation of the SPMO by increasing its personnel numbers to ensure continuity as the establishment phase is completed. At this stage, a set of practice notes on various areas of infrastructure delivery, and temporal dashboard are few deliverables from this process. The existence of SPMO completes the value chain between infrastructure planning and delivery by integrating all components in the value chain, and further link with various planning instruments.

The establishment of the Strategic Programme Management Office (SPMO) is premised on the following:

- substantial increase in COJ investment in capital projects
- complex and diverse nature of the City's capital programme
- higher risk of programme and project failure associated with increased capital investment
- need for effective city-wide coordination of programme implementation
- potential savings and cost avoidance through more efficient capital allocations and improved performance
- To increase the Return of Investment.
- To ensure the delivery of programmes and projects within time, cost, quality and other development targets.

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 due to expire in 2014 but has been extended until 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 m²; 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 m².
 - 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 Transit Orientated Development Corridors (ToD) and identified Integration Zones.

10.2 Transit Oriented Development 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 34 represents the life cycle of the SAFs.

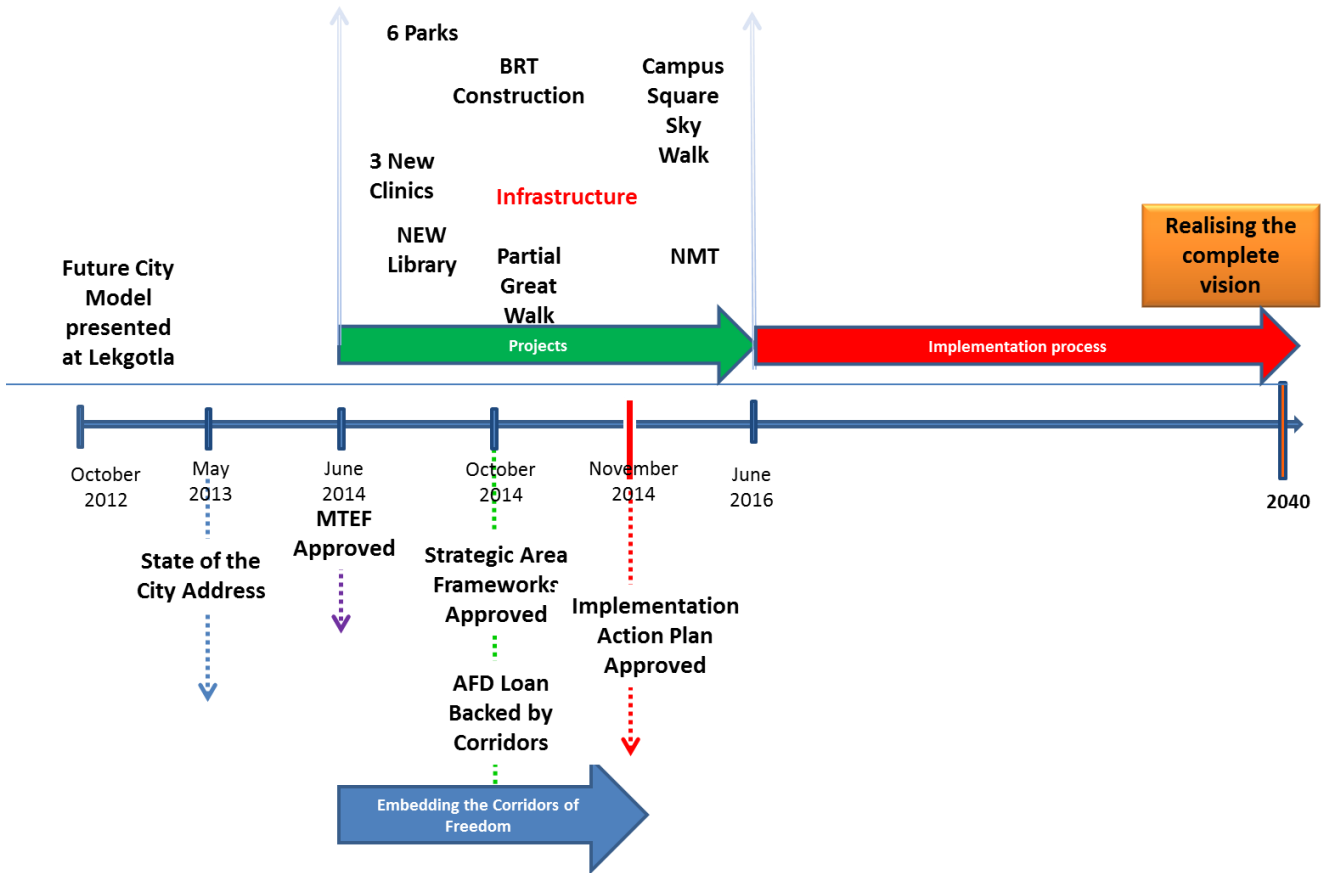


Figure 34: Building the corridors 2012-2040

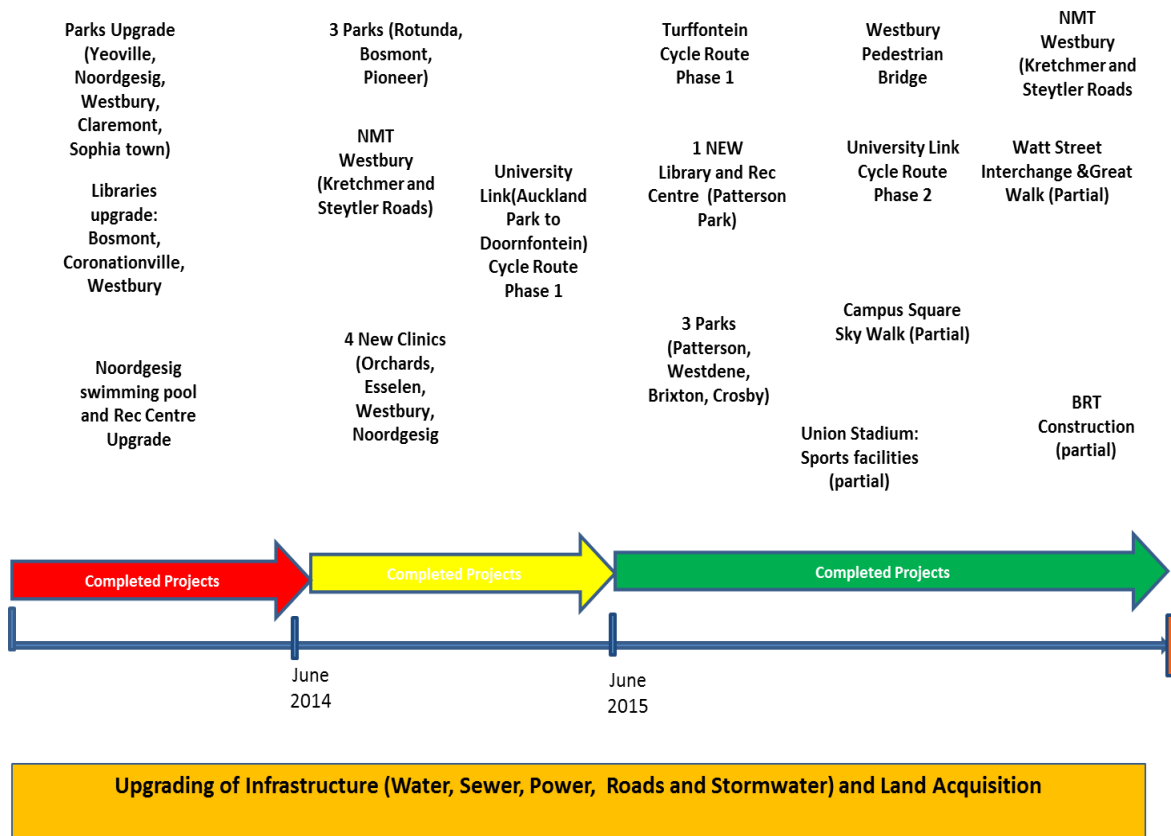


Figure 35: Corridor Projects up to June 2016

Implementation of all the above listed projects (Figure 34 and Figure 35) 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

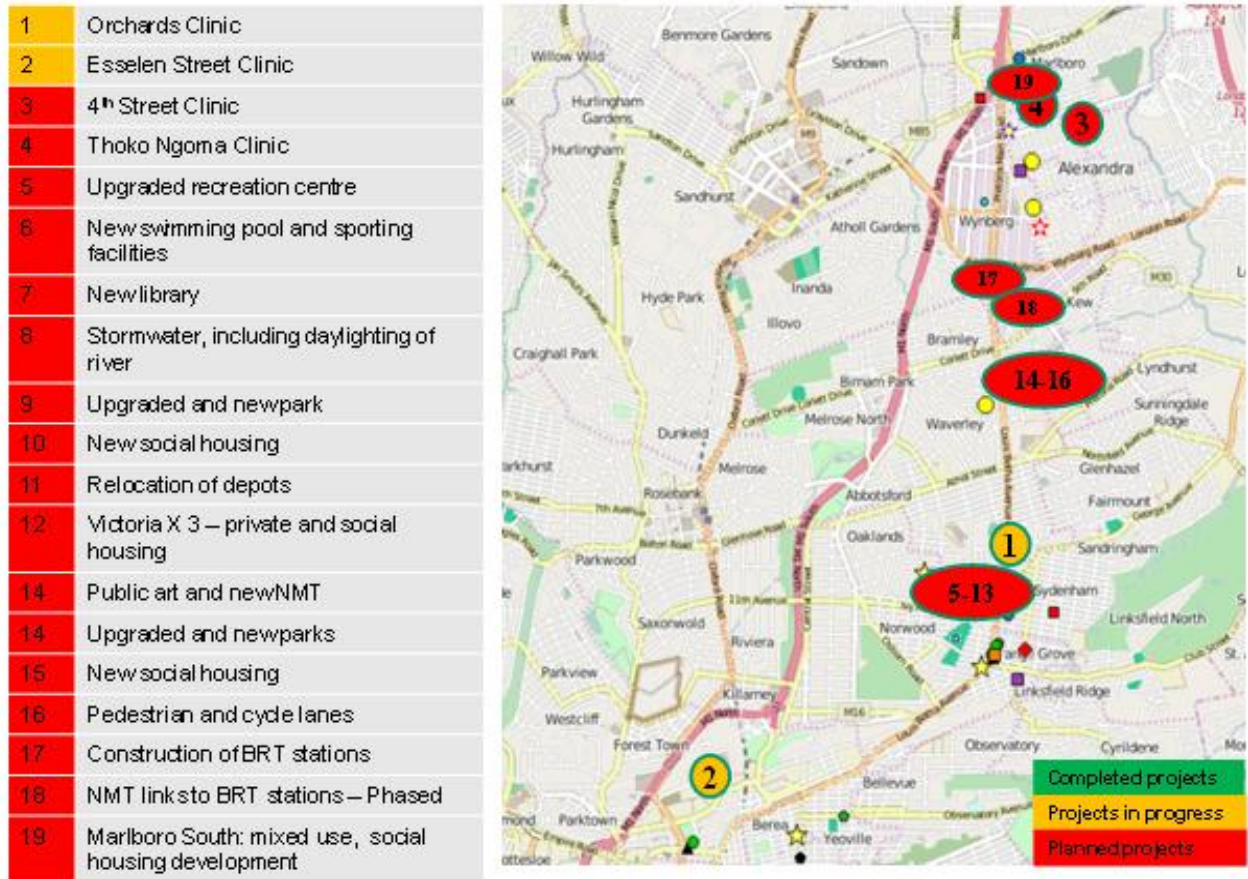


Figure 36: Louis Botha – Infrastructure- Social

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. The pedestrian bridge design has been finalised and the process of selecting a 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

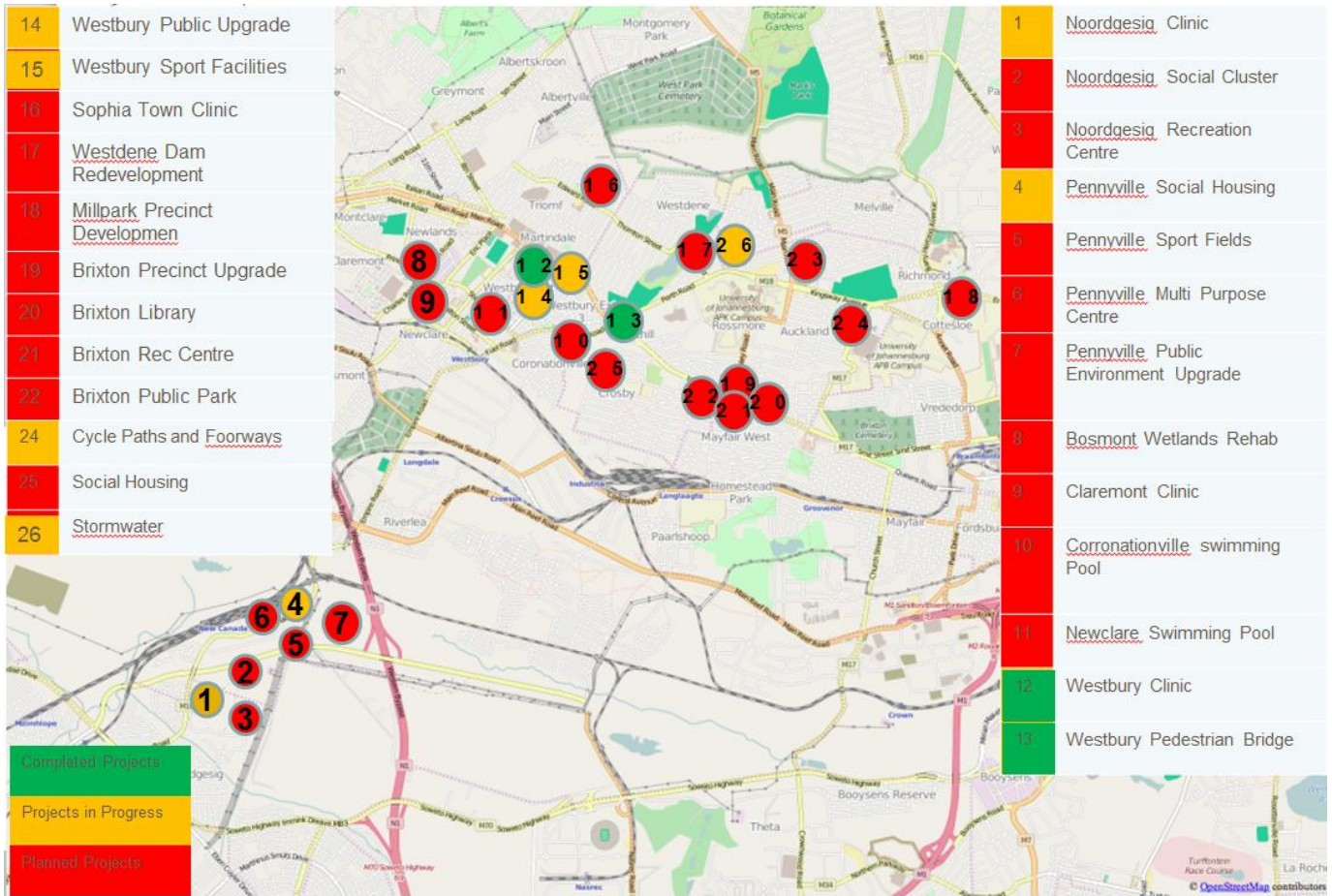


Figure 37: Empire Perth-Infrastructure- Social

Turffontein Implementation

The Rotunda Park Precinct is currently being implemented by the JDA, and is 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

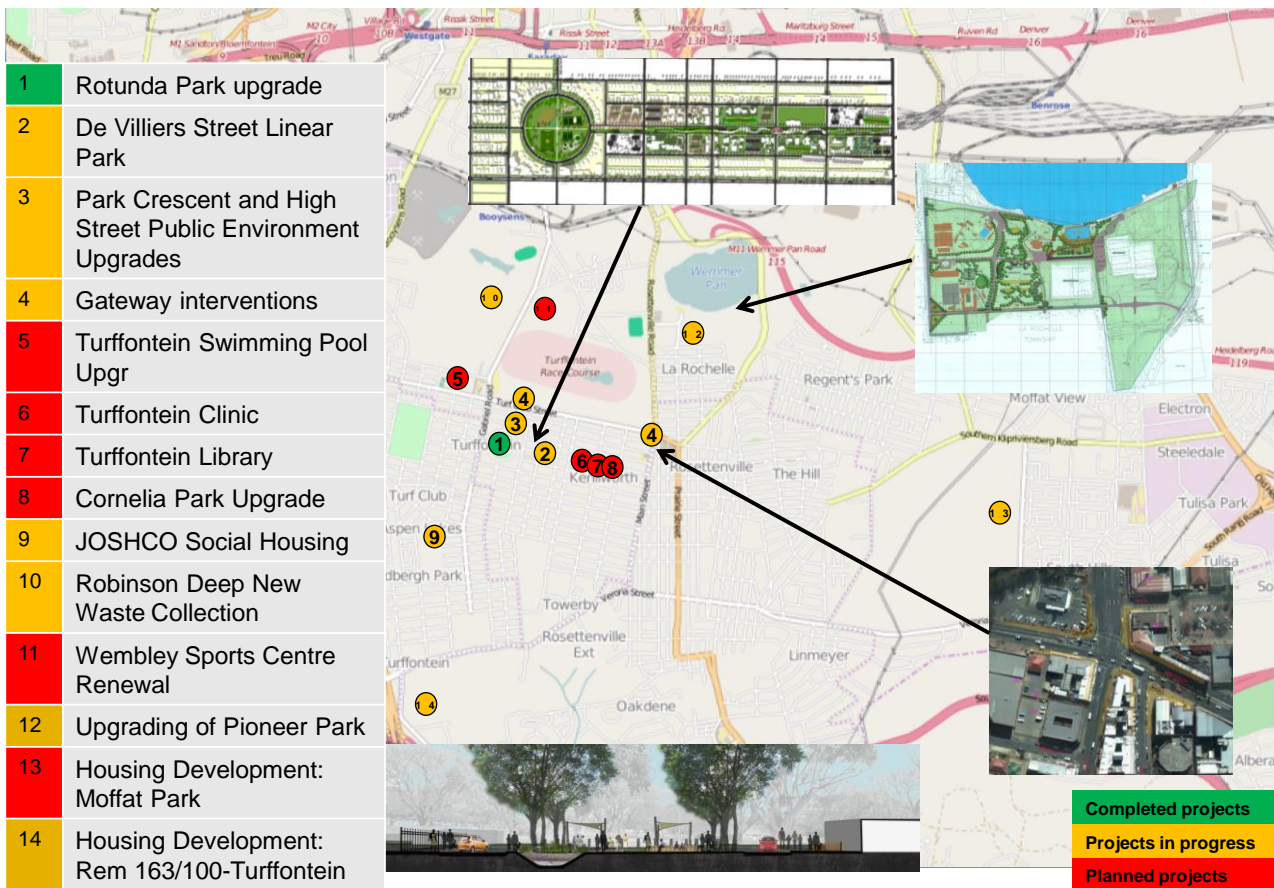


Figure 38: Turffontein- Infrastructure- Social

10.2.1 Special Development Zones

As part of the City's efforts to fast track development within the Transit Orientated Development Corridors (ToD) , 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: Transit Orientated Development Corridors (ToD)

Purpose of the strategy

The formulation of a comprehensive Land Strategy for the Transit Orientated Development Corridors (ToD) 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 in order to avoid them becoming illegally occupied and vandalised until such time as the properties are developed by the City.

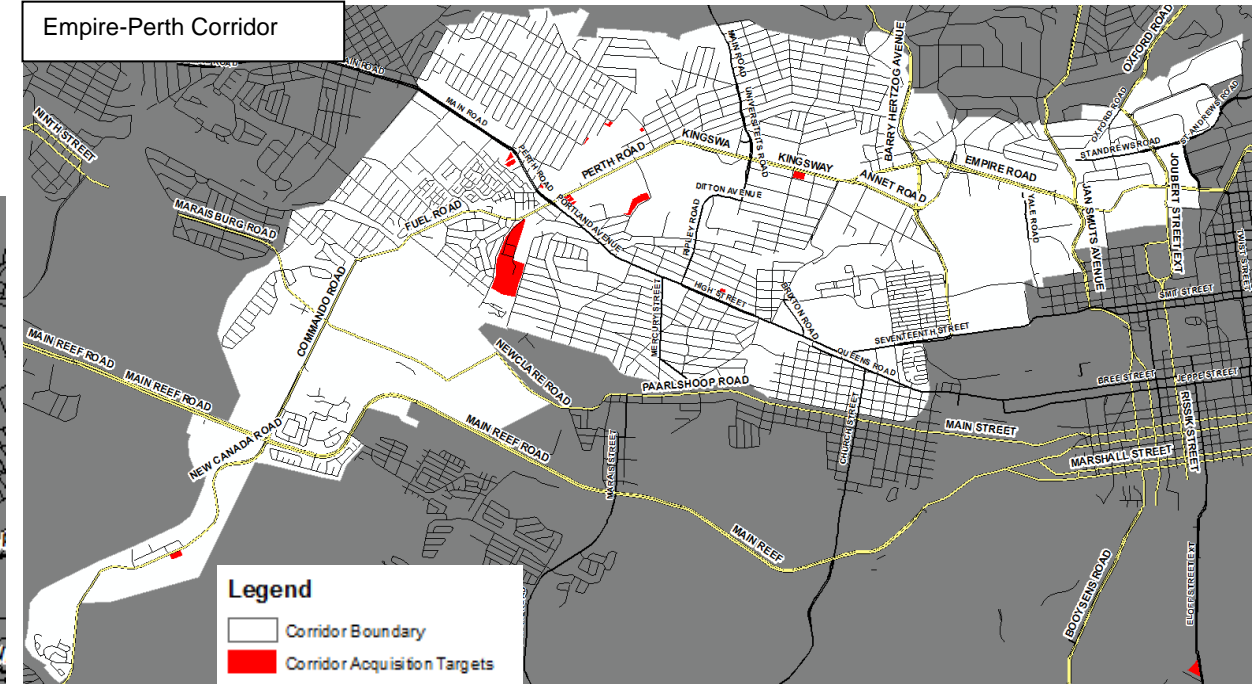
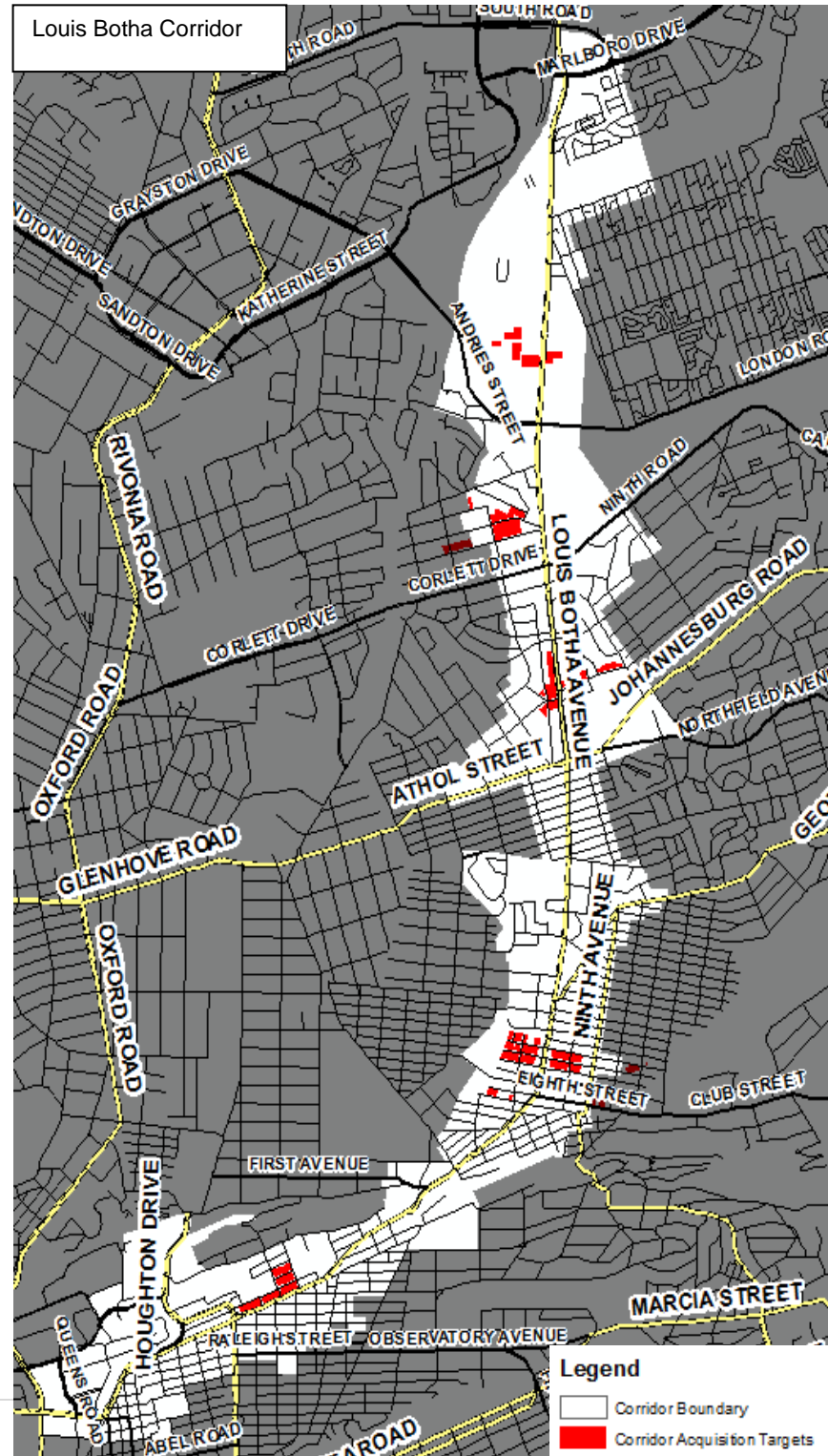
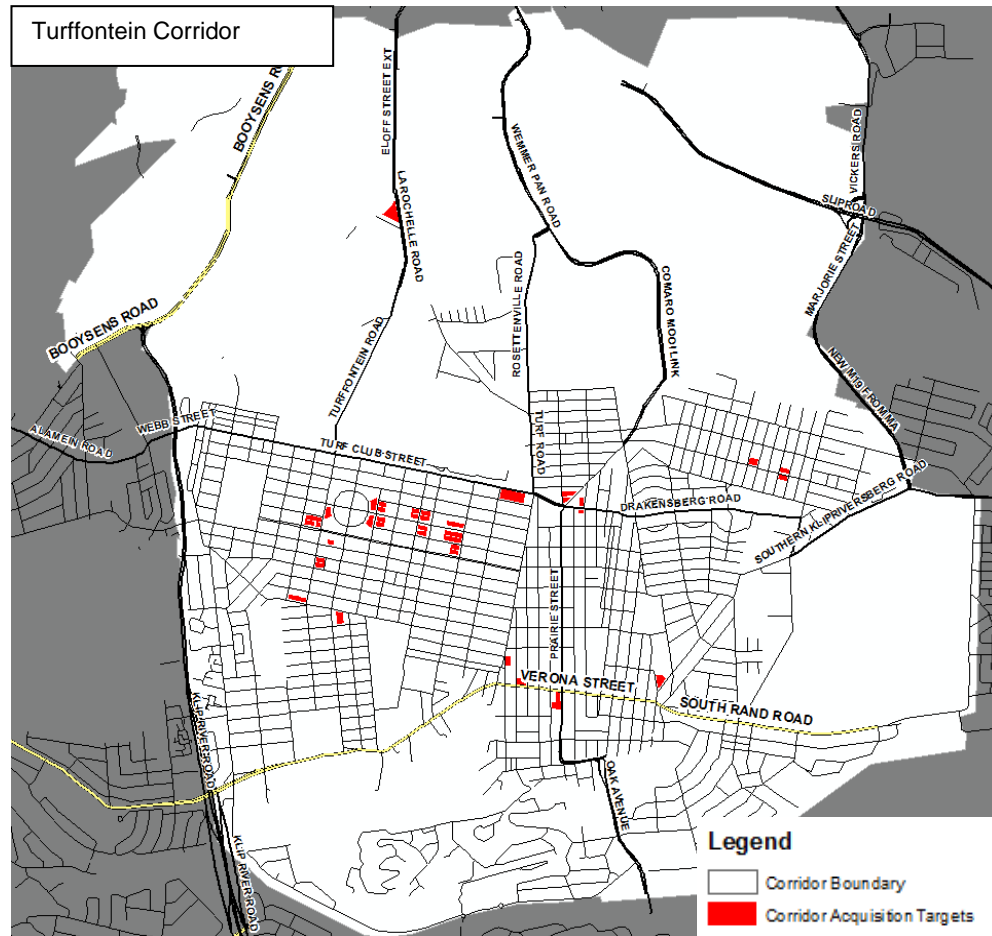
JPC has also approached Provincial Government to acquire identified provincially owned land (in the Empire-Perth Corridor). Province has indicated that these properties would be donated to the City. Despite this positive reaction, it has since been discovered that some of the land portions in the process 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. Shows the land identified for acquisition per Corridor)

Figure 39: Corridors 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, which includes 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 2000m² 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 40 and Figure 41 indicate the land that has been acquired to date or where negotiations are underway.

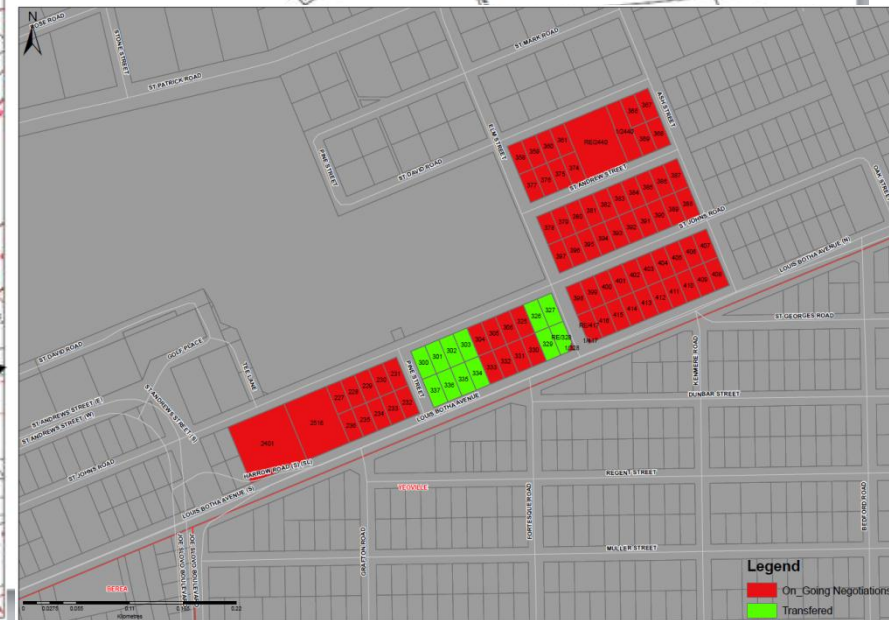
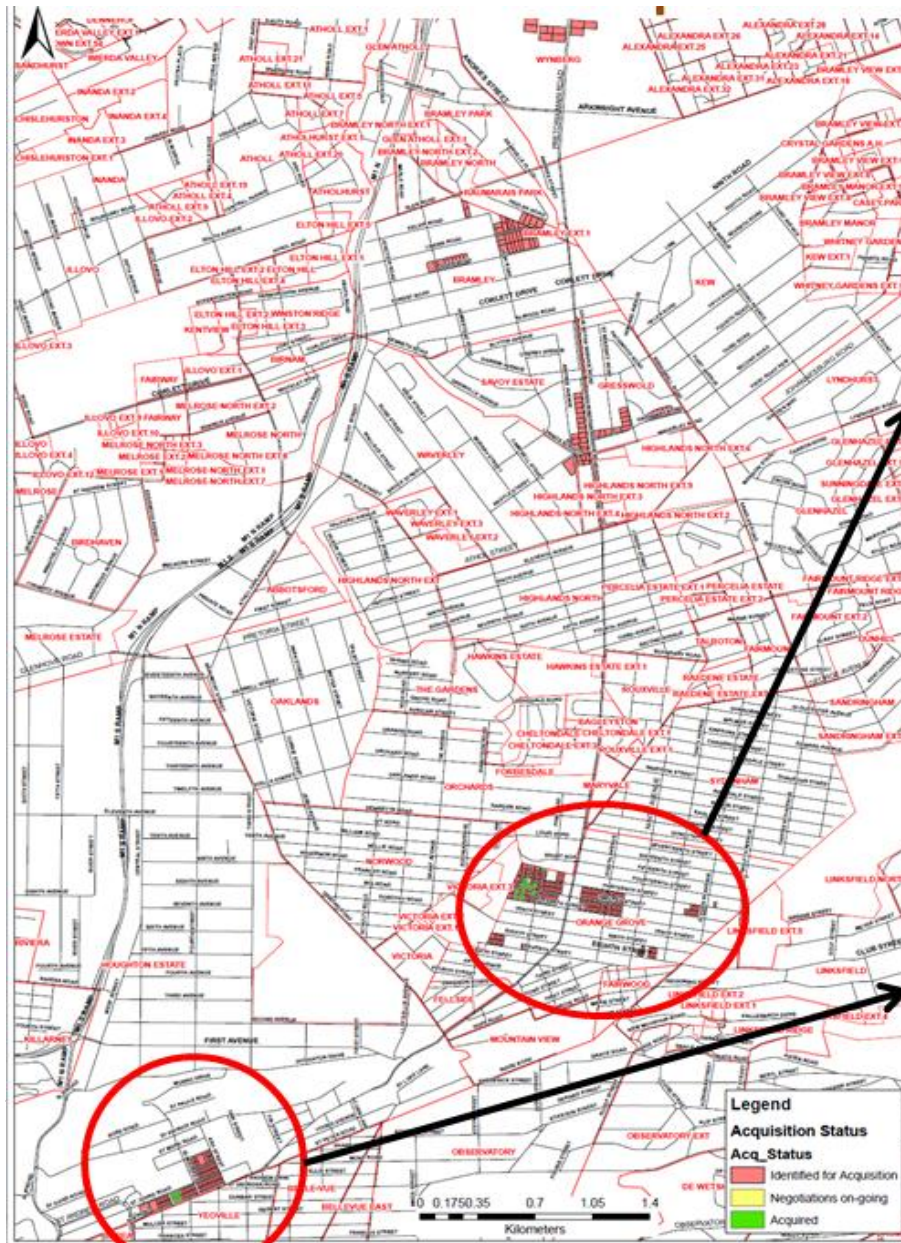
The properties acquired are being linked to City projects – i.e. new social housing projects and/or social facilities.

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 40: Acquisition Status: Turffontein Corridor



Figure 41: Acquisition Status: Louis Botha Corridor



10.3 Mining Belt West

Realising the full development potential and envisaged outcomes of the Strategic Area Framework (SAF) for Mining Belt West Development Corridor is an urban development process that will take decades to unfold. Whilst there is still work to be done with regards to overall implementation mechanisms to realise the vision of the SAF, the specific projects and proposals resulting from this exercise begin to suggest a specific range of functional requirements that must be addressed if implementation is to succeed. Broadly speaking, these can be considered in terms of the following areas:

- Project Planning
- Project Implementation
- Project Facilitation
- Urban Management

The successful development/ re-development of the mining belt will to a large degree be dependent on the extent to which all stakeholders can be brought together to properly address development issues/ constraints and to align and synchronise the phasing of development in order to enhance the efficiency and sustainability of all investments and development in the area.

City will put in place an institutional structure for the mining belt to facilitate proper communication and alignment of development among various stakeholders. The City Transformation Department should take the lead in this initiative and will act as interface between various line function departments from all three spheres of government and local private stakeholder groups. Figure 1 below represents the proposed institutional arrangement structure.

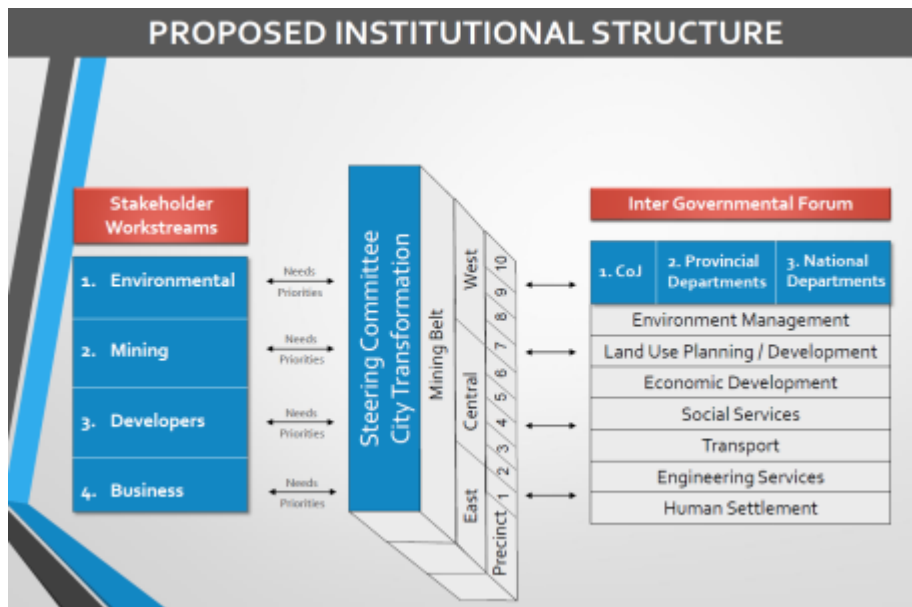


Table 33: Proposed Institutional Structure

Members from the Inter-Governmental Forum will be responsible for a variety of public functions and investment including environmental and land use planning and management, provision of social and engineering services and infrastructure, transport, housing etc.

Local private stakeholders will form four distinct work streams:

- Environmental to look at the demarcation rehabilitation and management of the regional open space as a collective;
- Mining which will include CRG and West Wits currently still actively mining in the areas as well as the two companies focusing on Slimes Dam/ Tailings reclamation (ERGO and Mintails);
- Developers and their respective needs, and development priorities in various parts of the mining belt; and
- Business representing all enterprises currently operating in the study area.
- As illustrated on Figure 25 engagement can be at the level of the mining belt as a whole, for a specific sub-region in the mining belt area (e.g. East, Central or
- West) or for a specific precinct/ functional area within the mining belt. The current NASREC ICT Inter Governmental Steering Committee is a good example of an initiative at the precinct level.

10.4 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.

There are several phases of implementation currently underway in Jabulani to give effect to the precinct plan. Phase 4 includes the construction of Legogo Road and construction of new water tower link road. This phase is progressing well with the contractor on site and construction at 25%. Phase 5 includes Concept design, detailed design and construction of Bolani road between Koma and Legogo road was finalised.

For Phase 6, entailing the construction of a multipurpose sports facility within the precinct, the concepts designs are approved.

Phase 7 includes a site investigation and preliminary design of a bridge over the railway line to connect Jabulani to Jabavu (and the east of Soweto), with the Transport Study underway in quarter 3 to investigate this option. The majority of stakeholders such as PRASA and other property owners have been consulted, and a meeting with taxi associations scheduled for the end of the 3rd quarter.

JPC is furthermore implementing projects during 2016/17 to enhance the Cultural precinct by upgrading the Amphitheatre, including creating of public spaces around the Amphitheatre and Soweto theatre. This includes constructing an art wall created by local artists to commemorate the heritage aspects of the site.

COMPLETED PROJECTS
WITHIN THE CBD



PROJECT	INVESTMENT	PROGRESS
Multi award winning Soweto Theatre	R150 million	Construction completed in 2012 and is currently operational



PROJECT	INVESTMENT	PROGRESS
4000 mixed income residential units	R190 million for first phase	Phase 1 of the housing development, being 1280 units have been completed and handed over



PROJECT	INVESTMENT	PROGRESS
Construction of the Jabulani public square	R4 008 million	Construction of square complete



PROJECT	INVESTMENT	PROGRESS
Jabulani Public Ablution	R1.3 MILLION	Construction completed in 2012 and is currently operational

STEEL ART COMPETITION

The original amphitheatre steel seating structure had to be dismantled to meet today's health and safety standards as per PHRAG approval.

The material will then be recycled and used for the Steel Art Challenge. The artwork has been completed and have been made permanent fixtures for the cultural precinct surrounding the award winning Soweto Theatre and Jabulani Amphitheatre which is currently being restored



PROJECTS UNDER
CONSTRUCTION



PROJECT	INVESTMENT	PROGRESS
Jabulani Public Ablution for the audience of the Jabulani amphitheatre	R1,3M	Construction to be completed in June 2017



STEEL ART COMPETITION

The original amphitheatre steel seating structure had to be dismantled to meet today's health and safety standards as per PHRAG approval.

The material will then be recycled and used for the Steel Art Challenge. .



7. PART- F URBAN MANAGEMENT AND TRANSPORT PLANNING

11. Urban Management

Urban Management relates to the Municipality's responsibility for the day-to-day operations of the City, effective Urban Management also requires the involvement of the private sector, and of neighbourhood 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 storm water 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 is dependent on the success of Urban Management Systems provided by the private sector and local government. The City has begun a process of redesigning the Area Based Management Framework (ABMF). The framework is a governance tool through which CRUM will support management and maintenance of public assets and ensure safe quality service provision in the region. In parallel to this, the private sector has provided urban management strategies through the development of City Improvement Districts (CIDs); CIDs follow similar principals to Pernegger (2008). It is therefore essential that the day-to-day management ensures that the mixed-use, higher density, vibrant areas function well. .

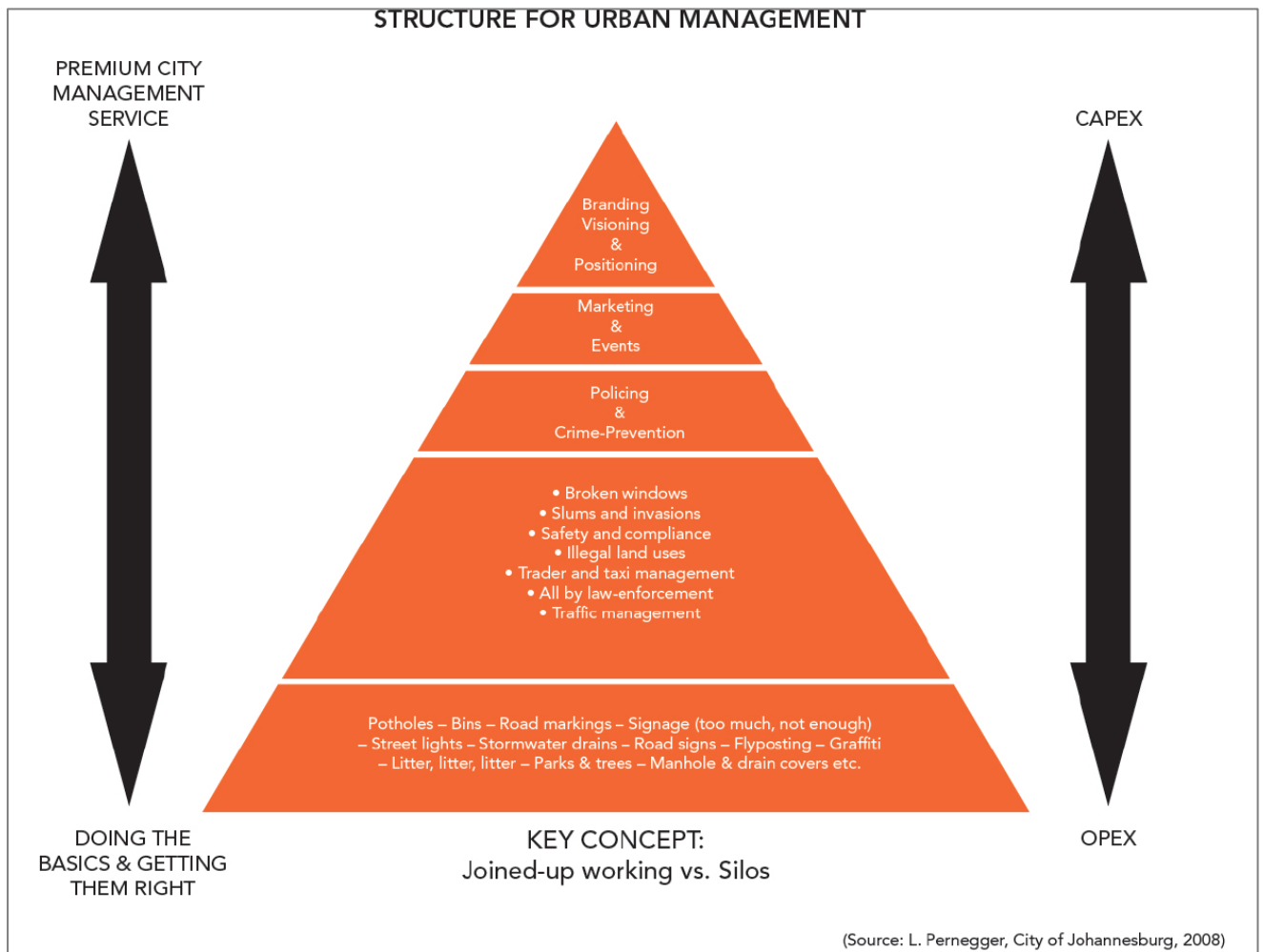


Figure 42: Structure for Urban Management of the Corridors

The ABMF is highly dependent on intergovernmental relations who play a role in the design, implementation and development, maintenance and management of the area with a focus on safety. The framework reflects on the issues raised by those affected in the area, whether public or private stakeholders, and will then attempt to find through a collective method by the various stakeholders, a way forward for addressing any developmental or management challenges.

The ABMF will over time, the proposed period is in the medium term, become a business plan for management of the area as soon as solid partnerships have been established between the stakeholders and interested and affected parties. For example, the Louis Botha Avenue Corridor ABMF focuses on local area 3, which includes Orange Grove, Fellside, Mountain View and Orchards. Through analyses and guidance from the Strategic Area Framework, the ABMF seeks to achieve the following:

- Invest in bulk infrastructure
- Releasing and developing municipal land
- Expanding and improving public transit infrastructure and facilities

- Investing public funds in public environment upgrading
- Development of privately owned properties into intensive mixed land uses
- Place making interventions
- Land value capture around transit facilities
- Activation through programming and community mobilisation
- Safe efficient and sustainable public spaces and transit hubs

In achieving the above objectives, the ABMF is to outline actions that will be taken in the short to long term interventions and actions as decided upon by the stakeholders and role players. The short term actions of the ABMF for local area 3 include addressing traffic congestion, engineering issues associated with road diversions, liquor outlets/restaurants/ pub enquiry and education campaign, town planning law enforcement case consolidation and building control case consolidation. The City's urban management strategy within the integration zone is slight different to what the private sector offers through CIDs

CIDs are geographical areas in which the property owners determine and agree to fund supplementary and complementary services to those normally provided by local government in which to maintain and manage the public environment at a superior level and thus enhance the investment. Supplementary services include safety and security patrol officers, pavement cleaning, litter collection, maintenance of public space, removal of illegal posters amongst many other services. Whilst complementary services might include heritage initiatives, tourism initiative, informal sector strategy, precinct plans and city policy business attraction, branding, marketing the CID precinct area and where possible CIDs work closely with council to find effective solutions to parking and traffic solutions (Kagiso Urban Management,). The City of Johannesburg's CIDs are voluntary CIDs predominantly located within the city's growth nodes such as Sandton Improvement District, Braamfotein Improvement District, Upper and Lower Rosebank Improvement District are a few amongst many others.

8. Possible Incentives and Institutional Mechanisms in Corridors

Transit Orientated Development Corridors (ToD) formerly The Corridors of Freedom is a programme through which the City will use *public investment in transportation, engineering and social infrastructure, administrative levers* (such as policies and incentives) to directly intervene in the locational decisions that are made by both the state and the private sector, to reconfigure the City's urban form.

Possible Incentives and Institutional Mechanisms in Corridors

Whilst the issue of incentives to promote intensification and redevelopment within the Transit Orientated Development Corridors (ToD) 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 below incentives have attracted developers to develop in the Corridors. For example, Louis Botha Avenue is seeing a new boom of affordable housing developments that are taking place in Houghton Estates, Orange Groove, Orchards, Rouxville, Highlands North, Bramley and Kew with the aid of the Johannesburg Development Agency and Development Planning introducing developers to table below. The table below outlines some of the possible incentives that could be explored with reference to the Transit Orientated Development Corridors (ToD) initiative

Table 34: Possible Incentives for Transit Orientated Development Corridors (ToD)

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

the UDZ Initiative				Office (REFSO) ■ The Clean Development Mechanism (CDM)
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9. Transport and Spatial Restructuring

Since 2003 Johannesburg has made a concerted effort to develop transport and land-use plans that support the spatial restructuring and integration of the city. It has sought increased densification of corridors and nodes, and aimed to attract new developments around public transport infrastructure, particularly Rea Vaya and Gautrain as well as Metrorail stations.

Transit Oriented Development (TOD) was formally adopted as a planning strategy in 2008 and received increasing momentum with the Transit Orientated Development Corridors (ToD) initiative in 2013. The Empire/Perth, Louis Botha and Turffontein corridors have been prioritised for corridor development.

The Sustainable Human Settlement Urbanisation Plan (SHSUP) approved by Mayoral Committee in 2012 is a plan to accommodate an additional one million additional households based on current backlogs and future demographic projections. The plan recognises a role for both informal and formal housing in meeting this demand. It provides strategies for residential densification, and possible locations for future housing development. The Spatial Development Framework approved in 2016 continues to prioritise development along public transport corridors and key nodes with a focus on:

- Strengthening the Metropolitan core, the CBD as a dense economic core of the City;
- Empire/Perth corridor from Soweto to the CBD prioritising nodes at PRASA and Rea Vaya stations including Orlando, Westbury, Melville (UJ) and Auckland Park;
- Louis Botha corridor from the CBD to Alexandra prioritising nodes at Paterson Park, Bramley and Alexandra/Marlboro;
- Turffontein corridor from the CBD South prioritising the area around Rotunda Park and South Hills;
- The “mining belt” from Roodepoort through to City Deep to integrate the north and south of the City;
- An “Aeropolis Corridor - east/west corridor from OR Tambo airport, to be developed through the developed Modderfontein Site, Linbro Park, Alexandra, Wynberg, Sandton and Randburg.

The efforts to restructure the City over the last decade have been slow to bear fruit. Private investment in the form of densification, urban renewal, redevelopment and new infill development has been taking place in the public transport nodes and corridors, but mainly in the north of the city - the Johannesburg CBD, Rosebank and Sandton, and the Gautrain stations in these areas have been attracting very

large private sector developments.

The SDF now gives greater development rights to areas immediately around all BRT, PRASA and Gautrain stations (500m walking distance from the stations). This is intended to increase density around stations, increasing ridership and making them more viable, and more importantly, giving more people walking access to public transit infrastructure. This in turn gives residents of the city quicker and more affordable access to jobs, amenities and services.

Investment along BRT routes is not as intensive as that being stimulated around Gautrain stations. Evidence is emerging however that more and more development rights are being taken up, especially in the Louis Botha Corridor. Various mechanisms are in place to accelerate this growth such as the special development zones in Orange Grove and Brixton. Added to this is a drive by land use planning to expedite development and rezoning applications in the Transit Orientated Development Corridors (ToD) formerly Corridors of Freedom.

The SDF is also looking to prevent car oriented sprawl on the outskirts of the City. The Spatial Planning and Land Use Management Act (16 of 2013) and a constitutional court judgement of 2010 now give municipalities the sole function of making land use decisions. It is anticipated that this will give Johannesburg more control in directing development into core areas of the city, and indeed to transit nodes. A vast disparity remains in terms of growth in the north versus the south of the city.

The city centre has densified dramatically to nearly 39 000 persons/km². Demand for housing there has steadily increased and now outpaces supply. There is in fact considerable overcrowding in particular neighbourhoods. This is a positive development for transport as it is centrally located in relation to travel destinations.

The Transit Orientated Development Corridors (located within Transformation Zones) is one of the few instruments that the city holds that has as one of its intentions to align housing developments and public transport. The city's housing strategy supports the SDF in ensuring that programmes deliver the range of housing typologies in the areas identified for residential densification. The location of future housing developments to meet the demand across socio-economic categories should be located close to urban amenities, including economic activity, public transport and jobs. As such the SDF defines the Transformation Zone as the primary focus for public and private delivery of large-scale housing developments in the City, whereas housing development in the Consolidation Zone is subject to a range of conditions to ensure sustainable development takes place.

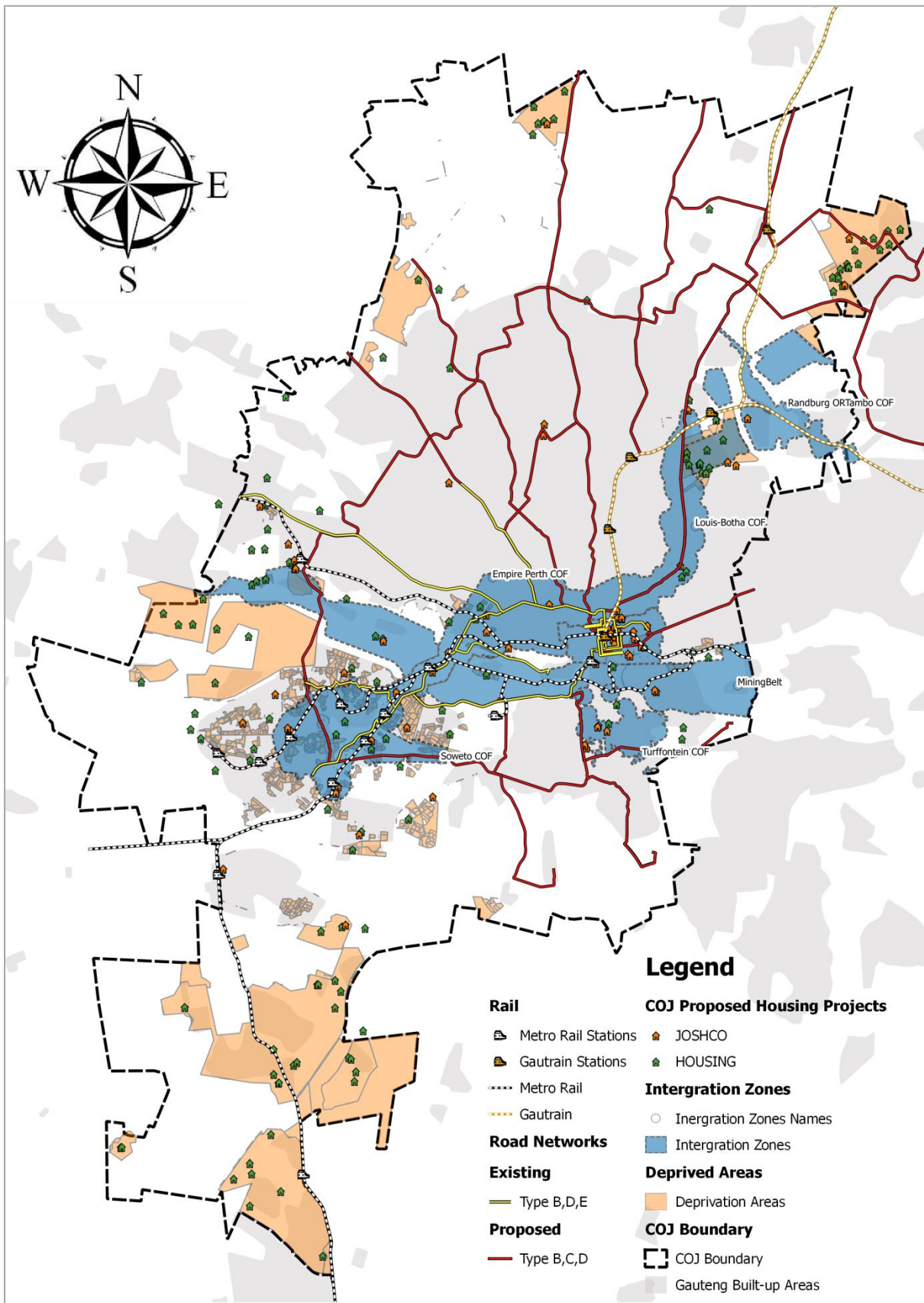


Figure 43: Proposed Housing and Transportation Routes

Integrated Transport Planning

The primary objective of the Integrated Transport Network (ITN) Plan is to define a long term transport network that incorporates, on an integrated basis, all modes of transport including public transport, private transport (freight and private cars) and non-motorized transport.

This network plan can then guide investment decisions, operational planning, transformation initiatives and budget required in the short, medium and long term. The plan caters for a wide range of demand realities and can be flexible over time – as demands change and more resources may be available for greater changes in the transport network. However it still ensures rapid transit over long distances to address our apartheid spatial legacy which has created long travel times.

In defining the below Strategic Network and determining modal choice, consideration was given to:

- Employment and population projections:
- Present and future demand ;
- Redressing spatial inequality; and
- Present and future land use.

It was also assumed that new development zones of huge growth would have a high (65%) public transport usage; and that the overall higher densities in the city and focus of development along public transport routes would change the trip length distribution previously assumed in the model. The model was adjusted to change the distribution of trip length, resulting in a mean modelled trip length of 19km.

The public transport morning peak hour demand is predicted by the modelling to total some 617,000 passengers in 2040, compared to 298,000 in 2010. Public transport demand in Johannesburg is thus projected to more than double over the next 25 years.

Figure 44 below, shows the major routes and corridors for 2025 network as per the network hierarchies.

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.

With 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 35: 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"> To move people quickly from area of high residential to areas of employment/income opportunities Limited stops. (closed stations)
Rapid Road Public Transport Network (High Capacity)	SIPTN-Type B	6000-9000	Bus Rapid Transport, Light Rail	<ul style="list-style-type: none"> Corridors of Freedom, mixed use development , three story residential To move people quickly from area of high residential to areas of employment/income opportunities Limited intersections and right turns so buses can be relatively speedy Limited mostly closed high or low floor stations
Road Public Transport Network (Medium Capacity)	SIPTN-Type C	3000-6000	Bus Rapid Transport	<ul style="list-style-type: none"> Corridors of Freedom and areas where the City wants to densify along the corridor Mixed use development, Three story residential, social housing along corridor. Fairly frequent closed and opens low floor stations and some stops
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"> Frequent stops with shelters Some public transport priority On street stopping by public transport vehicles Low to medium density
Road Mixed Traffic Public Transport Network (Low Capacity)	IPTN-Type E	500-1500	Bus (Standard, Mini bus)	<ul style="list-style-type: none"> Frequent stops with lay by es and shelters Low to medium density
Road Mixed Traffic Public Network (Demand Driven)	IPTN-Type F	<500	Bus, Taxi, Demand responsive (e.g. e-hailing)	<ul style="list-style-type: none"> Low to medium density Mostly stops or e-hailing

PART- G INSTITUTIONAL ARRANGEMENTS AND OPERATING BUDGET

10. 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 9 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 36: 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"> • Demand side management (water, energy) • Sustainable human settlements • Mass public transport and non-motorised transport • Climate change resilience • Waste minimisation • Informal settlement upgrading 	<ul style="list-style-type: none"> • MMC: Development Planning Management • MMC: Infrastructure Services and environment • MMC: Housing • MMC: Transportation 	Environment and Infrastructure Services Department

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

11. 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 (Transit Orientated Development Corridors (ToD)) and ensure

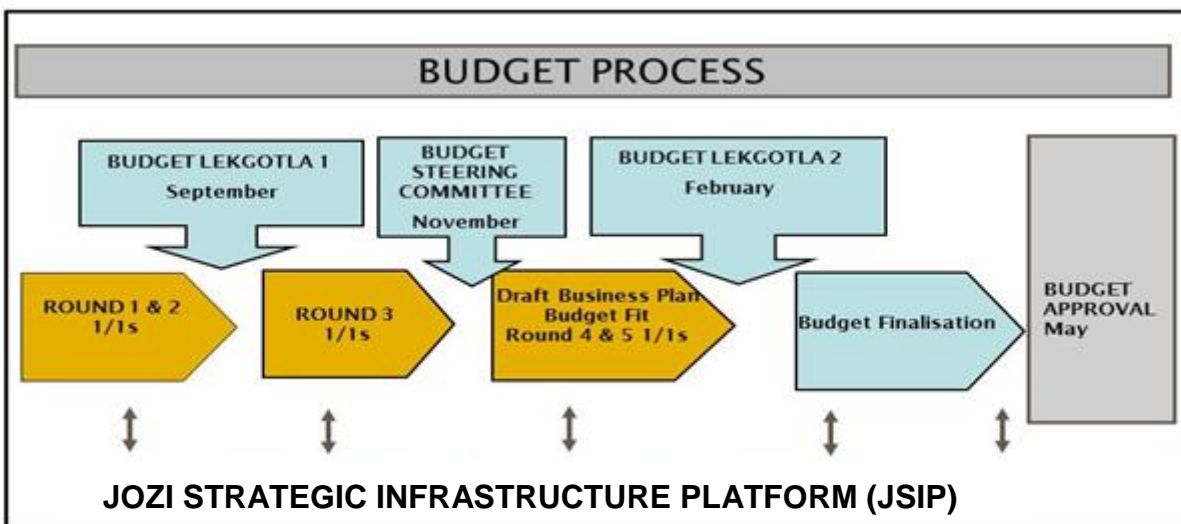
the improvement and the management of existing infrastructure. In order to achieve this purpose the CIF has a number of key objectives:

- Ensure the improved management of the City’s existing infrastructure;
- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising capital projects in these locations;
- Improve new service delivery through infrastructure and services that are planned, delivered, and managed in a structured manner;
- Prioritise projects and programmes through a strategic and spatially-linked information system known as the Joburg Strategic Infrastructure Platform (JSIP) in the context of a constrained capital budget;
- Direct future public and private investment, by aligning capital budget requirements of departments and entities to priority areas, defined in the Joburg 2040 Growth and Development Strategy (GDS), Spatial Development Framework 2040 and the Integrated Development Plan

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 45**) underpin the finalisation of the CIF.

15.1 The Capital Budgeting Process

Figure 45: 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

12. 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.

13. Risk Management

The objective of risk management is to enhance standardised decision making and integrated planning on risk management principles and practice across the City, in order to;

- ensure efficient, effective and economic mitigation of risks City-wide;
- achieve a better understanding of risk management for competitive advantage; • ensure safeguarding of assets (tangible and intangible);
- improve capabilities for resilience;
- allocate and manage resources more efficiently.

Through Group Risk and Advisory Services Department (GRAS) the City receives independent advisories and assurance services promoting good governance practices in relation to effective implementation of Enterprise Risk Management principles across the City. The City has developed and implemented Risk Management Plan, Risk Management Framework and Policy in order to enhance effective embedding of Risk Management processes in the City. The Risk Management Framework and Policy are aligned to international best practice such as Committee of Sponsoring Organisation (COSO) and International Organisation for Standardization (ISO), this is to ensure a holistic approach on risk management environment, including improvement of risk treatments/response strategies across the City.

In 15/16 the focus on risk management processes within the City has been;

- Risk profiles at organizational level (City level)
- Core Departments and Municipal Owned Entities strategic risk profiles
- Information and Communication technology (ICT) governance risk
- Fraud risk profiles
- Compliance risk profiles
- Risk Appetite and Risk Tolerance Statement for the City
- Property Risk Assessment

The City applies an integrated approach to enterprise risk management by linking the significant risk exposures to City’s strategic objectives/long-term goals, Mayoral priorities and GDS2040 outcomes. The risks are categorised and prioritized in accordance to probability and severity. The City utilises risk matrix to guide the priority levels for each risk as outlined below;

Table 37: City of Johannesburg Risk Matrix

IMPACT	5 Critical	LOW	MEDIUM 10	HIGH 15	VERY HIGH 20	VERYHIGH 25
	4 Major	LOW	MEDIUM 8	HIGH 12	HIGH 16	VERY HIGH 20
	3 Moderate	LOW	MEDIUM 6	MEDIUM 9	HIGH 12	HIGH 15
	2 Minor	LOW	LOW	MEDIUM 6	MEDIUM 8	MEDIUM 10
	1 Rare	LOW	LOW	LOW	LOW	LOW
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
LIKELIHOOD						

14. PART H – REPORTING AND EVALUATION

This section discussed the framework for measuring progress in achieving a quality built environment within the City of Johannesburg. It presents the broader set of indicators provided by National Treasury.

The BEPP planning process is “outcome-led” in that it responds to agreed indicators and targets for improved built environment performance. The City of Johannesburg is part of the development of the BEPP indicators. The indicators are subject to refinement by National Treasury in collaboration with the municipalities. A set of five outcome areas, together with general results statements and associated indicators to measure performance against them, have been defined (Table 29)

Table 38: Integrated Outcome and Results Statement

Well-governed city	Vision and leadership to initiate and drive spatial restructuring
	Capability to plan, facilitate, deliver and manage urban spatial transformation
	Partnering with citizens, civil society, private and public sectors
	Delivery of catalytic projects in spatially targeted areas
Inclusive city	New housing options with social diversity
	Affordable and efficient public transport services
	Integrated public transport system that is used by the majority of city inhabitants
	Social facilities and services
Productive cities	Growing city economies
	Increased city productivity
	Decoupling of non-renewable energy inputs from economic growth
Environmentally sustainable city	Integrity of ecosystems
	Climate mitigation and adaptation
	Sustainable resource utilisation

Annexure 1 contains the indicators in a format as prescribed in the Guidelines for BEPP 2017/18 – 2019/20. The city is still in the process of obtaining some of the information which will assist in populating data for all of the indicators as prescribed. It is envisaged that in the next update of the BEPP the data will have been gathered and reliable reporting on the indicators will commence. As noted above some of these broader built environment indicators are captured under other priority areas in the SDBIP of the city.

ANNEXURE A

Strategic Review of the Built Environment