A place of opportunity ...
## Contents

*Foreword* ........................................................................................................................................ iv

*Executive summary* ....................................................................................................................... v

1 **Roadmap purpose and structure** .............................................................................................. 1
   1.1 Purpose of the roadmap ........................................................................................................... 1
   1.2 Principles underpinning the roadmap .................................................................................... 2
   1.3 Structure of the roadmap ...................................................................................................... 4

2 **Role and importance of the inner city** .................................................................................... 6
   2.1 The role of the inner city ....................................................................................................... 6
   2.2 Inner city transformation benefits everyone ....................................................................... 7

3 **Challenges in the inner city** ..................................................................................................... 8
   3.1 Unresponsive institutional mechanisms .............................................................................. 8
   3.2 Crime and grime .................................................................................................................... 9
   3.3 Unsustainable urban services ............................................................................................... 11
   3.4 Underperforming economy ................................................................................................. 14
   3.5 Poor quality of life and exclusionary practices ...................................................................... 16

4 **An area-based approach: Precincts and neighbourhoods** .................................................. 19
   4.1 Area-based management approach ....................................................................................... 19
   4.2 Focusing urban management at the precinct level ............................................................... 22
   4.3 Precincts and neighbourhoods ........................................................................................... 22

5 **Vision for the inner city** ........................................................................................................ 39
   5.1 Inner City Vision ................................................................................................................. 39
   5.2 Five pillars underpinning the vision ..................................................................................... 40

6 **Strategies towards transformation of the inner city** ............................................................. 42
   6.1 Strategy for a well governed inner city ............................................................................... 42
   6.2 Strategy for a clean and safe inner city ............................................................................... 47
   6.3 Strategy for a sustainable inner city ..................................................................................... 53
   6.4 Strategy for a productive inner city ..................................................................................... 58
   6.5 Strategy for an inclusive inner city ....................................................................................... 60

7 **Institutional arrangements** .................................................................................................... 67
   7.1 Championing the inner city: Governance arrangements ..................................................... 69
   7.2 Management arrangements .................................................................................................. 72
   7.3 Supporting structures in the CoJ .......................................................................................... 75
   7.4 Communications strategy ...................................................................................................... 77

8 **Appendices** ........................................................................................................................... 81
   8.1 Appendix A: Alignment of Inner City Roadmap with City IDP and Budgeting Cycle .......... 81
   8.2 Appendix B: Short, Medium and Long term Outcomes ...................................................... 85
   8.3 Appendix C: Next steps ....................................................................................................... 94
List of Figures

Figure 1: Inner city quadrants .................................................................................................................. 20
Figure 2: Precincts and neighbourhoods .............................................................................................. 23
Figure 3: Vision for the inner city ........................................................................................................... 40
Figure 4: Inner City Roadmap institutional arrangements ....................................................................... 68
Figure 5: IDP and budget cycle 2012 - 2015 ....................................................................................... 82
Figure 6: Roadmap process ...................................................................................................................... 95

List of Tables

Table 1: City planning cycle ..................................................................................................................... 82
## Acronyms & Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ABM</td>
<td>Area-based management</td>
</tr>
<tr>
<td>AFHCO</td>
<td>Affordable Housing Company</td>
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<td>BRT</td>
<td>Bus Rapid Transit</td>
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<td>CBO</td>
<td>Community-based organisation</td>
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<td>CBP</td>
<td>Community-based planning</td>
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<td>CCTV</td>
<td>Close circuit television</td>
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<td>CID</td>
<td>City Improvement District</td>
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<td>CoJ</td>
<td>City of Johannesburg</td>
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<td>CWP</td>
<td>Community Work Programme</td>
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<td>DPUM</td>
<td>Development Planning &amp; Urban Management</td>
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<td>ECD</td>
<td>Early childhood development</td>
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<td>ED</td>
<td>Executive Director</td>
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<td>EPWP</td>
<td>Expanded Public Works Programme</td>
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<td>FBO</td>
<td>Faith based organisation</td>
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<td>GCR</td>
<td>Gauteng City Region</td>
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<td>GCRO</td>
<td>Gauteng City Region Observatory</td>
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<td>GDS</td>
<td>Growth and Development Strategy</td>
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<tr>
<td>GGP</td>
<td>Gross geographic product</td>
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<td>IC</td>
<td>Inner city</td>
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<td>ICO</td>
<td>Inner City Office</td>
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<td>ICPF</td>
<td>Inner City Partnership Forum</td>
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<td>ICPS</td>
<td>Inner City Property Scheme</td>
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<td>ICUDIP</td>
<td>Inner City Urban Design Implementation Plan</td>
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<td>IDP</td>
<td>Integrated Development Plan</td>
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<td>ISD</td>
<td>Infrastructure Service Delivery</td>
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<td>JDA</td>
<td>Johannesburg Development Agency</td>
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<tr>
<td>JHC</td>
<td>Johannesburg Housing Company</td>
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<td>JMPD</td>
<td>Johannesburg Metropolitan Police Department</td>
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<tr>
<td>JOSHCO</td>
<td>Johannesburg Social Housing Company</td>
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<td>JRA</td>
<td>Johannesburg Roads Agency</td>
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<tr>
<td>MMC</td>
<td>Member of Mayoral Committee</td>
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<tr>
<td>MOE</td>
<td>Municipal owned entity</td>
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<td>NGO</td>
<td>Non-governmental organisation</td>
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<td>NMT</td>
<td>Non-motorised transport</td>
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<td>RID</td>
<td>Residential Improvement District</td>
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<td>SDBIP</td>
<td>Institutional Service Delivery Budget Implementation Plan</td>
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<td>SDF</td>
<td>Spatial development framework</td>
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<td>SLA</td>
<td>Service level agreement</td>
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<td>SMMEs</td>
<td>Small Medium and Micro Enterprises</td>
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<td>SWID</td>
<td>South Western Improvement District</td>
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<td>TUHF</td>
<td>Trust for Urban Housing Finance</td>
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<td>UJ</td>
<td>University of Johannesburg</td>
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Foreword

The inner city has evolved from a mining camp to the core of a bustling international city. Today the inner city is a crucial hub within a sprawling metropolis of multiple centres. It has witnessed gold rushes, building booms, decline and capital flight.

In the last fifteen years the courageous efforts of many – private developers, non-governmental organisations, community groupings and municipal departments and entities - have established the inner city as a place of increased residential development, improved transportation and growing business and cultural sectors. Partnerships between these stakeholders, and notably the Inner City Charter Partnership working within the framework of the Inner City Charter (2007-2012), have actively developed joint projects to upgrade the inner city.

But there are also signs of decline. Service levels, maintenance and facilities have not kept pace with investment or with the enormity of change that is the hallmark of Johannesburg’s inner city.

There is no room for complacency. The tasks of transforming the inner city must continue. This document takes that work forward. It responds to current conditions and aligns inner city regeneration with the Johannesburg Growth and Development Strategy 2040.

The Inner City Roadmap is the City of Johannesburg’s statement of intent for transforming the inner city of Johannesburg. It is a framework that recognises the central role of the inner city as an entry point and a place of opportunity for many, including the poor. The inner city continues to be a meeting point for diverse cultures, as scores of individuals aspire to create a livelihood and find a foothold in the heart of Johannesburg.

We need to deliver and maintain services that are sustainable in the long term; to provide the social support and facilities that promote inclusivity and diversity; and to encourage productivity and the economic endeavours of large and small business. This can only be achieved with good governance and strategic planning and budgeting. It can only be sustained with dedicated effort to maintain and repair the infrastructure that is the backbone of the built environment. And it is best achieved within neighbourhoods – a planning and implementation system that is focused on delivery and maintenance at the local scale. This area-based focus as well as the outcomes-based approach to setting goals and measuring success are both essential if we are to tackle issues in the inner city in a holistic way.

This roadmap is offered as the framework through which the City and multiple stakeholders can collectively pursue the vision of the inner city as A place of opportunity: a well-governed, transformed, safe, clean and sustainable inner city of Johannesburg, which offers high quality, sustainable services; supports vibrant economic activity; and provides a welcoming place for all residents, migrants, commuters, workers, traders, investors and tourists.
Executive summary

Purpose of the roadmap
The Inner City Roadmap is the City of Johannesburg’s statement of intent for transforming the inner city of Johannesburg. It provides the framework for the City of Johannesburg (CoJ) in rolling out the Growth and Development Strategy 2040 in the inner city.

The Inner City Roadmap takes forward the work of the 2007-2012 Inner City Charter and directs work towards an outcomes-based approach that seeks to tackle problems holistically. This requires that all the departments involved in a particular issue work together to resolve issues or roll out programmes.

The roadmap takes an area-based management and partnership approach to guide municipal activity in transforming the inner city.

This roadmap defines five pillars of inner city transformation to be achieved through City initiatives and partnerships in the inner city. They are:

- A well-governed inner city
- A clean and safe inner city
- A sustainable inner city
- A productive inner city
- An inclusive inner city.

Short-, medium- and long-term outcomes are defined within each pillar. These are the outcomes to be achieved by establishing programmes and projects in the inner city. Such programmes are to be undertaken in consultation and partnership with stakeholders.

Finally, the roadmap identifies key priority interventions - ‘big issues’ - that should be tackled first by the task teams proposed in this roadmap.

Role and importance of the inner city
The inner city is birthplace and historic core of the city. It serves at their first point of entry for those who come to live in the city for short or long periods, making it the most diverse centre in the metropolitan region. It has a dense network of infrastructure and a rich stock of buildings. The inner city is

- a place of opportunity
- a place of inclusivity
- an important employment node
- an important residential neighbourhood
a commercial node offering a diversity of office accommodation
- Johannesburg’s – and the region’s - transportation hub
- a site of intense investment, attracting both private and public sector money and businesses
- an enormous local, regional and sub-continental retail centre
- characterized by a diverse mix of land uses
- an important generator of municipal income
- the cultural hub of the city
- the site of multiple educational amenities
- synonymous with the identity of Johannesburg in the minds of travellers and investors.

Challenges in the inner city
The inner city is the site of many challenges that reflect Johannesburg’s complex history and its unique role as the leading metropolis for Southern Africa. While much has been achieved in revitalising and transforming the inner city since 1994, many challenges remain towards the achievement of the City’s growth and development objectives by 2040. They include unresponsive institutional mechanisms; crime and grime; unsustainable urban services; an underperforming economy; and poor quality of life and exclusionary practices.

An area-based approach
The City has undertaken public environment upgrades and planning at a localised precinct level in several parts of the inner city. This focused attention has been highly successful. In many instances the City has been the primary driver, but in other areas the private sector – in particular, large landholders – has driven regeneration projects in neighbourhoods or precincts. In other parts of the inner city community-based forums have also proven highly successful.

A key success factor in all these regeneration initiatives has been the development of partnerships for the pooling of resources, for collective definition of the problems, and for joint public and private development initiatives. This approach is to be entrenched in the future.

The Inner City Urban Design Implementation Plan has defined a number of precincts and neighbourhoods which will form the basis for area-based inner city revitalisation initiatives as well as day to day urban management. These include:

- Braamfontein
- Hillbrow and Berea
- Yeoville and Bellevue
- Greater Ellis Park, Doornfontein and New Doornfontein
- Newtown
Vision for the inner city

A well-governed, transformed, safe, clean and sustainable inner city of Johannesburg, which offers high quality, sustainable services; supports vibrant economic activity; and provides a welcoming place for all residents, migrants, commuters, workers, traders, investors and tourists.

Strategies towards transformation of the inner city

The overall impact of this roadmap will be a regenerated and transformed Johannesburg inner city. It will be realised on five pillars. Within each pillar a number of long-term, medium-term and short-term outcomes will be achieved through a series of outputs that will be delivered by the partners.

Strategy for a well governed inner city

Accountable governance structures will provide the political oversight and will provide mechanisms for unblocking deadlocks or delays that hinder delivery.

An Inner City Programme Manager, along with associated staff, will lead all the activities and programmes envisaged for the inner city and will coordinate activities of other departments and entities. This unit will also coordinate the Inner City Partnership Forum to ensure close stakeholder involvement in inner city initiatives.

A chapter of the IDP will be dedicated to the inner city. A suite of plans at inner city level and at precinct level will provide the spatial frameworks to guide programmes. This planning will be supported by sound and coordinated data collection.

The billings system as well as tariffs and rating systems within the inner city will be improved to ensure correct and efficient billing.

Strategy for a clean and safe inner city

A clean and safe inner city will be achieved through the articulation and roll out of an Urban Management Strategy for the inner city. This strategy will deal with the coordinated enforcement of by-laws and the effective policing of the inner city. It will also ensure
coordination of the urban management and maintenance functions undertaken by various departments and MOEs.

**Strategy for a sustainable inner city**

The inner city will offer high quality, effectively functioning infrastructural services, be green and promote sustainable practice in transportation, in building design, in waste management and in energy and land utilisation. The inner city will be well-connected with safe, reliable public transportation, rationalised vehicular routes and pleasant, walkable pedestrian pathways.

**Strategy for a productive inner city**

A diverse offering of economic activity will be promoted within a mixed economy that caters for a competitive range of retail, manufacturing, commercial and creative industries. A thriving and well-managed cross-border trading sector will be supported. Informal trading will be supported within managed linear and demarcated markets and will be integrated with transportation routes and movement plans for the inner city. Micro trading and informal trading will be appropriately regulated. The number of ‘green’ industries will be increased.

Employment, through meaningful work and livelihood opportunities, will be increased and opportunities for employment and innovation will be promoted through improved skills and through networks of job centres.

The inner city will be productive in creating a sustainable income stream through effective municipal revenue collection, enhanced revenue opportunities and the efficient, cost effective delivery of services.

**Strategy for an inclusive inner city**

An inclusive inner city will be accessible to the broadest range of urban users. Inner city residents will be well-housed in a range of sustainable housing typologies catering for a range of affordability levels and developed within a sound financing, institutional and regulatory framework. Shelter will be provided for indigent people. Housing will be developed in environments that offer shelter as well as the basic infrastructure, social facilities and open space required for sustainable, healthy neighbourhoods. Residents will have access to recreation and sporting facilities within walking distance, and will enjoy a safe, walkable and pleasant public environment.

Residents’ life chances will be widened through investment in health care, health facilities and outreach programmes.

The City will promote a vibrant education cluster with sound, well-supported schools, - networked with public libraries - as well as regulated and supported early childhood development facilities.
A social services network of CBOs, NGOS and municipal services will provide support for the poor of the inner city through targeted programmes. Social services will be expanded to cater for the range and scale of need and services will be coordinated.

The inner city will be a beacon of diversity, integrating newcomers and migrants through effective support.

The inner city will be a centre for art, culture and public art and events.

The inner city will be a democratic political space where all users are well-informed and participate in public affairs. Residents and users of the inner city will be encouraged to adhere to by-laws through training and education.

**Institutional Arrangements**

The roadmap must be supported by accountable structures. It is mindful of the effort required to harness the energies of all public and private (including broader community) stakeholders to rejuvenate the inner city. The basis of such efforts is a partnership approach.

Within the City there are a number of critical institutional issues that require attention in order to ensure the successful roll out of the Inner City Roadmap. These are: political governance and accountability for the Inner City Roadmap; the partnership arrangements between the City and stakeholders; and the management of the Inner City Roadmap within the municipality.

The following **Governance arrangements** are to be put in place:

- A dedicated MMC for the Inner City
- The Governance Section 79 Committee
- The Governance Cluster Committee
- The Inner City Partnership Forum will provide a platform for engagement on particular programmes and initiatives within the roadmap; provide an opportunity for proposing further programmes or initiatives in the inner city; will be a platform for accountability to stakeholders on the City’s progress in respect of the programmes defined in the roadmap.

The current forum includes a wide range of representatives. The existing base (established through earlier Charter processes) will be supplemented with representatives of valid inner city interest groups.

In order to participate effectively, departments and entities must be brought into the roadmap process in an inclusive way. The following **management arrangements** will be established:

- An Inner City Office will be located within the City Manager’s Office and will be elevated above individual line departments and entities.
The Inner City Office will be directed by an **Inner City Programme Manager**. The Inner City Programme Manager has responsibility for overall functional coordination of Partnership commitments and for driving and monitoring the progress of each City department and entity in the furthering of commitments.

**Region F will be strengthened** to improve the urban management function and to tackle the priority service delivery issues that face the inner city.

**Development facilitation will be undertaken by the JDA**, implementing both capital projects initiated by the City and collaborative projects with the private sector as envisaged in the Inner City Roadmap.

A number of **support structures** will be set up within the City. These include:

- **Technical Coordinating Committee** comprising senior operational representatives from each department and MOEs active in the inner city. The committee will meet fortnightly under the chairmanship of the City Manager, supported by the Group Head: CRUM and the Inner City Programme Manager. This will be key forum for receiving reports on each department’s activities in the inner city, monitoring progress and dealing with blockages and problems. It will be the point where line departments share their individual progress reports and coordinate with each other on cross cutting projects and on programmes.

- **Task teams** are ad-hoc committees established to deal with particular issues or particular precincts. The task teams will be constituted by officials and stakeholders related to the specific issue that the task team is tasked with resolving. When these objectives are met, the sub-committee will be disbanded.

- **Task team leaders** should be located within the line departments or municipal entities that take responsibility for particular clusters of projects arising from the roadmap. They will lead sectoral working groups where these are deemed necessary.

The inner city cannot be ‘fixed’ by municipal government alone. Nor can any initiatives that are implemented by local government be sustained without buy-in of those people who use the facilities or assets that are developed. This partnership between public, private and community agents is the key driving force of regeneration. The partnership itself needs to be reinforced and strengthened in order to continue the transformation efforts that have already begun in the inner city. A **communications strategy** will be developed to

- Facilitate education and training initiatives to improve service delivery and encourage appropriate behaviour

- Broaden stakeholder engagement

- Recognise excellence in performance and implementation of inner city initiatives

- Increased communication with public and media, increased access to inner city information.
1 Roadmap purpose and structure

1.1 Purpose of the roadmap

The Inner City Roadmap is the City of Johannesburg’s statement of intent for transforming the inner city of Johannesburg. It provides the framework for the City of Johannesburg (CoJ) in rolling out the Growth and Development Strategy 2040 in the inner city.

The roadmap takes an area-based management and partnership approach to guide municipal activity in transforming the inner city. This roadmap is a City-led initiative to facilitate development in the inner city by a wide range of stakeholders in planning and implementing programmes and projects that seek to transform the inner city.

The roadmap aims to guide City investments and the full spectrum of urban management activities in the inner city. Accountability will derive from consultative processes while enforceability will rely on existing instruments and institutional arrangements within the City, including the Integrated Development Plan (IDP) and budgeting processes, as well as existing institutional performance management systems.

The Inner City Roadmap takes forward the work of the 2007-2012 Inner City Charter and directs work towards an outcomes-based approach. The Inner City Charter of 2007 grounded the City’s commitment to revitalising the inner city, based on an extensive consultation process. The outcomes-based approach does not confine activities to single departments but seeks to tackle problems holistically. This requires that all the departments involved in a particular issue work together to resolve issues or roll out programmes.

The intention of an outcomes-based approach is also to avoid overburdening institutional structures. This is done by focussing attention on priority outcomes and by directing work programmes, reference groups and meetings to tackle specific, targeted issues rather than a long lists of projects that have not been prioritised and that run the risk of confounding efforts to tackle the ‘big problems’.

The roadmap, which has been developed through consultation with working groups established as part of the Inner City Charter process as well as with departments in the City, aims to take the work of the Inner City Charter forward. As such, the roadmap incorporates the commitments from the previous Inner City Charter which continue to remain relevant to the inner city. It also adds commitments that have arisen as a result of changed circumstances and new City priorities.

Importantly the roadmap reflects on and integrates the objectives and intentions developed in the City’s Growth and Development Strategy (GDS) 2040. It also responds to the institutional restructuring that has taken place in the City and elevates the inner city transformation process...
by embedding inner city initiatives more strongly in City planning and budgetary processes and by developing clear reporting lines that culminate in the City Manager’s Office.

This roadmap defines five pillars of inner city transformation to be achieved through City initiatives and partnerships in the inner city. They are:

- A well-governed inner city
- A clean and safe inner city
- A sustainable inner city
- A productive inner city
- An inclusive inner city.

Short-, medium- and long-term outcomes are defined within each pillar. These are the outcomes to be achieved by establishing programmes and projects in the inner city. Such programmes are to be undertaken in consultation and partnership with stakeholders.

Finally, the roadmap identifies key priority interventions - ‘big issues’ - that should be tackled first by the task teams proposed in this roadmap. In addition to the programmes identified in this roadmap, a prioritised programme for overseeing the review and completion of commitments made in the 2007-2012 Inner City Charter and not carried forward in this roadmap will be put in place.

### 1.2 Principles underpinning the roadmap

The principles underpinning the Inner City Roadmap are derived from the Joburg 2040 Growth and Development Strategy.

- **Principle 1: Eradicating poverty.** The City of Johannesburg will continually assist the poor to build capacity, thereby supporting them in accessing the city and stepping onto the ladder of prosperity. The City chooses a pro-active approach helping marginalised communities to access urban services - new households; internal and circular migrants; those in hostels, informal settlements and historical ghettos; the unemployed youth; refugees; and others who are vulnerable. The aspirations of the poor present considerable delivery challenges. Despite this, the City remains committed, as developmental local government, to promoting social, economic and spatial inclusion.

- **Principle 2: Building and growing an inclusive economy.** The City of Johannesburg will continue to support economic growth that is both competitive and job-intensive thereby ensuring that economic opportunities are shared. The GDS recognises that the apartheid legacy is still reflected in a highly unequal economy that excludes the majority of Johannesburg’s residents – an economy that has created labour market distortions that
continue to benefit racial minorities. Facilitating shared growth – and involving more citizens in economically productive activities – will serve to benefit all.

- **Principle 3: Building sustainable human settlements.** The City is committed to building sustainable human settlements – with this commitment aligned to national imperatives. This commitment cannot, however, be addressed without honestly considering how sustainable human settlements can best be established in a city still divided across race and class lines. In building sustainable human environments, the City must therefore address a triple challenge: breaking through the apartheid city; creating more liveable environments; and confronting the post-apartheid reality of urban exclusion.

- **Principle 4: Ensuring resource security and environmental sustainability.** The City of Johannesburg is committed to transitioning to a low-carbon economy in pursuit of a healthy urban environment and environmental sustainability. In the context of high energy costs, a plan that does not include this transition will result in an energy base that places excessive burdens on the economy, negatively affecting the potential of all economic sectors. Increasing energy costs will further disadvantage the poor, exacerbating conditions of energy poverty in the city. This City is committed to addressing energy poverty by building an urban form that is energy efficient, and by ensuring that the urban poor are energy-secure. However, the management of all scarce resources is the collective responsibility of all city’s stakeholders. For success, this principle requires the development of compacts between the City, business, individual citizens and communities, with joint action representing the only option for adequately addressing resource security requirements.

- **Principle 5: Achieving social inclusion through support and enablement.** The City will ensure the promotion of social inclusion at all levels of society, through addressing key obstacles, including those that relate to access to service infrastructure and social safety nets. The City recognises the reality that social inclusion will only be achieved if all play their part. The City will work to build an enabling environment, through which citizens can support themselves and each other, creating change and greater inclusivity through the direct actions of individuals, communities, organisations, alongside the City. The City will continue to work with marginalised groups such as women, children, people with disabilities, migrants and refugees, while establishing further partnerships to drive social inclusion across civil society and business. Importantly, the City will work closely with communities to minimise urban conflict arising from intolerance, prejudice and discrimination – as seen in xenophobic attacks and crimes such as ‘corrective rape’. The City will deepen its relationships with marginalised groups and strive to understand newly emerging forms of social exclusion. Building bridges across diverse communities is an important element in driving inclusivity, and ensuring the restoration of trust within and between communities. The City will assist communities to express their culture through the character of the built environment, while allowing neighbourhoods to develop their own unique character and cultural identities.
Principle 6: Promoting good governance. Good governance is central to all of the principles outlined above, serving as the foundation upon which all other principles can be realised. The City commits to ensuring financial sustainability and deepening participation. Financial sustainability is critical if the City is to meet the long-term demands for capital infrastructure. In addition, the City will focus on building more innovative mechanisms through which citizens and communities can participate more effectively and meaningfully. Recognising that communication is critical for deepening participation, the City will transform the manner in which it communicates with citizens and stakeholders.

1.3 Structure of the roadmap

The roadmap is structured as follows:

2: Role and importance of the inner city
Chapter 2 sets out the importance of the inner city to the City of Johannesburg from an economic, human development, historical and cultural perspective.

3: Challenges in the inner city
Chapter 3 describes the many challenges facing the inner city ranging from crime to urban management issues to concerns around transportation and the needs of families with respect to housing, social services and access to employment opportunities. These challenges set the scene of the roadmap and the proposed interventions.

4: An area-based approach - Focussing on precincts and neighbourhoods
Chapter 4 sets out the area-based approach to be adopted in implementing the Inner City Roadmap. This chapter also provides an overview of the precincts and neighbourhoods that comprise the inner city and identifies the main challenges and interventions required.

5: Vision for the inner city
Chapter 5 sets out the vision for the inner city in terms of the City’s overall growth and development strategy towards 2040. The vision illustrates the five pillars that underpin the transformation of the inner city by 2040.

6: Strategies towards transformation of the inner city
Chapter 6 details the five strategies (pillars) towards inner city transformation and sets out the long, medium and short term outcomes that need to be achieved if the inner city is to be transformed by 2040. In essence this chapter comprises the core strategic statement of the roadmap which should guide the City’s endeavours.
7: Institutional arrangements
Chapter 7 sets out the proposed institutional and management arrangements for the implementation of the roadmap. The roadmap should be seen as a ‘living document’ which will require an intensive and ongoing process involving all key stakeholders in order to realise the vision. This chapter sets out the proposed consultative structures as well as the City’s reporting and governance arrangements.

Appendices
The final section collates a number of appendices that address the: Alignment of the Inner City Roadmap with the City IDP and budgeting cycle; Next steps - short, medium and long-term Outcomes; and terms of reference for new Inner City Task Teams.
2 Role and importance of the inner city

The inner city is the heart of Johannesburg. It is the birthplace and historic core of the city. It serves as their first point of entry for those who come to live in the city for short or long periods, making it the most diverse centre in the metropolitan region. It has a dense network of infrastructure and a rich stock of buildings.

2.1 The role of the inner city

Historically, Johannesburg’s inner city functioned as the city’s primary employment and retail node. However, its role has changed over the years and it is now only one of many business nodes, in an increasingly polycentric city. Notwithstanding these changes, the inner city continues to serve a unique function within Johannesburg and remains the most intense mixed-use centre as well as the primary entry point and transportation hub for most of the city’s commuter population. The inner city serves a number of crucial functions:

- The inner city is a place of opportunity, a place which offers potential for all people, rich and poor, to find jobs, create businesses, access markets and to tap into a pool of civic, social and welfare resources.
- The inner city is a place of inclusivity. It is unique in hosting a wide range of national and ethnic communities and has the potential to function as beacon of diversity – for the city and the country - as a place where multiple communities integrate and co-exist.
- The inner city is an important employment node, generating significant employment opportunities in the retail, manufacturing and commercial sectors.
- The inner city functions as an important residential neighbourhood, offering a diversity of housing opportunities close to jobs, public amenities and transportation networks.
- The inner city hosts a diversity of office accommodation, and is unique in offering both cellular space for small businesses as well as the infrastructure and land parcels necessary for corporate headquarters.
- The inner city’s central location has ensured its role as Johannesburg’s – and the region’s - transportation hub, providing access to a wide range of transportation modes for commuters and visitors from all over Southern Africa. The inner city is the most accessible part of Johannesburg for people who rely on public transport, especially the urban poor.
- The inner city is a site of intense investment, attracting both private and public sector money and businesses. It provides market access and services to support several economies that rely on agglomeration and concentration. But the inner city is also characterised by enormous economic diversity and therefore facilitates linkages between big established businesses and small emerging enterprises.
The inner city is an enormous local, regional and sub-continental retail node, accommodating niche markets, cross-border trade and important logistical functions for freight and distribution.

The inner city is characterised by a diverse mix of land uses offering a diverse range of goods and services to the community.

The inner city is an important generator of municipal income. Because the inner city is a repository of high land value, it generates high rates, and is therefore an important source of revenue for local government.

The inner city is the cultural hub of the city offering public art, performance, museums, galleries, theatres, and public space to support cultural activities.

The inner city is the site of multiple educational amenities including universities, schools, public and private colleges, early childhood facilities and adult education colleges.

The inner city, with its unique and identifiable skyline, encapsulates the identity of Johannesburg in the minds of travellers and investors. More than any other place, the inner city establishes the image of Johannesburg in the minds of people. It also represents the city’s early gold mining history.

2.2 Inner city transformation benefits everyone

The transformation of the inner city benefits all stakeholders in Johannesburg.

For local government, the regeneration of the inner city means an increased tax base enabling local government to improve its activities, and cost efficiencies derived from providing good quality services in dense environments.

The private sector has an interest in maintaining the inner city in order to maintain the value of their investments and to further investment opportunities.

For residents within the wider city, a revitalized inner city offers cultural, tourism and entertainment amenities.

For the urban poor, the agglomeration benefits of inner city provides opportunities for seeking employment, markets for informal trade and a pool of civic, social and welfare resources. It offers an environment that is conducive to informal trade and small business.
3 Challenges in the inner city

This section outlines the current issues that face Johannesburg in achieving the goals of functionality, productivity and inclusivity in the inner city. It does so by discussing the current status and the gaps that exist in each area.

The inner city is the site of many challenges that reflect Johannesburg’s complex history and its unique role as the leading metropolis for Southern Africa. While much has been achieved in revitalising and transforming the inner city since 1994, many challenges remain towards the achievement of the City’s growth and development objectives by 2040.

3.1 Unresponsive institutional mechanisms

This concern relates to the Joburg 2040 principle of promoting good governance.

3.1.1 Fragmented planning and inadequate information

Significant planning work has already been done for the inner city. Detailed plans have been prepared for many precincts in the inner city and an overall urban design implementation framework has been developed. However not all parts of the inner city have received equal attention. Planning initiatives are sometimes fragmented and often contradictory objectives have meant that municipal departments have not worked together productively.

City officials are also concerned that plans have not been based on sound information. Essential data relating to the condition of infrastructure and the availability of services are often absent.

3.1.2 Disengaged citizens and stakeholders

The inner city cannot be ‘fixed’ by municipal government alone. Nor can any initiatives implemented by local government be sustained without buy-in of those people who use the facilities or assets. The regeneration of the inner city thus requires the input and commitment of state, private and community organisations.

3.1.3 Poor communications

Public sector programmes in the inner city have been beset by problems because of inadequate communications. Ongoing, sustained, and inclusive communication between the general public and City’s diverse departments and entities is essential to ensure good planning, effective delivery, and the preservation and management of public infrastructure and services. A well-conceived and professionally implemented communication programme, tied directly to inner city developments is needed to enhance stakeholders’ understanding of their responsibilities in the inner city. Conversely, a process of ongoing research is required for City officials to gain an understanding of citizens’ changing realities, needs and priorities.
3.1.4 *Inappropriate institutional location to manage the inner city*

The responsibility for co-ordinating inner city management has to date been located in the Department of Development Planning and Urban Management, with the Inner City Programme Manager reporting to the ED: DPUM and with individual programmes being the responsibility of the relevant line departments. This institutional positioning has not offered the programme manager sufficient authority to ensure that departments and MOEs meet their obligations and participate effectively in inner city management. At the same time, the current location of the Inner City Programme Manager does not offer particular advantages for access or proximity to inner city stakeholders.

Locating the Inner City Office closer to the day-to-day management of the inner city offers the best possibility of aligning the City agencies with stakeholders and coordinating municipal interventions in the inner city. There will continue to be a close relationship between the Inner City Office and DPUM: the DPUM will continue to develop high priority spatial plans will take responsibility for establishing a data centre on the inner city.

3.1.5 *Inadequate staffing for inner city management*

The management of the inner city involves wide-ranging and demanding tasks. It is unviable to operate an Inner City Office with only two staff members, as has been the case. This arrangement has to date strained the Inner City Programme Manager and limited possibilities for both effective strategising and effective monitoring.

3.1.6 *Inadequate monitoring*

The current monitoring of Inner City Charter commitments is poorly tied to defined targets. Because the overall approach lacks an outcomes-based, prioritised framework, the commitments and deliverables are not adequately weighted in importance. Although many commitments have indeed been achieved, the most critical issues in the inner city often remain unresolved. An outcomes-based (rather than outputs-based) system of tracking is urgently required.

3.2 *Crime and grime*

This concern underlies the effectiveness of all programmes and relates to the Joburg 2040 principles of building and growing an inclusive economy, building sustainable human settlements and ensuring resource security and environmental sustainability.

3.2.1 *Inadequate urban management*

Service delivery breakdowns and by-law infringements give rise to overcrowding, dirty public environments, insanitary conditions and unacceptable levels of traffic congestion. These issues require effective urban management, on-going maintenance, and repair by many City
departments and entities. In addition, law enforcement involves municipal, provincial and even national stakeholders.

In terms of coordinating and strengthening urban management, Region F has begun to create a coordinated multidisciplinary unit within its office. This unit needs to be strengthened with capacity from various departments and entities. Coordination across the City requires firm service level agreements (SLAs) between Region F and the units responsible for service delivery and management in the inner city. High-level task teams must deal speedily with urgent problems and service breakdowns.

To date, service level agreements have not been effectively developed. As a result, Region F has no power to act when other City entities fail to meet their obligations for urban management. SLAs and protocols for escalating problems must be established to ensure coordination and oversight of urban management tasks.

‘On the ground’ coordination is hampered by inadequate information and poor communication between staff and the central nerve centre or between law enforcement officers and urban management staff.

The City’s policy with regard to City Improvement Districts is under review. This needs to be speedily resolved so that public-private arrangements for key urban management tasks can be extended throughout the inner city.

Regulatory infringements must be tackled in more stringent ways. There are multiple and on-going infringements related to residential buildings, informal traders, parking, littering, traffic, and liquor outlets.

The single biggest urban management problem in the inner city is the high incidence of ‘bad buildings’. This is an urban management, a safety and security, and a housing issue. These buildings present enormous challenges because services within them are overloaded or dysfunctional. More significantly, building degradation has a definite spill-over effect on the surrounding neighbourhood. The City recognises that the resolution of bad buildings requires law enforcement and a developmental approach to rehabilitation.

Although various urban management pilots have been implemented throughout the inner city, these have been dispersed and un-coordinated. What is required now is a well-articulated, systematic urban management programme across the entire region. This should include service level agreements between Region F and all the entities regarding on-going maintenance and repair of all urban infrastructure in the inner city.
3.2.2 Compromised safety and security

Crime in the inner city of Johannesburg is a key deterrent to investment and compromises quality of life for all who live, work, trade or pass through the inner city. Crime poses a threat to people’s private lives in the inner city and threatens people using public space, amenities, public transportation and parks.

Many public and private efforts have been directed at increasing levels of policing and law enforcement in the inner city. There has been significant success. The installation of close circuit television cameras has been a crime deterrent in a number of areas and visible policing, particularly within the privately secured city improvement districts, has been linked to major decreases in levels of crime. However a great deal more is required.

Policing styles, which are at times aggressive, need to be examined. In addition corrupt practices amongst law enforcement officers must be rooted out.

3.2.3 Inefficient waste management

While much has been done to improve cleaning of the inner city, there is an on-going need to muster the support of inner city users to participate in cleaning, recycling and reducing the waste that is generated in the area. More staffing, resources and infrastructure are required for these tasks. A concerted campaign to recycle and reduce waste must be established.

Due to its residential and commercial density, the inner city generates large amounts of waste which could form the basis of community programmes for waste separation and recycling. Opportunities should be promoted to recycle waste and to improve the relationship between various stakeholders in waste management including the City, private recycling companies, informal reclaimers and agents providing storage and other facilities.

3.3 Unsustainable urban services

This concern relates to the Joburg 2040 principles of building sustainable human settlements and ensuring resource security and environmental sustainability.

3.3.1 Inefficient water, sanitation and electricity infrastructure

Basic water, sewer and electricity infrastructure in Johannesburg’s inner city is well over 50 years old and requires rehabilitation and ongoing maintenance.

High levels of in-migration, land use changes and urban decay have all placed extremely high pressure on existing infrastructure and services. But there is also a need to service new developments and repair infrastructure where it is strained or depleted. Service delivery breakdowns, blockages and shortages must be resolved to ensure the functionality of all activities in the inner city.
There is a need to promote technological innovation and alternative energy sources in order to address environmentally unsustainable practices. Innovative technologies to reduce water and power consumption in the inner city must be mobilised. To date, the adoption of sustainability principles with respect to servicing has been inadequate.

### 3.3.2 Traffic congestion and poor public transport services

The Johannesburg Inner City Traffic and Transportation Study (2010) identified key problem areas including congestion; illegal transport operations and on-street ranking; inadequate public transport facilities; and lack of management where transport facilities exist. As a major multi-modal public transport hub, the inner city performs inadequately. There is an insufficient supply of inner city parking. Where parking exists it is not properly regulated. While the city is walkable due to its size and structure, pedestrians are not given sufficient priority over cars, and are vulnerable due to inadequate lighting, safety and security measures.

Trips between work, school and between commercial nodes are poorly co-ordinated. Existing ranking and holding facilities for minibus taxi are either inadequate or not properly utilised due to their poor location or poor environmental quality, giving rise to illegal and / or informal taxi ranking.

The introduction of the Rea Vaya BRT and the national commuter rail plan, envisaging a major overhaul of core commuter lines across the country over the next five years, represent an opportunity to transform public transportation in the inner city. Improved public transportation infrastructure in the inner city could become a major catalyst for regeneration.

### 3.3.3 Insufficient and inappropriate inner city housing

The demand for accommodation in the inner city continues to outstrip supply. Although the residential sector has seen significant investment, much of this new housing stock has been directed at low- to middle income households, rather than at very poor households. The shortage of accommodation for poor people feeds so-called slumlord developments and bad buildings in the inner city. The challenge for the City is to promote regeneration and upgrading in ways that are not exclusionary.

It is important to note that a significant number of new housing opportunities have been created, often through the redevelopment of degraded buildings, and often allied to public environment improvements. Collectively, newly developed residential buildings have established a presence in many areas of the inner city, encouraging further upliftment and investment. This cycle of renewal is firmly established and the demand for this housing is extremely high. The private sector has been responsible for much of this development, primarily targeting low- to middle-income households. Social housing institutions have also been active in delivering housing units to lower income households. In addition the City has facilitated the development of short stay accommodation for particular indigent persons and persons being moved from stressed buildings under certain conditions. However, very few buildings provide this kind of
accommodation. There is an urgent need for well-located, inner city housing for lower income groups and the indigent.

Moreover, there is little mixed income housing development in the form of inclusionary or integrated mixed use developments. Both publicly stimulated and privately provided integrated mixed use developments need to be supported.

### 3.3.4 Insufficient, poorly maintained open space

While the City has upgraded many of the existing parks and sports facilities there is still a severe shortage of parks and playgrounds to cater for the rapidly increasing population. Increasing residential densities in the inner city has meant that the need for quality open space becomes more and more critical. At present there is not enough open space in the inner city. In some instances parks are over-utilised because of these high densities, but there are also instances where parks are underutilised because of poor quality, inadequate amenities and bad maintenance. New spaces must be created for recreational purposes and to provide much needed green lungs.

### 3.3.5 Poor pedestrian environment and unpleasant neighbourhoods

Inappropriate urban design, an overemphasis on private cars, neglect of the built and natural environment, and insufficient attention to the public environment have all compromised the liveability of the inner city.

In many parts of the inner city these problems are being effectively addressed. One of the significant successes of inner city regeneration to date has been a focus on planning for particular areas. Area-based planning and upgrading must continue, with each neighbourhood in the inner city receiving appropriate attention. This means that coordinated municipal programmes must be rolled out on an area-by-area basis. It also means improving public space so that people who live, work and play in inner city neighbourhoods have access to a good, walkable and enhanced public environment.

It is imperative that the City and its partners create a high quality urban environment in the inner city. The outdoor environment through which people move, where they congregate and where increasingly they shop, play and relax must be safe, appealing and functional. This environment must also celebrate the diversity and identity of Johannesburg. It is the task of many departments and entities to create and maintain liveable public space in the inner city.

The diverse uses that are accommodated in the inner city are rarely compatible. The needs of motorists, traders, shoppers and pedestrians often clash. It is the challenge of urban design to accommodate multiple users and activities. Street traders, for example, crowd out pedestrian space and generate large amounts of waste and litter. This means that public environment interventions must be integrated with urban management objectives. It requires treating streets
as real estate assets in the inner city and designing complete streets that accommodate diverse users.

There is poor pedestrian accessibility due to the large number of pedestrians and the limited size of sidewalks. Some sidewalks are in a bad state of repair due in some measure to repeated way leaves and re-instatements. The JDA’s Commuter Links Programme has improved a significant number of sidewalks but more needs to be done.

3.3.6 Environmental problems

Urban management stresses in the inner city contribute to environmental problems. These include air pollution, polluted storm water, sewerage leaks, threats to water quality and acid mine drainage. The need to promote energy efficiency in this high-density environment is crucial.

Because the inner city is located on a watershed, outflows of wastewater pollute the water resources on which the city depends. It is imperative that the storm water system is efficiently maintained and that surface litter and toxic effluent from inner city buildings do not enter the water drainage system.

The threat of acid mine drainage looms over the inner city.

3.4 Underperforming economy

This concern relates to the Joburg 2040 principle of building and growing an inclusive economy.

3.4.1 Declining economic activity

Although the City of Johannesburg has made significant progress in its efforts to attract investment to the inner city, many challenges remain.

Because of its size, and an average economic growth rate that was close to the average for the city as a whole, the inner city was the biggest regional contributor to growth in Johannesburg’s economy between 2002 and 2007 – accounting for 20.5% of GGP growth over that period. The average annual economic growth rate of the inner city between 2002 and 2007 was just under 6% per annum, compared with 6.1% for the city as a whole. However, in recent years the rate of economic growth of the city as a whole has started to outstrip that of the inner city – suggesting that other regions are growing at faster rates.

Healthy rental rates and low vacancies exist in the inner city core, notably in respect of retail.

In order to enhance the inner city’s role as an important economic generator in Johannesburg concerted efforts will be needed to attract and retain existing businesses in the inner city and to attract new businesses.
3.4.2 Changing patterns of private investment

There have been major shifts in the sectoral composition of the inner city’s economy. The most pronounced shift is the increased contribution of the finance and business services sector to GGP, which is estimated to have increased from less than 25% to almost 35% over the last decade.

In terms of the property market, in 2008, 82% of the value of transactions comprised section title units. Since 2000, the private sector has conservatively invested an estimated R4,5 billion in respect of upgrades and conversions of buildings, bringing total investment since 2000 to some R11 billion. Residential accommodation remains in high demand with competitive but rapidly escalating rentals.

It is essential to maintain existing investments and to promote new investment in the inner city.

Currently retail is polarised into large-scale formal and smaller informal retail. There is a need to examine the by-laws and planning performance standards to ensure an appropriate mix of retail in well-managed, high quality environments. Well-managed informal trade is important both for the dynamism of that sector and for its co-existence with other forms of retail and with pedestrian activity in the inner city.

3.4.3 Unbalanced economy

The inner city economy remains primarily focused on outdated forms of manufacturing. However, new forms of manufacturing are emerging and must be accommodated in appropriate ways. The inner city’s role as a hub for creative industries also requires targeted support.

Cross-border trade between Johannesburg and other African countries is not being adequately supported. This type of trade is prevalent eastern CBD core which lacks appropriate infrastructure and urban management. As yet the benefits of this growing sector that might accrue to the City, in terms of increased rates, are not being adequately captured.

The City plays a key role in the inner city economy through leveraging its own assets. Land and buildings must be used in the public interest and to promote and support other investment in the inner city. The moratorium on the Better Buildings Programme has halted City-led redevelopment and the newly created Inner City Property Scheme has yet to deliver at scale.

3.4.4 Unemployment

A crucial concern for the inner city is the high unemployment rate of residents and users. There is also a problem of low levels of skills of job seekers in the inner city. The City must intervene directly in facilitating skills development and promoting activities that increase the number of jobs. Employment opportunities in improving the public environment could achieve dual benefits by reducing unemployment and enhancing urban management. This requires an urgent plan.
3.5 Poor quality of life and exclusionary practices

This concern relates to the Joburg 2040 principles of eradicating poverty and achieving social cohesion through support and enablement.

3.5.1 On-going poverty and vulnerability amongst inner city residents

The increasingly residential nature of the inner city has not been matched with similar increases in publicly-provided social services and facilities, resulting in a dire shortage of social infrastructure. Private facilities including schools have proliferated - many of these of varying quality. Coherent plans are required to coordinate existing social services and to develop appropriate additional services for the future.

At present both NGOs and CBOs offer a range of services to communities in the inner city. This has helped to enhance social stability and assist vulnerable groups. It is important that the City helps to coordinate these services and addresses the gaps where services are absent.

In order to ensure an outcomes-based approach to the delivery of social services, the City must target particular services at particular needy inner city communities. Services must cater specifically to the needs of orphans, abused women, people with skills deficiencies, street children, the aged, migrants, displaced people and the destitute.

The City has developed an innovative programme of support that is intended to target indigent households. The expanded social package must now be piloted and then rolled out in the inner city to support target groups. It must also be linked with the Registered Social Landlord programme to comprehensively tackle household distress in the inner city.

3.5.2 Hunger and food insecurity

Food poverty is no longer a problem of rural areas, but is increasingly evident in urban areas, including Johannesburg. Undernourishment and hunger affect many urban dwellers and will increasingly be a problem in a city that attracts migrants from other towns and from rural areas. Food security is affected by the fact that Johannesburg imports much of its food, that the transportation systems is underdeveloped, and that food prices have soared alongside increasing levels of vulnerability with high unemployment and deepening deprivation.

The informal sector is a major supplier of fresh produce to residents and to commuters in the inner city. Opportunity for urban agriculture and for linking such programmes with food-sellers must be seized in the inner city as well as the rest of Johannesburg.
3.5.3 Inadequate educational support and amenities

If 25% of the estimated 400 000 residents in the inner city are children, there is large population in need of educational support and schooling facilities. The City has competency over early childhood development (ECD), and must therefore scale up support to and monitoring of ECD institutions. But there is also a large gap in addressing the number, quality, spatial location and design of inner city schools. This requires a coordinated and programmatic response with the City partnering with provincial government both at the level of spatial planning and at the level of support services.

3.5.4 Poor health of inner city residents

Poor health is a problem in the inner city because of poor housing conditions, inadequate access to outdoor space and high levels of pollution. Health outcomes need to be improved for inner city residents. There is a need to upgrade inner city clinics and to promote more outreach programmes. There is also a need for the City’s health authorities to work more closely with other agencies providing healthcare to the inner city population.

3.5.5 Xenophobia

A large number of inner city residents are foreign migrants. Many more enter the city as shoppers and traders, using Johannesburg as a bridgehead for further trade and investment in other parts of the country. Local residents’ perceptions’ of foreign nationals as unfair competitors for jobs and space has fuelled xenophobic attacks, undermining the image of the inner city as a diverse and welcoming place. Although the City has provided a help desk in the inner city to assist migrants, more needs to be done. The City must also organise events and activities that promote cultural diversity in order to build an atmosphere of inclusivity.

3.5.6 Threatened heritage buildings

In recent years key inner city heritage buildings and assets have fallen into disrepair. This compromises the city’s cultural identity.

Heritage and cultural issues cut across the inner city’s planning portfolios and other functions. This suggests the need for greater cooperation to ensure that the inner city’s heritage is preserved and maintained, that important heritage sites are restored, and that the cultural identity of the city as a diverse and welcoming place is continuously reinforced. Arts events and festival programmes are also required to boost economic, social and urban regeneration.

So far the City has taken steps to reach agreement with the key heritage agencies on the re-development of the inner city. Processes to speed up heritage decisions have also been established and need to be operationalised.
3.5.7 Underutilised cultural resources

The City’s theatres, public space and galleries are not sufficiently activated with performances and programmes. Although much has been done in terms of promoting the City’s arts, performance and public art, there is further work to do. The arts, culture and heritage offerings must be consolidated into a programme that celebrates the inner city as Johannesburg’s cultural capital.

3.5.8 Untapped tourism potential

Johannesburg is a unique city and the inner city has a unique Afropolitan identity. Its many tourism assets including diverse cultural offerings, a wide variety of neighbourhoods, the core of Johannesburg’s gold mining history, heritage buildings, hotels, cafes, theatre, public art and performances. These should be showcased to tourists nationally and internationally. The newly-formed, privately-initiated Johannesburg City Tourism Authority is a testament to private belief in the inner city. Efforts to promote tourism initiatives must be escalated.
4 An area-based approach: Precincts and neighbourhoods

4.1 Area-based management approach

The City has undertaken public environment upgrades and planning at a localised precinct level in several parts of the inner city. This approach has brought about focused attention and has succeeded in directing municipal investment and leveraging private investment in areas where development opportunities have arisen or in areas of particular need. These areas include Braamfontein, Newtown, Yeoville, the Fashion District, the High Court Precinct and Fordsburg. This focused attention has been highly successful. In many instances the City has been the primary driver, but in other areas (e.g. Maboneng, Jewel City) the private sector – in particular, large landholders – has driven regeneration projects in neighbourhoods or precincts. In other parts of the inner city (e.g. Yeoville), community-based forums have also proven highly successful at addressing issues in the neighbourhood, raising the profile of the area and attracting resources to the area.

A key success factor in all these regeneration initiatives has been the development of partnerships between various stakeholders in that particular area. Such partnering allows for the pooling of resources, for collective definition of the problems, and for joint public and private development initiatives. This area-based partnership approach combines

- the local knowledge of people who reside in and invest in the areas and
- the knowledge of those who are responsible for servicing and managing the public environments in these areas.

It is also successful at co-ordinating the work of multiple City departments and entities in a single place. The area-based management (ABM) focus provides the optimum possibility for integrated planning and for various departments to focus attention on one area, in a collective way. Although it is onerous on departments, it is the only mechanism for getting concentrated attention from all departments at one time in one place.

*Area-based management (ABM) helps to integrate the development and management initiatives of different spheres of government, line function departments, civil society and the private sector to achieve best-practices approaches to development and management. It expands the space for bringing creativity and innovation to development approaches, creates a platform for meaningful partnerships and citizen action thereby facilitating positive and sustainable social economic impacts at a local level.*

While each specific area is likely to have its own vision and approach, there are a number of over-arching ABM principles:
• Arrest of decline / urban regeneration
• Responsive urban management
• Spatial reorganization
• Establishment of area level development platform
• Improved public and residential environments
• Enhanced and expanded infrastructure
• Improved image of the area
• Improved systems of governance and citizen participation
• Re-orientation of delivery systems
• Enhanced human capacity and the building of social capital
• Citizen pride, satisfaction and safety
• Equitable access to services, facilities and economic opportunities.

The boundaries for area-based management can vary depending on the nature of the issue being addressed. Transport planning, for example, is likely to encompass the entire inner city, but infrastructure interventions or social services interventions might be conceptualised at the scale of the neighbourhood. At the same time, projects located at the most localised level can have wider impacts, affecting areas outside the immediate neighbourhood.

For the purposes of urban management, the inner city has been divided into four quadrants, each with a dedicated project manager. Each quadrant in turn contains a number of neighbourhoods, and each neighbourhood in turn contains a number of wards.

Figure 1: Inner city quadrants

Because planning can be undertaken at different scales, the boundaries for such planning cannot be fixed in time. If a very localised precinct such as the Fashion District requires an intervention,
then it is appropriate to develop strategies at that scale. On the other hand if social facilities are to be addressed in an area, then the larger neighbourhood scale will be more appropriate.

Irrespective of the scale of planning, the principle of an area-based approach remains. This acknowledges that ongoing urban management is best done at the most localised scale. It is here that problems can best be identified and addressed. Similarly it is at the local scale that there is direct communication with the parties responsible for maintenance.

Each department and entity in the city has a responsibility for tasks in the inner city. Each will examine which streams of work can be undertaken at the level of neighbourhoods. These tasks will be coordinated through the Inner City Office. This means that planning, service delivery and day to day urban management will, as far as possible, be undertaken on an area-by-area basis. It also means that dedicated and accountable staff can be allocated to these areas. This will assist with reporting and follow up of issues both by City departments and entities and by stakeholders.

Rather than adding another layer of bureaucracy, the Inner City Office will be the point of co-ordination where the stakeholders in a neighbourhood and the municipal agents involved in that neighbourhood can be linked together when necessary. In addition, the various activities being planned by different municipal agencies can be coordinated with and through quadrant managers who can identify appropriate community or neighbourhood representatives to assist in these efforts.

- The Inner City Urban Design Implementation Plan defines distinct neighbourhoods in the inner city and includes precinct development plans for some of these.
- The Urban Management programme of Region F is undertaken in four quadrants.
- Region F has identified 19 wards comprising the inner city area.

One of the initial tasks recommended by this roadmap is to align these areas so that neighbourhoods coincide with quadrant boundaries. A process must be begun by elected representatives (councillors as assisted by their ward committees) to ensure that quadrant boundaries cover entire neighbourhoods to prevent communities from being fragmented.

Aligning neighbourhoods, wards and quadrant boundaries will allow quadrant managers to interface with other departments and with stakeholders in coordinated ways through quadrant level coordination meetings. It will also provide a coordinating platform for planning activities, development facilitation and urban management. Furthermore, community-based neighbourhood forums can provide the platform for dialogue between the municipality and local areas.

An area-based approach as outlined above will allow stakeholders within an area to identify the pressing priorities in that neighbourhood and to focus on partnering with the City to address these.
Different partnerships will emerge for different reasons across the inner city from time to time. These may be locally focused on solving a particular issue or on providing a particular benefit or facility in an area. This Inner City Roadmap takes the approach of furthering partnerships for joint public and private action wherever possible. This means that the possibility for short-term and small-scale partnerships at neighbourhood level forums is offered by the urban management platform. These flexible partnerships can exist alongside the broad and longer-term partnerships around commitments of the previous Inner City Charter.

Already CIDs have demonstrated successful area-based partnering for urban management, committing private sector resources to the improvement of the public environment. The roll-out of CIDs and RIDs should be encouraged.

4.2 Focusing urban management at the precinct level

A key focus of this roadmap is to get the basics right. This means maintaining and repairing and keeping in good order the infrastructure that exists in each precinct as a basis for all other programmes and actions.

At precinct level the overall planning and programmes will be developed in conjunction with local stakeholders. A due diligence will be undertaken in each precinct. But this is also the level at which urban management will be undertaken. Dedicated urban management will focus on directing the full range of repair, maintenance and upgrading efforts as well as streamlining the programmes of daily cleaning, safety monitoring, patrolling and by-law enforcement on a precinct-by-precinct basis. Region F will identify a calendar of precincts to be tackled and these will receive the full focus of attention of Region F and MOEs to address the urban management issues in that precinct. Thereafter the next precinct will be tackled.

4.3 Precincts and neighbourhoods

This section describes the twelve broad neighbourhoods that comprise the inner city. It highlights some of the activity undertaken there in recent years and suggests possible focus areas for future intervention. These are broad suggestions and the actual agenda for neighbourhoods needs to be developed through neighbourhood-based teams comprising local stakeholders and City officials.
Braamfontein (corporate offices and student accommodation)

Braamfontein is a mixed-use precinct. It is home to Wits University and is the fourth largest office node in Johannesburg. A & B-grade office space is interspersed with a strong residential component (refurbished middle to upper income rental, student and loft apartments), convenience retail and entertainment facilities. The precinct hosts the seat of local government.

Braamfontein went through a period of severe urban decay between late the 1980s and early 2000s, with many buildings subject to slum-lording. Office vacancies increased following the flight of commercial use from the inner city. There was also a change in the type of users, type of retail and a loss of retail variety.

Braamfontein’s regeneration was initiated by the private sector. In 2002, the JDA followed with public environment upgrades, creating a quality pedestrian environment with safe, vibrant public spaces. The Braamfontein Improvement District was formally legislated in 2004 and ensures quality urban management and marketing of the precinct. Braamfontein remains a ‘restricted trading area’ in terms of street trading. The area now has vibrant retail and social activities, with public art, coffee shops, restaurants, art galleries and theatres as well as a weekend market patronised by both residents and visitors.
The precinct, whilst mixed in use, remains physically divided in character, with A & B-grade office space and sound public environments dominating the northern area, becoming increasingly ‘informal’ to the south with a predominance of C & D-grade offices and an increasing amount of residential development.

The southern area is home to a large number of NGOs, FBOs and CBOs, as well as some creative/television-production companies and private tertiary education institutions. Public transportation dominates the extreme south of the precinct bordering the railway line, Park Station and the new Gautrain Station development.

Opportunities and challenges for future development include:

- Upgrading of the alleyways;
- Integration of student life into Braamfontein;
- Provision of more student accommodation together with necessary amenities;
- Incorporating cycling lanes along a corridor from Doornfontein UJ campus through to Wits and other UJ campuses in the west;
- Provision of more public open space to support growing commercial and residential densities;
- Exploitation of roof space for entertainment space and roof gardening;
- Provision of off-street parking and effective enforcement of on-street parking;
- The extension of the CID boundaries.

4.3.2 Hillbrow and Berea (high-density residential)

Hillbrow and Berea are mixed-use, high density, predominantly residential areas. The area is and has traditionally been a transitional ‘port of entry’, absorbing immigrants from southern, central and northern Africa. Today, Hillbrow/ Bera is the most densely populated neighbourhood in South Africa.

As a result of its high density and diverse cultures, Hillbrow and Berea display busy retail activity, many exotic restaurants, shebeens, clubs, hotels, education centres and thriving informal trade on the streets.

Although many apartment buildings have been rehabilitated and are well-managed, there are still buildings run by illegal slumlords.

The population in Hillbrow/Berea has increased 2,5 times within 20 years with no increase in building density.
The implications of these density changes are:

- The existing infrastructure is not coping;
- There is an inadequate number of social and community services such as clinics, schools and crèches;
- There is a shortage of well-managed, safe public open space;
- Violent crime together with social problems caused by drug trafficking, prostitution, homelessness and street children impacts on the daily lives of residents.

In recent years both the City and some pro-active landlords have worked on improving the public environment. Initiatives in the neighbourhood include:

- The Hillbrow Health precinct intended to create an integrated, safe, secure and functional area for health care and health educational facilities;
- Private sector rehabilitation of residential stock by Ithemba, Connaught, TUHF, AFHCO, Jozi Housing, Trafalgar and the Johannesburg Housing Company;
- Conversion of some slum buildings into upgraded residential facilities by the City, through the Better Buildings Programme;
- Establishment of community-managed neighbourhood improvement districts such as JHC’s eKhaya (with two new pocket parks) and Madula Moho’s Legae Lerona;
- A JDA-implemented R171 million upgrade including improvements to pavements, parks and establishment of a new recreation centre.

Opportunities and challenges for future development include:

- The area’s unique cosmopolitan character;
- A creative lower middle income working population that is generally well-educated;
- A perception of Hillbrow/Berea being dangerous contributes towards the area being marginalised;
- The need for suitable ‘decant’ facilities into which people can be temporarily moved whilst the buildings that they occupy are renovated, as well as the need for more transitional housing and integrated mixed use housing developments;
- Overly-stressed sewerage, refuse, water, electricity and stormwater infrastructure which is not adequately maintained;
- Overly-stressed public environment (streets, parks and open spaces) due to pressure from increased densities and a lack of management;
- Deteriorating building stock;
- Excessive liquor outlets and illegal taverns;
• Inadequate recreation opportunities, particularly for children;
• The absence of a long-term maintenance plan for the JDA’s public environment upgrade;
• A lack of facilities to support residential use, particularly day care, ECD, and primary and secondary schools.

Priority spatial interventions:
• Hillbrow Tower precinct;
• Improved pedestrian accessibility between Hillbrow and other parts of the inner city;
• Recreation facilities.

4.3.3 Yeoville and Bellevue (medium to high-density residential in low-rise buildings)

Yeoville and Bellevue are important residential, retail and entertainment centres. Historically cosmopolitan, the area serves as a connection between the inner city and the northern and eastern suburbs of Johannesburg. With low-rise apartments and houses, the precinct, having been under pressure for some years, has undergone physical degradation of the public environment and some residential blocks due to inappropriate land uses and illegal activities.

Yeoville and Bellevue saw a large increase in residential density in the late 1990s. It hosts mostly immigrants from rural South Africa, and from Nigeria, Ethiopia, DRC, Cameroon and other African countries. A vibrant mixed-use high street along Rockey/Raleigh Street boasts formal businesses, an active nightlife, dense street trading along the sidewalks and a busy informal traders’ market. A high level of crime pervades the area, mostly in the form of robberies, muggings and drug dealing.

Public sector interventions have included:
• the upgrading of the Yeoville Park;
• development of a civic node with community facilities;
• the upgrading the Yeoville Recreation Centre;
• the building of a new library in the old tram shed;
• upgrades to the swimming pool and change-rooms;
• a taxi rank;
• parking management along Rockey Street;
• infrastructure maintenance;
• by-law enforcement; and
• an economic and social development plan.
The community is actively involved in these interventions as well as many others through the Yeoville Stakeholders Forum.

**Opportunities and challenges for future development include:**

- Promoting and celebrating the Afropolitan character of the area;
- Seeking and building upon economic development opportunities;
- Management of street trading;
- Grime and litter, lack of by-law enforcement;
- Illegal use of land, buildings and facilities including shebeens;
- Crime;
- Bad buildings and residential overcrowding in some areas coupled with the need to create integrated mixed use housing developments on vacant plots and in low-density areas;
- A lack of facilities to support residential use, particularly day care, ECD and primary and secondary schools;
- Scaling up of landlord and caretaker development programmes;
- Addressing the problem of permissive zoning;
- Maintenance and management of the new and upgraded facilities in which the City has invested.

### 4.3.4 Greater Ellis Park, Doornfontein and New Doornfontein (Manufacturing, sports precinct, education precinct, residential area)

The Greater Ellis Park Precinct (GEPP) includes Ellis Park and overlaps into Doornfontein and New Doornfontein. The area has experienced significant urban decay, which has undermined the potential of existing educational, sporting and cultural facilities. Land uses in the GEPP include a manufacturing hub (with warehousing and light industry and a few amenities); an educational precinct (with approximately 7,800 students and predominantly institutional character); a sports Mecca precinct (the core of the Greater Ellis Park Precinct); a mixed-use precinct (mainly manufacturing light engineering and warehousing with some office and scattered retail use); the Bertrams Heritage Cluster and mixed use in Doornfontein and New Doornfontein. The area also contains buildings with significant heritage value.

The area is highly accessible, being well served by public and private transportation, rail, bus and taxis. The precinct includes badly neglected residential and commercial buildings, industrial buildings occupied by informal settlements, interspersed with well-maintained buildings from which successful manufacturing and light industrial businesses operate. Parts of the area are
congested with taxis. Taxi ranks, informal garages and car washes are mushrooming and recycling activity is prevalent in the area.

Around Doornfontein Station and Transport Square there have been a number of residential conversions from old warehousing and office space. Both the train station and taxi rank have been upgraded.

The area has seen large-scale public sector investment, driven by the FIFA 2010 Soccer World Cup with stadium development and significant public environment upgrades of taxi and rail transport infrastructure. There has also been some private investment in residential and mixed-use developments. The education precinct continues to receive a great deal of attention and investment.

Opportunities and challenges for future development include:

- Fragmented land uses;
- Compromised heritage resources;
- Unmanaged small and informal trading;
- Significant safety and security issues;
- Poorly integrated and connected sports facilities;
- High demand for student accommodation;
- Underutilised manufacturing stock;
- Under provision of retail;
- Opportunity for artisanal training facilities and SETA programmes;
- Bad buildings and residential overcrowding in some area suggesting the need for integrated mixed use housing developments on vacant plots and in low-density areas;
- A lack of facilities to support residential use, particularly day care, ECD and primary and secondary schools.

Priority spatial interventions:

- Greater Ellis Park and Doornfontein New Doornfontein (sport and education node including SETA artisanal skills training focus)

4.3.5 Newtown (newly regenerated cultural precinct)

Located to the west of the inner city, Newtown, a former brickyard and power station, was the site of forced removals under apartheid. Over the last century, Newtown has been the subject of many urban renewal programmes. This has been possible because much of the land is owned by the City, enabling public-sector investment and renewal at scale.
A framework, collaboratively developed by architectural firms GAPP and Urban Solutions, was finally implemented, advocating Newtown as the city’s official cultural precinct. The area was designed to attract a clustering of creative and culture-based industries and function as a tourist destination.

The precinct is largely mixed-use in character but caters predominantly for the cultural and entertainment industries. Many buildings in Newtown have heritage value and have undergone adaptive re-use. Access to the area was improved through the construction of the Nelson Mandela Bridge and the associated M1/Carr Street interchange. The precinct has three distinct areas: a corporate and institutional belt along the eastern boundary; a strong core of entertainment, live arts and heritage to the centre; and a mixed-use area to the west, including warehousing, light manufacturing, commercial use and recently converted loft apartments.

A variety of cultural uses have been injected into the area for music, dance and craft. There are also three major museums: The Sci Bono Centre, MuseumAfrica and the Workers’ Library. Commercial developments include 1 Central Place and the conversion of Turbine Hall into head offices for Anglo Gold Ashanti. There has also been significant investment in new residential developments including the Brickfields social housing complex and loft apartments in Carr Street.

Challenges and opportunities for future development include:

- An absence of continuity with the Diagonal Street precinct to the east or to vibrant Fordsburg to the west;
- Slowing of development in the north of the precinct on Transnet land;
- Insufficient visitors to optimally utilize the large number of entertainment facilities and cultural attractions;
- Continuous funding of the CID to ensure constant and vigilant urban management;
- The need to introduce more mixed use to the area (similar to Number 1 Central Place) to ensure that the area is active 24-hours a day (including more green space);
- High entry levels for emerging creative industries in the form of high rentals, rates and taxes.

Priority spatial interventions:

- Newtown Cultural Precinct (including stormwater reinvestment);
- Reconfiguration of railway land for a city-scale public park.

4.3.6  **Inner city south-western precinct (offices with corporate core)**

The south-western precinct is largely dominated by high-rise corporate office blocks, with predominantly commercial land use, interspersed with some retail, upmarket residential and more recently, leisure uses. This is an area of significant private-sector investment in the public
environment. Largely dominated by financial institutions and corporate head offices with the southern part entwined in light industry and automotive uses, the southwestern precinct includes the sub-precincts of Chinatown, the Legislative Precinct, West City, Marshalltown and Faraday. The precinct’s core is predominantly occupied by commercial and corporate land uses (including the Standard Bank Super block complex, FNB’s Bank City, the head offices of various mining houses and corporations such as BHP Billiton, the Chamber of Mines, Anglo Platinum, and the Zurich Re Corporation). The area accommodates A, B and C-grade office space, retail use in the north and some residential uses, comprising upmarket loft apartments and two upmarket boutique hotels. Other significant property owners and tenants include provincial and national government, the National Union of Mineworkers and the South African Revenue Services.

A large portion of the precinct is under private urban management. The SWID (South Western Improvement District) attends to safety, cleaning, marketing and maintenance in this area. Largely funded by resident corporates, over the last decade this area has been the recipient of visible urban renewal interventions in the public environment such as the upgrade and development of the Gandhi Square bus terminus and the Main Street pedestrianisation project.

Chinatown and West City still have vacant and decaying buildings as well as vacant land, illegal land uses, and some inadequate residential accommodation in the Selby Hostels and in scattered informal settlements. The upgraded Westgate Station is in need of maintenance.

The southwest is well-served by public transport with major transport facilities including Faraday, Westgate, Gandhi Square and new BRT stations.

**Opportunities and challenges for future development include:**

- Increasing the number of quality social, retail and recreational amenities available to support a growing residential population;
- Encouraging more mixed use throughout the precinct;
- Ensuring that growth and investment continues and is sustainable (addressed to a large extent through the CID);
- Addressing homelessness and social problems;
- Implementation of Westgate precinct developments.

**Priority spatial interventions:**

- Westgate Station Precinct (including integrated energy solution – i.e. Green energy infrastructure and a feed-in sub-station, park and clinic)
4.3.7 **Fordsburg, Vrededorp and Pageview (Heritage-rich Indian enclave)**

Situated to the west of Newtown, Fordsburg, Vrededorp and Pageview were formerly suburbs occupied by coloureds, Malays, Indians, Chinese and whites in the decades before the 1970s. After demolition and removals from this area during apartheid, the suburbs never really regained their sense of identity, with untidy open patches of land remaining where houses once stood, now occupied by open-air shebeens and littered with garbage. Many land claims await final settlement, hindering development and any attempts at urban renewal.

Fordsburg has become increasingly mixed-use in character and today is a vibrant mixed-use area, home to a predominantly Indian and Pakistani residential and commercial population. Busy Mint Road, Fordsburg Square and the Plaza are anchor points and generators for this precinct. The area boasts many shops, restaurants, the Oriental Plaza complex that contains 360 stores, and two successful social housing developments to the north (Tribunal and Carr Gardens).

Further east, Vrededorp and Pageview differ from neighbouring Fordsburg in character, use and density. Both neighbourhoods are well-connected to Fordsburg and the inner city. They have remained underdeveloped with low-density residential use occurring between vacant plots and decaying high streets.

Urban design and development frameworks have been drawn up for both Fordsburg/ Mayfair and Vrededorp/ Pageview areas and the JDA have implemented upgrades comprising new paving, lighting, and street planting.

There are plans for further upgrades including a playground at the northern end of De la Rey Street, improvements to the historic Fordsburg Square, and new gateways to the neighbourhood.

**Opportunities and challenges for future development include:**

- Integration of the areas into the inner city, in terms of access and public transport, especially the new BRT system;
- Improving traffic and parking management in Fordsburg, as well as closing certain streets on weekends;
- Introducing mixed-income affordable and social housing into the area along with supporting amenities;
- Preservation of cultural and architectural heritage;
- Potential site for student accommodation (for Wits and UJ);
- Resolution of the land claims to enable progress on development;
- Investigation into economic development initiatives, together with further high street upgrades to encourage economic opportunities within Pageview and Vrededorp;
- Retention of informal recycling facilities;
A lack of facilities to support residential use, particularly day care, ECD and primary and secondary schools;

Retention of local residents during and after the renewal interventions, so as not to displace existing businesses and residents;

**Priority spatial interventions:**

- Fordsburg consolidated public environment improvements;
- Apply appropriate spatial framework and by-laws to regulate organic densification taking place in the precinct.

### 4.3.8 Inner city eastern core (cross border shopping, light manufacture with regenerated precincts)

The eastern core of the inner city is a gritty area, characterised mainly by light manufacturing, automotive and commercial use. It is also the site of the Fashion District, Jewel City and the ABSA Campus. The area has experienced significant urban decay and vacancies since the 1990s. Today the three sub-precincts serve as anchors and catalysts for further development with the effect that a mixed-use residential and industrial precinct is starting to emerge.

The Fashion District accommodates 1000+ SMMEs creatively involved in the manufacture and production of fashion-related items. Uses are mainly retail and light manufacturing, a small amount of dense residential, and dense informal sector activity selling fashion-related items along the streets. Interventions have included marketing the precinct, attracting designers and manufacturers, upgrading and improving the public environment and the establishment of the Fashion Kapitol public square. Partnership with the private sector has been key, most notably with regards to the Fashion Institute and the Kapitol. A voluntary CID is also operational within the precinct.

The ABSA development covers three city blocks, and will accommodate 3 580 staff. The campus provides its own private urban management in the public environment as well as internal facilities for staff, minimising their need to find amenity and services in the surrounding city.

Jewel City is a key site for diamond cutting and related beneficiation businesses. The project was initiated by the private sector needing to create a secure environment for business. Leases and rights were obtained to close off roads and create an internally focused, high-security cluster of diamond-related activities.

Further east is the Maboneng District, a privately initiated regeneration project. Due to cheap rentals and large warehouse-type space, this part of the city is attracting creative industries, acting as an incubator. Many of these creative entrepreneurs are converting warehouses into loft apartments with studios, creating live-work space.
Challenges and opportunities for future development include:

- Linking existing interventions and initiatives which tend to be dispersed;
- A lack of public open space;
- Hijacked buildings and associated social problems, crime, grime and a lack of by-law enforcement;
- Limited connection to the Greater Ellis Park Precinct;
- Opportunities to redevelop vacant industrial stock for entry level housing;
- Supporting private-sector investment by upgrading and managing the public environment, creating quality streets and public open space to encourage further investment and support mixed use.

Priority spatial interventions:

- Eastern core cross-border trade precinct.

4.3.9 Inner city central core (mixed-use with retail core)

This part of the city is mixed-use in nature and includes the Retail Improvement District, the High Court Precinct, the Carlton Centre and Small Street Mall, and developments around the Bree-Plein-Jeppe area. It is the area of the inner city with the largest concentration of retail space. This, together with its proximity to Park Station - the largest multimodal transportation destination in Johannesburg - means that it attracts the most shoppers. The area is dense, busy, vibrant and subject to crime and grime. There is intense informal street trading, large amounts of litter and severe congestion on the pavements. Vehicular movement patterns are equally congested, and grid misalignment hampers traffic flow.

The Retail Improvement District provides private urban management (with restricted street trading) over the central area of this precinct. This area is extremely busy on weekends and is a major attraction to residents outside of the inner city as well as cross-border shoppers.

An intensely traded retail node, with retail activity often extending to the upper floors of former office buildings, is operated by Ethiopian immigrants. Although shop rentals in this area are amongst the highest in the province, regeneration benefits have not flowed into the public environment.

The area around the High Court saw the flight of many legal firms to the north following the decline of the inner city, resulting in vacant buildings and related failing commercial and retail uses. Upgrade of the precinct was initially conceptualised by the private sector, implementing urban management through a CID. Property owners and legal firms that had left then expressed an interest in taking up offices in close proximity to the court for convenience, with a resulting decline in vacancy rates.
The northern sector of this precinct has seen a trend towards increased, managed residential use, with the biggest investors being AFHCO and City Property. Whilst the buildings are well-maintained and managed, there is still a need for amenity and open space to accompany these residential densities.

Public sector interventions include a piazza in front of the court, traffic calming and an enhanced pedestrian environment. Private sector investments have been concentrated on internal refurbishments attracting residents to the area. Street trading has not been effectively managed notwithstanding the efforts of MTC. Plans exist for public environment upgrades in the area to the north of the existing retail improvement district. This will include streetscape upgrade and greening.

**Challenges and opportunities for future development include:**

- A lack of facilities to support residential use, particularly day care, ECD and primary and secondary schools;
- Poor provision of quality public open space and poor pedestrian environment;
- Effective management of street trading;
- Roll-out of integrated urban management programme;
- Enforcement of by-laws and regulation of illegal uses and public nuisances;
- The alleviation of traffic congestion due to a high concentration of mini-bus taxis;
- Vibrancy, well-established mix of uses, and mix of income levels amongst residents;
- Ethnic clustering.

**Priority spatial interventions:**

- Inner city core public environment upgrade (including Rea Vaya precincts);
- Establishment of a retail improvement district;
- Underground entertainment zone;
- Increased provision of public transport ranking and holding;
- Development of complete streets for multiple users.

**4.3.10 Bertrams, Jeppiestown and Troyeville (low-rise high-density residential area)**

Bertrams is predominantly residential in nature (single dwelling units interspersed with three to four-floor walk-up apartment buildings), with a high street along which sparse retail use is located. A number of buildings in the neighbourhood have architectural heritage value. Bertrams has location to its advantage, being close enough to the inner city for people to walk to work and
A place of opportunity...

School. It is also well-served by public transport with the new BRT system running along Saratoga and Bertrams Roads.

Troyeville located just south of Bertrams is predominantly residential with a fine grain of detached and semi-detached free-hold housing units. Zoning is predominantly Residential 4 and permissive with the result that different uses are often interspersed with residential use. The area has a strong sense of community and attracts many residents from the creative class such as musicians, artists and crafts-people. It also has a significant immigrant population. The area has a number of heritage buildings with cultural significance.

South of Bertrams and Troyeville is Jeppestown East. Home to mainly an immigrant and transitional community, Jeppestown East is located on the eastern edge of the inner city and is mostly residential in nature with freehold single dwelling units. The area is home to an increasingly poor urban population and has undergone urban decay with shack farming increasingly visible in the neighbourhood. Houses are often illegally occupied and/or sublet, resulting in overcrowding and strain on unmaintained infrastructure and services. There is also an informal settlement north of Goch Station. The area does not display a strong sense of community although there are some FBOs working to establish community organisations.

Jeppestown West still contains largely industrial buildings and warehousing and is zoned Industrial 1. The area is under threat with old industrial buildings being invaded illegally for residential purposes. The Wolhuter Men’s Hostel is reported to be a site harbouring criminals.

A number of urban design frameworks have been proposed for the area. Public sector interventions include the upgrading of the Troyeville community park, (now David Webster Park) and the Maurice Freedman Park, the development of five soccer fields, and the purchase of a Bertrams block comprising 24 properties intended as a catalytic development, and the upgrading of Jeppe Station. Both TUHF and the JHC have been active in residential rehabilitation. The neighbourhood is well-serviced by the BRT and feeder public transport.

Challenges and opportunities for future development:

- The overcrowded and decayed urban fabric has resulted in declining property values;
- Overloaded and un-maintained infrastructure;
- High levels of violent crime;
- Land under threat from property invasions;
- Illegal land use and social problems;
- Lack of urban management by-law enforcement;
- Illegal shebeens and pubs associated with social problems and anti-social behaviour;
- Opportunities for upgrading the high streets;
Opportunities to link creative entrepreneurs by creating a cultural precinct in the area, particularly in Troyeville;

Jeppestown station precinct development and improvement of Jules Street;

Upgrading of existing and development of new public open spaces;

Development of residential improvement districts.

Priority spatial interventions:

- Jeppestown station precinct development and improvement of Jules Street;
- Eastern gateway precinct: Cyrildene, Bruma and Orient City.

4.3.11 Industrial Belt (Industrial area)

The industrial belt, running east-west through the inner city, incorporates some of oldest industrial areas in Johannesburg, namely Selby, Benrose and Denver. The area today includes an amalgam of industrial, service, retail, and, in some cases, residential uses operating out of typically older industrial buildings in crowded conditions. There is still a substantial share of companies engaged in manufacturing, and these companies tend to be labour-intensive. As such, they are important economic anchors for the inner city, providing employment opportunities for people commuting from Soweto and areas to the south.

The area offers industrial users affordable building space, making the area attractive to emerging industrial businesses. There is some debate as to whether small labour-intensive industries should be retained, or whether the area should be devoted to distribution facilities.

Benrose is a well-established industrial area north of the M2 and south of Main Reef Road, located towards the eastern boundary of the study area. Part to the success of this area is the existence of an improvement district run by a local management organisation controlling access, security, informal trade and cleaning of the public environment.

The mine dump that accommodated the famous Topstar Drive-In in Selby is currently being re-mined. Crown Gold Recoveries (CGR), a subsidiary of DRD Gold, initiated retreatment of the old mine dump in late December 2008.

Challenges and opportunities for future development:

- There is a severe shortage of industrial land near the inner city, suggesting that the industrial use should be retained.

Priority spatial interventions:

- Cornelius Street precinct;
- New centre development.
4.3.12 The railway seam - Park Station and surrounds

The railway tracks that separate Braamfontein from the core CBD are key to the vitality of the inner city, offering commuter and freight services that feed the city’s economy. Spatially this is a commuter corridor with a wide variety of commuter services. It is a key gateway to the inner city. However the area suffers from haphazard arrangements of land use, from poorly connected facilities, from inadequate facilities to service the in-city and long distance commuter needs, and from underutilised opportunity for intensification of development. This area has been indentified for intermodal facilities, for the development of a large inner city park, for infill housing, for upgraded pedestrian walkways and for a range of commuter service improvements.

Challenges and opportunities for future development:

- Upgrading of Park Station into fully intermodal facilities;
- Development of a metro park;
- Upgrading of commuter walking pathways.

Priority spatial interventions:

- Park Station precinct;
- Art Gallery Rea Vaya station precinct;
- Hostel redevelopment;
- Provision for long-distance and cross border ranking and holding;
- Improving logistics and freight traffic management in the City Deep/ Kazerne area;
- Commuter links upgrade.

4.3.13 Cross cutting spatial interventions

These are spatial programmes that will be undertaken across neighbourhoods. These will be undertaken in response to the conditions on the ground and will be accommodated in areas of need and opportunity in a variety of neighbourhoods. The most important of these are:

- Infill housing programmes and integrated mixed use developments;
- Development or upgrading of social facilities;
- Pocket parks;
- Development of off-street parking facilities, reduction and proper management of on-street parking;
- Public spaces partnership programmes where the City will co-fund environmental upgrades in public space;
- Development of markets and street trading facilities;
- Energy saving interventions.
5 Vision for the inner city

5.1 Inner City Vision

*Johannesburg’s heart - a place of opportunity*

A well-governed, transformed, safe, clean and sustainable inner city of Johannesburg, which offers high quality, sustainable services; supports vibrant economic activity; and provides a welcoming place for all residents, migrants, commuters, workers, traders, investors and tourists.

The inner city will …

- be well-managed, clean and safe;
- be developed in a balanced way to accommodate all people and interests;
- remain the vibrant business heart of Johannesburg as a whole, accommodating commercial, retail and light manufacturing development;
- function as a key residential node where a diverse range of people from different income groups and backgrounds can live. The inner city will not be a dormitory for the poor, nor an exclusive enclave of loft-apartments, galleries and coffee shops;
- be a place first entry into Johannesburg, but also a place where people want to stay because it offers a high quality urban environment with readily available social and educational facilities, generous, quality public open space, and ample entertainment opportunities;
- serve as a key transportation transit hub for the entire Southern Africa region, but also as a destination point where people want to walk in the streets.
5.2 Five pillars underpinning the vision

The vision for the inner city is underpinned by five pillars of development:

- **A well-governed inner city** is overseen by politicians and officials who are accountable and responsive. It provides programmes that are well integrated and coordinated with one another. These programmes are responsive to the real needs of the urban population and are informed and guided by sound planning frameworks. It is an inner city that is financially sound with municipal revenues being collected efficiently and correctly and expenditures being well-managed.

- **A clean and safe inner city** is an inner city in which the basics are in order. It is a place where all people feel safe at any time of day or night. Well-coordinated cleaning services, crime prevention and the maintenance of law in the inner city will provide the foundation on which all other services will be delivered and on which multiple vibrant activities will take place. The inner city of Johannesburg will offer well-managed urban spaces where by-laws are respected and enforced. The inner city will be clean and waste will be sustainably managed. Law will prevail and crime levels will be low.
A sustainable inner city works efficiently, is built to last and is resilient. Well-maintained, high quality infrastructure and services will be the basis of a sustainable inner city. A sustainable inner city has a healthy environment. It provides abundant access to greenery and open space and its physical resources are used in ways that allow it to continue to support a high quality of life in the future. The long-term sustainability of the inner city is intimately tied to sustainable urban practices. The inner city will be green and promote sustainable practice in transportation, in building design, in waste management and in energy, and land utilisation. The inner city will be well connected with safe, reliable public transportation, rationalised vehicular routes and pleasant, walkable pedestrian pathways.

A productive inner city is innovative, attracts and retains investment and generates employment. In Johannesburg the inner city will be a sought-after place for sustainable private investment, will be attractive to commercial enterprise, will offer a diverse range of well-regulated and supported retail activities, including well-managed and vibrant micro and informal trading, will support appropriate manufacturing, will provide opportunity for meaningful work and livelihood creation and will promote skills development.

An inclusive inner city welcomes and offers widened opportunity and life chances to a wide range of users. In Johannesburg the inner city will provide an appropriate range of housing options within environments that support residents’ social and recreational needs. It will provide a safe and walkable public environment that is well supplied with public art and diverse cultural experiences and celebrates the city’s tourist and heritage potential. It will support education and will support the health of residents and users. Its residents and users will be well informed and will participate in public life.
6 Strategies towards transformation of the inner city

The overall impact of this roadmap will be a regenerated and transformed Johannesburg inner city. It will be realised on five pillars. Within each pillar a number of long-term, medium-term and short-term outcomes will be achieved through a series of outputs that will be delivered by the City and its partners. The overall goals (long-term outcomes) are unpacked into the medium-term outcomes that are required to realise the overall vision. Each medium-term outcome is discussed in terms of the components that need to be achieved by various City departments and its partners. The priority interventions for each outcome – arrived at through workshops with stakeholders and officials - are also detailed. The discussion is to be read alongside the schedule of outcomes and outputs, which detail the actions required of departments, entities and stakeholders.

6.1 Strategy for a well governed inner city

6.1.1 Objectives

In the inner city of Johannesburg, accountable governance structures will provide the political oversight for the roll-out of programmes and will provide mechanisms for unblocking deadlocks or delays that hinder delivery.

An Inner City Programme Manager, together with his/her strategic team will lead all the activities and programmes envisaged for the inner city and will coordinate activities of other departments and entities. This unit will reside within Region F. It will be clearing house for municipal interventions in the inner city and will coordinate the Inner City Partnership Forum to ensure close stakeholder involvement in inner city initiatives.

The importance of the inner city will be affirmed by dedicating a chapter of the IDP to the inner city. Plans for the inner city will be included in the spatial development framework (SDF) for the city. A suite of plans at inner city level and at precinct level will provide the spatial frameworks to guide inner city programmes. This planning will be supported by sound and coordinated data collection.

The billings system within the inner city will be improved to ensure correct and efficient billing. In addition rates and tariff systems will be revised and rolled out to ensure fairness and appropriate rating on all inner city properties.

A transparent process with reasonable time frames is required for the processing of clearance certificates for property transfers and upgrades. This process will be improved and the process will be well communicated to stakeholders.
6.1.2 Outcomes for a well governed inner city

Seven long-term outcomes relate to the City’s vision of driving a caring, responsive, efficient institution focusing on progressive service delivery. These are accountable governance; responsive governance and active, involved stakeholders; sound management of all programmes; effective planning frameworks; financially sustainable functions; coordination of state programmes; and alignment of inner city programmes with City planning and budgeting.

Accountable governance

The GDS 2040 foregrounds the importance of accountable governance. This thrust includes maintaining Johannesburg’s position as a leading-well managed metro. It includes a focus on financial stabilisation, on sound administration, improved coordination between City departments and between the City and other spheres of government. The effective functioning of the inner city depends on these aspects of governance operating soundly. To this end it is crucial that all programmes adopted under the Inner City Roadmap enjoy political support to address any blockages or obstacles to the achievement of the agreed outcomes. Political oversight is also necessary to ensure that projects are being monitored and effectively implemented, with the involvement of stakeholders and affected communities. The City has appointed a dedicated MMC to inner city functions. In addition the Inner City Programme Manager will report on programme progress and issues to sub-mayoral committees, both political and executive.

Responsive governance and active involved stakeholders

There is a strong history of community activism and stakeholder partnerships in the inner city. The diverse nature of inner city stakeholders and their complementary and competing needs demands democratic processes and participation. It is envisaged that the roll out of the roadmap will provide forums for such participation and opportunities for collaboration on improvement initiatives in the inner city. Where specific issues and sectoral problems arise, these will be dealt with within focused working groups. Focused groups will also be established for precinct-level planning and implementation. Working groups will have defined tasks, representative membership and firm reporting lines to the Inner City Partnership and Inner City Office structures. The Inner City Charter Partnership will be expanded and renamed the Inner City Partnership. It will also be streamlined to deal with specific focus areas so as to strengthen its link to actual programmes and to priority issues. The workings of the Inner City Partnership will be timed and directed to feed into the management and budgeting cycles of the City to further strengthen the link between outcomes and agreements reached in the partnership and the City’s management units.
Sound management, coordination and roll out of all programmes

The Inner City Office is being located within Region F. A dedicated Inner City Team will be appointed to run this office. This move will be accompanied by service level agreements with departments and entities to ensure that there is strong coordination on inner city programmes. The Inner City Office will be the coordinating point and clearinghouse for all inner city programmes. The existing tools for monitoring projects will be streamlined to ensure ongoing reporting and monitoring. But departmental scorecards will also reflect inner city commitments to ensure that inner city work is mainstreamed within the usual functions of departments and not seen as an add-on activity.

Inner city development is guided through effective planning frameworks

Sound planning is the basis for effective delivery and good management of all City functions. The inner city programmes will be inserted into the highest level of strategic and spatial planning in the City as a prioritised and focused area. A planning rationalisation activity will be undertaken to decide which activities are most likely to be completed by 2016. These will be captured in the City’s budgeting processes.

A hierarchy of plans that connect with each other exists and can be strengthened in the inner city. This Inner City Roadmap is a key overarching planning tool for all departments and entities. In addition an inner city chapter of the IDP will provide overall planning coherence for inner city transformation.

Urban design is required for particular sectors and areas of the inner city. The approved Inner City Urban Design Implementation Plan is the overall framework for this work. Detailed plans will follow according to priority areas or sectors.

A number of detailed spatial plans and urban design plans will be developed for the inner city. These will be developed against the background, learning and guidelines established in recent overarching plans including the Inner City Urban Design Implementation Plan and the Inner City Transportation Plan. Tow levels of plans are envisaged: sectoral and precinct plans. In terms of sectoral plans, a suite of plans that address the critical design and capacity concerns of housing; of water, sanitation, storm water and electricity; and of social services will be prioritised. These will be developed under the auspices of the relevant departments but they will be overseen by DPUM to ensure coordination and adherence to the spatial intentions contained in strategic plans for the inner city.

The Inner City Urban Design Implementation Plan will be used as a basis for developing an urban design framework for human settlement in the inner city. This framework will detail the spatial development of housing typologies and densities in the greater inner city. This plan will be developed alongside the Inner City Housing Action Plan and the intended Infrastructure Master Plan and Social Services Master Plan. Each of these plans requires a thorough audit of available
services and capacity as well as an audit of differential needs for services across the inner city by different user groups.

In terms of precinct plans, areas will be prioritised in conjunction with the JDA and Region F according to needs and opportunities. For such areas precinct planning will be undertaken within partnerships.

**Inner city research is undertaken and information is collated and shared**

DPUM will also be responsible for overseeing and centralising all inner city research, thus establishing an inner city intelligence unit, which will be available to all other departments and institutions. This approach will enable the City to be an active participant in the intelligence and debates regarding the inner city.

Ongoing research is required in this dynamic and crucial part of the city. The Inner City Observatory project, which is a partnership between JHC and JDA to assemble common databases of information on the inner city, will be supported. The observatory will commission strategic primary research and analysis to ensure that there is sufficient evidence for plans and investment decisions that is freely available. This programme is to include a range of partners including GCRO and tertiary academic institutions. This should result in a widely accessible, web-based platform for information sharing.

**Financially sustainable City functions**

The sound administration of the City’s revenue and spending is critical. In the inner city revenue collection will be enhanced through the improvements to billings, administration and the stepping up of additional revenue sources. Alongside this, programmes for improved support for the poor and indigent will be enhanced to ensure that the City offers sustainable assistance to these households.

The City’s revenue collection in the inner city will be improved to ensure the sustainability of MOE operations in the inner city. This will be achieved through the development of cost recovery programmes and the continuation of cut offs for non-payment. In addition, financial remodelling of Pikitup services will be undertaken. Municipal revenue from services such as outdoor advertising and on-street parking will also be optimised.

The resolution of billings in the inner city will be prioritized and a dedicated revenue team will be instituted to liaise with landlords in the inner city to resolve billing problems. In addition the City will resolve the ratings on inner city property in accordance with its commitment to low income and indigent households.

The roll out of the Expanded Social Package is a municipal priority and it involves the close coordination and social services programmes with finance programmes to ensure effective targeting and scaling up of the programme in the inner city.
Linking inner city programmes with those of other spheres and actors

Many non-municipal government entities have programmes in the inner city. These activities will be coordinated with the City’s programmes. The City will convene the other state actors and will link their work with programmes being undertaken throughout the inner city. They will also be included in working groups and the Inner City Partnership.

Similarly the work of NGOs and the private sector will be linked with City programmes. The route for this will be the Inner City Partnership, working groups and collaboration on specific projects.

Alignment of inner city activities with City planning and budgeting

The Inner City Office will actively participate in all phases of the City’s IDP and budget processes of the City of Johannesburg:

- The process at the start of the year wherein inputs from departments, entities and other factors inform the budgeting and final IDP which is approved by 31 May of every year.

- The strategic assessment of cluster plans, business plans and SDBIP aligned to priorities and CBP. This process of possible fund reallocation will unlock funds to implement projects for the remainder of the current financial year. The custodians of the Inner City Roadmap will make submissions into this process that will consolidate any amendments to the current budget and will submit comments to clusters. This critical phase offers a mid-year opportunity to direct and access unspent resources during the financial year.

- The main cluster and strategic planning phase (Phase 2) of the IDP and Budgeting process. This process takes place during October to December of every year and is the main influence into the IDP and Budget that will be approved at the end of May of each year. The immediate participation in the Mid-year Budget Review will allow the preparation of the same inputs into the next year’s budget cycle.

6.1.3 Priority programmes

This section details the short term priority programme that requires the attention of a dedicated task team and clear short term actions to be undertaken.

<table>
<thead>
<tr>
<th>Establishing effective property rating and billings systems</th>
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</thead>
<tbody>
<tr>
<td>Increasing and incentivising private investment in the inner city is dependent on effective property rating and effective billing for services. Often inadequate meter reading, ineffective billing, inappropriate rating on some properties and delays in the release of clearance certificates for services have frustrated property development and management processes. The requirements for effective systems include that a transparent process be established and communicated, including in an accessible “citizens’ guide” for clearance certificates, billings and the tariffs system, rebates and procedures for inner city development. Correct and fair tariffs</td>
</tr>
</tbody>
</table>
Establishing effective property rating and billings systems

need to be applied to all inner city properties.

The processing of clearance certificates needs to be streamlined and a tracking and communication system attached to the processing of clearance certificates. In addition, procedures for the reporting and prosecution of cases of fraud related to the issuing of clearance certificates will be established and prioritised.

Transparent procedures need to be developed to legally and effectively integrate private sector metering and monitoring into billing systems in a streamlined manner.

The City needs to communicate protocols and warnings on cut offs, on debt collection and on rates and tariffs clearly.

Tariffs for inner city residential development for poor households need to be revised and applicable rebates made available.

A fully updated and up to date audit of inner city property payments and outstanding payments on rates and tariffs needs to be maintained.

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6.2 Strategy for a clean and safe inner city

6.2.1 Objectives

A clean and safe inner city will be achieved through the articulation and roll out of an Urban Management Strategy for the Inner City. This strategy will deal with the coordinated enforcement of by-laws and the effective policing of the inner city. It will also ensure coordination of the urban management and maintenance functions undertaken by various departments and MOEs.

Urban management will include well-coordinated cleaning efforts and prompt attention to service breakdowns in the inner city. Reporting and action on service breakdown complaints will be scaled up. These efforts will be pro-active, pre-emptive and sustained. The inner city will be well managed through integrated urban management tasks led by the local regional office. These tasks will be carried out within a prioritised programme that is well monitored and supervised. Block-by-block improvements will be carried out and all urban management and law enforcement problems will be tackled in a holistic way in each block. Municipal and private partners will share responsibility for the daily management of the urban environment within well-governed partnerships. City improvement districts, in which municipal and private actors cooperate to ensure well-managed safe public environments, will be encouraged. These will be targeted and designed appropriately for specific areas to ensure that inclusivity and vibrancy are promoted alongside high levels of urban management.

Streets, public spaces and public facilities will be clean and low levels of waste will be generated in the inner city. Waste management will be conducted with well-resourced and staffed units and through maximised recycling programmes that also support livelihoods and job creation.
Crime levels within the inner city will be reduced and the rule of law will prevail. Law enforcement operations will be coordinated and staff will be well-trained and equipped to enforce traffic, building, liquor and environmental health laws within well-supervised programmes. An effective municipal court will operate and state law enforcement arms will be networked for effective policing of the inner city. The inner city will have full CCTV coverage of all streets and public spaces. Effective action will be taken against the slumming or hijacking of buildings across the inner city and a programme for upgrading and managing sectional title developments will be put in place.

### 6.2.2 Outcomes for a clean and safe inner city

*Three long term outcomes are defined for the objective of ensuring a clean and safe inner city. These are a safe and secure inner city; well integrated urban management functions; and a clean inner city.*

**A safe and secure inner city**

The *coordination of policing* and law enforcement is critical. Increasing the number of JMPD officers on the ground in the inner city will be required, necessitating a new deployment plan. This deployment plan will include rigorous supervision. Permanent daily foot patrols will be instituted. In addition, policing will be directly linked with the law enforcement efforts of Region F and the nerve centre proposed to coordinate law enforcement. A link between various public and private law enforcement agents in the inner city will be created and CCTV will be rolled out across the inner city.

The problem of *bad buildings* will be tackled. Multiple departments are involved. At the level of law enforcement the key responsibility will remain within Region F. The task ahead is to strengthen the resources in Region F and to fully coordinate the services of the multiple responsible departments and units under the leadership of Region F. A strong force will be developed to focus on by-law infringements in bad buildings. In addition, the tools for tackling bad buildings will be resourced. First amongst these is a coordinated database. To date a number of databases exist within the City, but these need to be integrated to develop consistent base information, including data necessary for court processes.

By-law enforcement is closely linked with *by-law education*. A range of campaigns dealing with education around waste management, parking, driving, residential overcrowding and informal trading will be coordinated through Region F. In addition, a coordinated public media campaign will be rolled out to educate inner city users about laws, rights and obligations.

A streamlined approach to *liquor outlets* must be developed. This should take cognisance of the mixed-use nature of the inner city, and especially its increasingly residential character. Action can be taken against liquor outlets for various types of by-law infringement and a strategy to tackle outlets in this way will be rolled out.
A coordinated programme is required to prevent and manage **emergencies and disasters**. In line with national guidelines, a multi-stakeholder team is to be established for the inner city. Specific disaster mitigation and management plans are to be developed and programmed for implementation for the inner city. Disaster management information will also be fed electronically into the data systems and electronic monitoring that is proposed for the Region F nerve centre.

The safety of inner city **crèches** will be effectively monitored through reviewed safety laws and dedicated ECD by-laws.

**Visible policing** is required to enforce laws. This roadmap aims to increase the number and coverage of law enforcement officers, to improve the communication between these officers and between CCTV control centres and patrolling officers. Further it commits to improving coordination between SAPS, JMPD and private security agents in the inner city. Enhanced deployment and supervision plans for JMPD officers will be established.

**Inner city urban management functions are well integrated**

The complex task of urban management will continue to be positioned locally to respond effectively and quickly to problems and complaints. But, it will also acquire improved capacity to coordinate a number of City departments, entities and other agencies to effectively maintain and manage of the public environment in the inner city. A **strong institutional structure** will be developed under the auspices of Region F. The coordinated multidisciplinary unit within Region F will, in the following years, be strengthened with capacity from various departments and entities. The urban management functions performed by such staff will be captured in the performance measurements of those staff members. In addition, firm service level agreements (SLAs) will be established between Region F and the units responsible for service delivery and management in the inner city. Where problems are reported and not addressed, appropriate action will be taken including escalating the issue to higher levels of authority. Protocols for such escalation will be put in place.

The tasks above require **integrated information and response**. An electronic system of recording problems, tracking responses and integrating urban management information will be rolled out. This may be a costly short-term exercise but partnering with the private sector for the funding of such a system must be explored.

City improvement districts (CIDs) have changed the face of a number of areas in the inner city and these CIDs need to be supported by the municipality. Closer relationships and improved management oversight by the City are proposed. Additional CIDs and residential improvement districts should be rolled out in appropriate locations must be tackled. The existing CID forum should be supported in its work of sharing best practices and setting up service level agreements.
In those parts of the inner city where CIDs or RIDs are absent, the City should establish partnerships with the private sector for local urban management.

Where appropriate, leases should be entered into, to allow the private sector to manage public space, such as public squares and pedestrianised roads. This model should also be applied to create partnerships between the City and small businesses, local communities and NGOs.

**A clean inner city**

**Daily cleaning programmes** in the inner city will be constantly updated, reviewed and operationalised on a precinct basis. Resources, including specified trucks and bins, will be acquired.

Recycling and separation-at-source initiatives and awareness programmes will be rolled out to **minimise waste generation** in the inner city. Public facilities and schools will be targeted first. By-laws and incentives for waste compaction in inner city buildings will be operationalised. Partnerships for resource use beneficiation and waste management will be developed with private and community stakeholders.

The City will work to support and to partner with the many **informal recyclers** who provide a crucial cleaning and recycling service in the inner city.

Responsibility for cleaning the inner city will be **shared** with private sector partners and users of the inner city. This will be facilitated through waste management task teams and systems of waste collection that involve the youth and other stakeholders. Community programmes, EPWP and CWP will be engaged in the improvement of inner city cleanliness.

**Supervision of daily activities is sound**

The daily tasks undertaken by safety officers and by staff of all MOEs and of JMPD responsible for cleaning, safety, by-law enforcement, maintenance and repairs in the inner city must be better coordinated. For this purpose improved supervision of all daily tasks will be implemented. Reporting structures and oversight of daily activities, scheduling of cleaning and patrolling, coordination between staff etc will be examined and tight programmes of supervision put in place.

**6.2.3 Priority programmes**

*This section details the short term priority programmes that require the attention of dedicated task teams and clear short term actions to be undertaken.*

<table>
<thead>
<tr>
<th>Integrated public space management</th>
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<tbody>
<tr>
<td>Urban management is a local issue, it is where the City is ‘on the ground’, dealing with day-to-day problems that arise from service delivery breakdowns and by-law infringements. Urban</td>
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</tbody>
</table>
Integrated public space management

management is also a multidisciplinary concern that requires a strong institutional structure as well as integrated information and response. Region F has begun to create a coordinated multidisciplinary unit within its offices, however, in the following years this work needs to be strengthened with capacity from various departments and entities. The coordination across City units requires that firm service level agreements (SLAs) are established between Region F and the units responsible for service delivery and management in the inner city. As a first step a pilot programme will be undertaken, tested, measured and reiterated in order to replicate it across the inner city.

Laying the foundation of integrated public space management

A pilot integrated public space management is aimed at establishing the processes for ‘getting the basics’ of street management right in the inner city. It will be developed for a restricted part of the inner city, where it will be tested, measured and refined for further roll out. An area in the core CBD will be selected for the pilot, which will integrate the activities of the entities and departments responsible for street level management in the inner city. The following tasks will be tackled through an integrated street management team and an integrated management process:

- Repair and maintain all traffic lights;
- Repair, upgrade and maintain all street signage- road names and traffic notices;
- Remove all excess and broken street furniture;
- Repair all necessary street furniture;
- Remove all rubble;
- Repair all storm water outlets and kerb inlets and replace all manhole covers;
- Repair potholes;
- Repair all water leaks;
- Clean park space, maintain equipment;
- Repair and maintain public ablutions;
- Undertake a coordinated cleaning programme (not a once-off campaign) with Pikitup, street traders and CIDs/private sector;
- Undertake traffic congestion law enforcement and education;
- Undertake street trader law enforcement and education.

Increasing law enforcement and crime prevention

Ensuring that people feel safe and secure in the inner city at all times is the key priority of inner city rejuvenation. The Inner City Safety and Security Plan is clear on this. Much has been achieved through the increasing of visible public policing, the large number of private security programmes and the installation of CCTV cameras in the inner city. The multidisciplinary
approach of tackling crime and urban management in a coordinated way has shown significant results. However there is much to be done and several initiatives have not been effectively carried through. Law enforcement, safety and security and urban management go hand in hand. The Inner City Safety Strategy recognises this and provides a platform for the coordination of the agencies that undertake law enforcement, crime prevention and urban management. This strategy has been piloted but must be reinvigorated and rolled out in the inner city.

Eliminating ‘bad buildings’ is a key priority within this outcome. The problems associated with ‘bad buildings’ pose a grave threat to the stability and the course of inner city regeneration. They also presage degeneration in other areas of the city. Independent of this threat they have severe negative impacts for residents, owners, the municipality, and the environment. Efforts to tackle ‘bad buildings’ have met with some success but have not tackled both the causes and symptoms of bad buildings. Nor has a coherent strategy been developed and implemented to address the problems at scale. The seriousness of the problems associated with ‘bad buildings’ requires a high level response and a strategy that is prioritised as a key thrust within the City of Johannesburg. In this roadmap several departments and entities are allocated tasks in relation to dealing with bad buildings.

However bad buildings are not just an urban management problem. Addressing bad buildings is cross cutting. It requires law enforcement efforts of the City’s legal department and of Region F, in concert with JMPD, Environmental Management, DPUM and others. It also requires that the City coordinate its law enforcement efforts with those of provincial and national spheres of government. This means that all stakeholders need access to information on building conditions and on the tracking of cases so that a coordinated response is possible. Bad buildings impact on the environmental health of the inner city and so Environmental Management needs to respond to the conditions that are created as a result of declining service levels and increased stress on the neighbouring areas from these buildings. As these conditions are fundamentally driven by housing need, the Housing Department is also implicated in the resolution of bad buildings. The Housing Department needs to create conditions so that poor and vulnerable households can access decent accommodation.

As a first step an audit of informal living in the inner city will be undertaken. The City requires a sense of the scale of informal living within inner city buildings as well as the circumstances and needs of those living in the worst of such buildings – which are often informal settlements within warehousing or derelict buildings. A programme of action to secure health and safety in such circumstances is a priority.

The Inner City Property Scheme is under review. It must incorporate strategies for the rehabilitation of bad buildings in a comprehensive fashion.
6.3 Strategy for a sustainable inner city

6.3.1 Objectives

The inner city will offer high quality, effectively functioning infrastructural services, be green and promote sustainable practice in transportation, in building design, in waste management and in energy and land utilisation. The inner city will be well-connected with safe, reliable public transportation, rationalised vehicular routes and pleasant, walkable pedestrian pathways.

A sustainable inner city will be established on a foundation of sound, high quality, basic services and will be clean, safe and green. Its development will be guided through well-researched, effective planning frameworks that coherently map future housing, infrastructure and social service investments.

Inner city users will have access to high quality water, sanitation, waste and electricity services provided through comprehensive asset management and operational plans. Pro-active maintenance, repair and extension of all services will be carried out in a prioritised programme with protocols for escalating high-priority urban management and service delivery problems.

The sustainability of services will be ensured through the development of energy efficient processes, the retrofitting of energy efficient infrastructure and through demand-side management of water, and electricity delivery and the establishment of sustainable urban drainage systems in the inner city. The inner city will be safe from the threat of acid mine drainage with pump stations removing contaminated water for treatment, re-use and redirection.

The inner city will be well-connected. High quality, sustainable, integrated public transportation services will be based on infrastructure that supports each transport mode and modal interchange. There will be a system of well-functioning road and storm water drainage systems. Land use and the public environment around transportation interchanges will be transit orientated and support walkable, safe environments for commuters and pedestrians. Safe and walkable pedestrian linkages will offer well-lit, pleasant pathways across the inner city. Vehicle mobility will be well-managed with dedicated routes for taxis, private vehicles and BRT services.

All residents and users will have access to green, public open space in a network of public spaces and pathways across the inner city. The inner city will be greened through planting and landscaping and there will be abundant public art in public spaces. Existing and new developments will comply with environmental legislation and new developments will comply with green building guidelines.

Greenhouse gas emissions will be reduced through increased public transportation, energy efficient building interventions and lowered emissions from businesses.
All inner city residents will have access to safe, high quality food and food security. Urban food garden programmes will be established in the inner city.

6.3.2 Outcomes for a sustainable inner city

Four long-term outcomes support the realization of a sustainable inner city. These are: efficient and sustainable water, sanitation, electricity and waste services; an integrated efficient transportation system; a sustainable, green inner city; and a liveable, walkable public environment.

Efficient and sustainable water, sanitation, electricity and waste services in the inner city

Planning for the coming five years is largely guided by the concept of ensuring that all citizens and residents of the City enjoy equitable access to quality services. An important component of the task ahead is the planning for proactive rehabilitation of services. This requires that the City undertake audits of water, waste and power services and that a programme of rolling upgrades be developed. This will need to be prioritised, phased and budgeted over the coming years. In addition, maintenance plans, which have in recent times relied on reactive approach, are to be reworked into pro-active strategies for on-going maintenance. ISD will ensure the development of infrastructure asset management plans for all utilities and other infrastructure components, to be consolidated into a Comprehensive Infrastructure Plan by 2013. A plan for the inner city will be developed within this comprehensive plan. Asset management and operational plans will be put in place for the pro-active maintenance, repair and extension of all services. All capital projects and all service delivery programmes will be accompanied by hand-over and sustainability plans that map on-going maintenance responsibilities.

Targets will be set and monitored for the speedy resolution of by-law infringements related to service delivery in the inner city.

In order to promote sustainability of services and effective, environmentally appropriate use of resources, a strong initiative around managing demand will be developed. This will be achieved by providing information and education to citizens as well as through investigating prepaid metering. Energy efficiency will be pursued through the retrofitting of public buildings with energy efficient lighting, the conversion of traffic lights to solar power and by incentivising the use of renewable energy sources in the inner city.

Efforts to minimize electricity and water consumption will be strengthened. Demand side management (DSM) programmes for the water and energy sector will be undertaken. These include education and awareness campaigns, reduction of water and electricity losses through the installation of pre-paid meters, and infrastructure refurbishment.
An integrated, efficient transportation system in the inner city

The Joburg 2040 GDS commits the City to make walking, cycling and public transport the mode of choice. The inner city of Johannesburg is an important transportation hub. The aim is to develop more coherence around the way the city functions, and to create a better transit experience through an integrated transport system.

This will be achieved by optimising the use of existing public transport facilities; integrating the minibus taxi industry; consolidating long distance services close to Park Station to make intermodal transfer more efficient; developing transport orientated precincts around employment and mixed use nodes; and providing new public transport facilities where they are lacking. Further plans include creating dedicated routes for private vehicles and for taxis, reducing on-street parking in the inner city, and regulating it for short-term use only, a sequential reduction of private car usage, and incorporating a non-motorised transport (cycle and trolley) network along key routes to complement the system.

Transit-oriented development with pedestrian-friendly environments and well-connected, seamless flows between various modes of transport will be developed at key transportation hubs in the inner city.

Selected streets will be developed as complete streets that can be used for all road users. In addition streets will be opened on certain days – and vehicles barred - for walking and cycling, for recreational and health purposes.

The number of off-street and on-street taxi facilities and long distance commuter facilities will be increased.

Several priority transportation projects are underway and will continue to be prioritised over the following years: the Rea Vaya bus rapid transit system; initiatives to improve pedestrian accessibility in the inner city through the Commuter Links project; and plans to increase the number and management of public transport facilities. The greater Park Station precinct, arguably the largest transport interchange in the country, does not function optimally as a single integrated inter-modal facility. Significant upgrading and redevelopment will be undertaken.

The basic road and storm water infrastructure that supports a functional transportation network will be well-managed and upgraded.

Traffic lights, street markings and road signage will be upgraded and maintained.

A sustainable, green inner city

A priority in this roadmap remains the need to develop a network of open spaces in the inner city and a large-scale park or series of parks to serve the local and visiting population. In addition the on-going upgrading of parks is important. Five parks are prioritised for upgrading over the
next five years. The sustainability of these upgrades will be promoted through the City establishing partnerships with community groups and with the private sector to develop and maintain the facilities. A network of green spaces will be developed to provide access to greenery across the inner city and to improve the pedestrian environment.

Environmental by-laws will be updated and appropriately applied. Green building guidelines will be operationalised for all new buildings existing buildings will be retrofitted with sustainable technologies where possible.

Food gardening in the inner city will be encouraged through a concerted programme.

Energy efficiency in the inner city will be improved through retrofitting buildings with energy efficient light bulbs, insulation, and solar water heaters wherever possible, solar powered traffic signals and energy efficient street lighting. Water security and improving the inner city’s water quality through demand-side management will be pursued. Greenhouse gas emissions from industries and targeted businesses will be monitored.

Sewer pollution will be reduced through the implementation of Sustainable Urban Drainage Systems (SUDS) across the Inner City. In addition Bruma Lake will be rehabilitated and storm water grids will be inserted to reduce the effluent flow into the watercourses.

Pump stations will be established and/or upgraded to remove contaminated water and the threat of acid mine leakage into inner city water systems, and water re-use and redirection will be addressed.

Non-motorised transportation systems (NMT) and public transportation will be expanded to reduce reliance on private transport and to mitigate carbon emissions.

Liveable and walkable public environment

Both strategic planning and urban management in the inner city will have a precinct or area-based focus. Within this area-based approach - where planning, urban design and capital expenditure are focused on defined geographic areas – priority precincts will be identified for the implementation of streetscape upgrades and public space upgrades. The unique identity of particular precincts will be reinforced by improved public spaces, and by arts, culture and heritage projects. The rollout of a phased comprehensive upgrading of all streetscapes in the inner city will continue.

Existing sports and recreation facilities in the inner city will be upgraded in the following years, on a prioritised basis. Alongside upgrading, a programme will be developed to maintain these facilities, with responsibilities being shared between the public and private sector.
6.3.3 Priority programmes

This section details the short term priority programmes that require the attention of dedicated task teams and clear short term actions to be undertaken.

<table>
<thead>
<tr>
<th>Upgrading of out-dated infrastructure</th>
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<tbody>
<tr>
<td>An audit and programmatic rehabilitation plan is required for all infrastructure services: water, sanitation, electricity, and waste. The inner city is a dynamic environment which places extremely high pressure on all infrastructure and services and its functionality depends on the quality and reliability of those services. These factors put an additional strain on an already ageing and overstretched infrastructure. In the inner city, most of the infrastructure is in place, but there is a need for the servicing of new developments as well as addressing the need for improving infrastructure where it is strained or depleted. An important component of the task ahead is planning for the pro-active rehabilitation of services. This requires that the City undertake audits of water, waste and power services and that a programme of rolling upgrades be developed. This will need to be prioritised, phased and budgeted for over the coming years. In addition the maintenance plans that have in recent times relied on a reactive approach, are to be reworked into pro-active strategies for ongoing maintenance. These audits and planning are to be consolidated into a Comprehensive Infrastructure Plan.</td>
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<table>
<thead>
<tr>
<th>Development of complete streets</th>
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<tbody>
<tr>
<td>This programme will prioritise certain inner city streets for the development of complete streets which allocate space to the multiple users of streets including pedestrians, cyclists and vehicles.</td>
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</tbody>
</table>

The programme below straddles the pillars of achieving a sustainable and an inclusive inner city

<table>
<thead>
<tr>
<th>Saving resources and ensuring food security</th>
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<tbody>
<tr>
<td>This refers to the priority need to initiate energy efficient practice and along with it improve public space. To date, inadequate sustainability principles have been adopted within the development and regeneration process of the inner city. The city is starting to encounter ecological resource constraints that ‘prevent business as usual’. Urban management stresses in the inner city are contributing towards environmental problems such as air pollution, polluted stormwater, sewerage leaks, threats to water quality and acid mine drainage. In addition, the need to review and rigorously implement waste by-laws is important. The need to promote energy efficiency in this high-density environment is crucial. Opportunities should be harnessed to recycle water and to improve the relationship between various stakeholders in waste management including the City, private recycling companies, informal reclaimers and agents providing storage and other facilities.</td>
</tr>
</tbody>
</table>

The supply of green infrastructure and green open space in the inner city is entirely inadequate, offering little space to capture stormwater run-off, sequester carbon emissions, accommodate biodiversity or to provide for the recreational needs of the ever increasing inner city residential
-saving resources and ensuring food security-

Buildings need to be retrofitted to comply with energy efficient standards. The installation of green infrastructure in quantity and quality such as green roofs, green open spaces, rain gardens, urban agriculture and ‘green streets’ must be addressed and rolled out to mitigate the inner city’s negative impact on and contribution towards climate change.

Food poverty is no longer a problem of rural areas, but is increasingly evident in urban areas, including Johannesburg. The inner city offers few opportunities for urban agriculture plots at ground level. But it offers a wide scope for balcony and rooftop level planting. In the inner city the possibilities of growing food are also linked with the need for increased greenery to provide spaces of respite and to counter the effects of pollution generated by high traffic volumes in the inner city. A concerted effort will be focused on local food production including rooftop gardens and pocket urban agriculture to assist particularly poor and vulnerable households to augment their food supplies as well as to promote the greening of the inner city. The city’s evolving programmes focused on nutritional health, and on urban agricultural support will be promoted in the inner city.

6.4 Strategy for a productive inner city

6.4.1 Objectives

In a productive inner city there will be increased private investment, achieved through the retention and support of existing businesses, the attraction of new businesses, and the effective utilisation of the City’s land and property assets. A diverse offering of economic activity will be promoted within a mixed economy that caters for a competitive range of retail, manufacturing, commercial and creative industries. A thriving and well-managed cross-border trading sector will be supported. Informal trading will be supported within managed linear and demarcated markets and will be integrated with transportation routes and movement plans for the inner city. Micro trading and informal trading will be appropriately regulated. The number of ‘green’ industries will be increased.

Employment, through meaningful work and livelihood opportunities will be increased and opportunities for employment and innovation will be promoted through improved skills and through networks of job centres. The literacy and skills levels of school leavers will be improved and relevant youth-owned businesses and mentoring programmes will be supported.

The inner city will be productive in creating a sustainable income stream through effective municipal revenue collection, enhanced revenue opportunities and the efficient, cost effective delivery of services.
6.4.2 Outcomes for a productive inner city

There are four long-term outcomes that will contribute to a productive inner city. These are: increased private investment in the inner city; balanced mixed economy; increased employment; and financially stable City functions.

Increased private investment in the inner city

Existing private investment must be supported and retained. A key intervention in this regard is the promotion of spatial economic clusters such as the Fashion District and other precincts. In addition business retention strategies will be pursued and the City will apply for the UDZ tax incentive to be continued and expanded.

New private investment will be attracted through streamlined processes for planning and development. There will be a programme of support for beneficiation.

The strategic use of property assets through the Inner City Property Scheme will be promoted. An inner city land release policy and strategy will be developed with the aim of encouraging the effective utilisation of inner city land and property assets –also for social and public needs.

The Inner City Property Scheme will pursue the redevelopment of derelict buildings.

A balanced mixed economy

Various industries are to be supported in the interests of an economy that is balanced, provides a wide range of opportunity and is attractive to investment. Manufacturing will be supported through agglomeration incentives and by facilitating development of useable space and services.

Arts, culture and heritage offerings in the inner city will be enhanced as a key tourism opportunity and to promote the liveability of the inner city. Creative Industries will thus be incentivised and supported. The inner city offers many educational opportunities. Support to this sector is required to promote world-class, knowledge-based sectors, including tertiary institutions.

Incentives for ‘green’ industries will be operationalised in the interests of sustainable economic development.

Well-supported small businesses

This outcome concerns the promotion of a range of economic activities. Trading spaces, functions, and facilities for an efficient and well-managed cross-border trading sector will be developed and supported. In addition, a range of retail offerings, including large-scale and micro formal retail as well as well-managed informal trading, will be supported. Informal trading will be directed to dedicated and specialised markets, linear markets and designated roads that are
to be clearly demarcated and integrated with transportation and movement plans for inner city. The management of trading space will be operationalised with SLAs between Region F and MOEs.

Small business will be supported through an SME strategy

**Increased employment**

Skills hubs and job centres will be established or facilitated, an Inner City Youth Programme will be pursued and youth-owned businesses will be supported. A comprehensive programme to mentor young entrepreneurs will also be established.

There will be a focus on increasing job opportunities in public work programmes by promoting EPWP and CWP in the recycling and urban management sectors.

### 6.5 Strategy for an inclusive inner city

#### 6.5.1 Objectives

An inclusive inner city will be accessible to the broadest range of urban users. Inner city residents will be well-housed in a range of sustainable housing typologies catering for a range of affordability levels and developed within a sound financing, institutional and regulatory framework. Shelter will be provided for indigent people. Housing will be developed in environments that offer shelter as well as the basic infrastructure, social facilities and open space required for sustainable, healthy neighbourhoods. Residents will have access to recreation and sporting facilities within walking distance, and will enjoy a safe, walkable and pleasant public environment. Residents’ life chances will be widened through investments in health care, health facilities and outreach programmes. The City will promote a vibrant education cluster with sound, well-supported schools - networked with public libraries and reading and learning programmes - as well as regulated and supported early childhood development facilities. A social services network of CBOS, NGOS and municipal services will provide support for the inner city poor through targeted programmes including an expanded social package and a registered Social Landlord Support Programme. Social services will be expanded to cater for the range and scale of need, and services will be coordinated.

The needs of youth in the inner city will be supported and active social and economic youth programmes will be implemented.

The inner city will be a beacon of diversity, integrating newcomers and migrants through effective support. Challenges to inclusion will be addressed through mediation programmes and education.

The inner city will be a centre for art, culture and public art and events. There will be dynamic art, culture and heritage offerings as well as programmes of support to creative industries and
community-organised cultural activities. It will be enhanced through the protection and celebration of heritage properties and advanced tourism opportunities.

The inner city will be a democratic political space where all users are well-informed and participate in public affairs. Public endeavours will be communicated, promoted and debated. Partnerships will be established for the delivery and management of infrastructure and programmes. Stakeholder forums and dedicated task teams will oversee the resolution of particular problems and the implementation of specific programmes. Residents and users of the inner city will be encouraged to adhere to by-laws and to participate in political life through training and education.

6.5.2 Outcomes for an inclusive inner city

There are eight long-term outcomes that must be realized to achieve an inclusive inner city. These are: an inner city which offers an effective safety net for the poor; a well-housed inner city population; a well-educated inner city population; a healthy inner city population; a liveable and walkable public environment; the inner city as a beacon of diversity; the inner city as a cultural capital; and ensuring that the users of the inner city are well informed and participate in public affairs.

An effective safety net is provided for inner city poor

A social services master plan will be developed to effectively target needy persons living in the inner city. This plan will be based on sound research and on a categorising of target groups and types of need. It will take into account the current conditions, the present services and facilities and the scale and types of need is required. It will address both municipal and non-governmental support to vulnerable people in the inner city.

The expanded social package is the key innovation in targeting poor populations in the city. The programme must be institutionalised and tested, with a number of inner city pilots rolled out in the foreseeable future. The programme must be embedded in the decision-making and financial arrangements of the City over the next few years.

The operationalising of the Registered Social Landlord Programme and linking this programme with the ESP will be undertaken.

A number of outcomes are dependent on the relationship between Johannesburg’s local authority and national government, and a strengthening of these is necessary to ensure that the City receives its fair share of funding and is able to manage the coordination between spheres of government.

Relations between the City and NGOs and CBOs that offer social services will move to a more service delivery oriented arrangement.
Programmes will be targeted at the particular needs of orphans, abused women, people with skills deficiencies, street children, the aged, migrants, displaced persons and the destitute.

**A well-housed inner city population**

There is not one solution to any bracket of housing need in the city and not one model that will fit all buildings in the inner city. For this reason, work will be undertaken on the development of housing categories and on modelling a suite of inner city housing options that fit need, affordability and are located appropriately within the institutions of the City. A first action in preparing the groundwork for an updated inner city housing action plan is to define the housing need and potential housing typologies. This will be undertaken within a task team comprising public and private partners in housing delivery. This team will also set the targets for housing delivery in the inner city, within the parameters of the housing sector plan, state funding mechanisms and state policy.

The City and all partners in the inner city housing development arena need to constantly improve their understanding of the nature of the housing demand, namely who is living in the inner city and why. These questions require in-depth research.

A strategic delivery plan is required for inner city housing over the next five years. This updated Housing Action Plan will be based on adequate research and focus the City and its partners on delivery priorities. It will integrate with the City’s Housing Sector Plan and with new policy directions, which focus on residential development as the creation of human settlements rather than just shelter.

In order to create sustainable human settlements, the housing sector cannot be divorced from the spatial development of infrastructure, social services, parks and transportation. For this reason a detailed spatial planning exercise is required. This exercise will be part of a suite of detailed inner city plans to be delivered under the auspices of the Department of Development Planning, which address detailed features of location, design and integration of housing with other services in the inner city.

Various City departments will work together in the efforts to resolve bad buildings in the inner city. The Housing Department will work with the Johannesburg Property Company to identify available buildings that are suitable for redevelopment and will direct these buildings to the private sector, social housing institutions or JOSHCO for appropriate types of residential use.

Allied to the above is the need to promote ongoing maintenance of City housing developments in the inner city and the infrastructure that supports housing environments in the inner city. The Departments of Housing, Infrastructure Services, Revenue and Community Development will coordinate processes to achieve efficient and effective maintenance programmes.
The City will work to improve conditions in run-down existing inner city buildings through working with landlords and tenants in managed processes that seek to improve living conditions and building stock.

The City will pilot an integrated mixed use housing development within the inner city and will support such development within private sector driven housing.

In addition the City will work with residents and owners of sectional title units to progressively improve management arrangements and physical conditions in these buildings.

Improving housing for poorer residents of the inner city will include a focus on the upgrading of hostels and the formalisation or resolution of informal settlements in the inner city.

**A well-educated inner city population**

An inner city schools programme will be operationalised. This programme of support to inner city schools will be undertaken in collaboration with the Gauteng Department of Education and will require a memorandum of understanding between the City and provincial government.

A comprehensive early childhood development programme will be established in the city. It will include providing materials, reading development and other programmatic support to ECD centres, and will address safety and building conditions.

Inner city libraries will be equipped to deliver literacy programmes as well as reading development programmes.

**Healthy inner city population**

Improvement in the health of the inner city population will be pursued through health programmes and the upgrading of services and facilities over the next few years. Clinics will be upgraded; outreach programmes increased and the Hillbrow Health precinct initiatives will be supported.

**An inner city that is a beacon of diversity**

The migrants help desk is not appropriately located relative to the neighbourhoods where most migrants live. In this respect alternative location of the migrant desk, and the coordination with state and non-state programmes will be investigated. The alternative use of the Drill Hall for such a facility will be investigated. In addition, outreach programmes to areas that house large numbers of foreign migrants could be improved. Further work must be done on the needs of second-generation migrants and on targeting appropriate services for migrants. Mediation programmes and awareness campaigns that promote the cosmopolitan nature of Johannesburg and work to counter xenophobia will be developed.
A vibrant active and healthy youth population

The large population of young people in the inner city are inadequately catered for in terms of their health needs, their social needs, sport and recreation, educational needs as well as skills development and employment needs. These are enormous challenges and the effects include high incidences of inadequate education, teenage pregnancies, HIV/AIDS, unemployment and widespread social stresses for inner city youth. While some programmes are in place greater effort is required to boost the programmes to be directed at this crucial target population.

A dedicated inner city youth programme is to be developed. This programme will include community development as well as economic development inputs. It will include both infrastructural programmes including work streams dedicated to the establishment of recreational and educational infrastructure, as well as development programmes including skills development, employment programmes and social support. The youth programme will be integrated with other programmes, with all programmes addressing youth within their ambit. In addition a dedicated inner city youth centre will be established for the coordination of programmes as well as to serve as a centre where youth might find access to a wide range of relevant services. Coordination with provincial and national youth development programmes and the accessing will be undertaken.

Heritage resources are protected and celebrated in the inner city

In recent years historic buildings in the inner city have fallen into severe disrepair. Enormous loss of heritage architecture has been experienced by the extensive fire that swept through the Rissik Street Post Office. This has heightened the urgency for the City to ensure the upgrading and maintenance of strategic heritage buildings.

In addition particular iconic places and features will be emphasised in future upgrades. Financing and management models will be developed for these iconic places.

Inner city is a cultural capital

Johannesburg’s inner city offers a variety of rich cultural resources, making the city a strong contender to become the cultural capital of South Africa. The City will apply for this status in the short term and will continue to establish Johannesburg as a key cultural centre through infrastructure and events.

The city-scape is impacted on by public and private advertising. Little attention has been paid to the regulation of these activities. The City will review the policies and by-laws for outdoor advertising in the inner city and establish clear and firm guidelines. Simultaneously the City will investigate the possibility of directing funds from outdoor advertising into public environment upgrades in the inner city.
The City will continue to attract and encourage a variety of public events and well-managed organised activities and develop clear management and financing guidelines and protocols for these in the inner city.

The City will work with artists and creative personalities through an inner city forum of creative and cultural organisations to promote networking and the broadening of cultural offerings in the inner city. The City will provide a programme of support for enterprise development in the arts and culture arena.

The City will promote interventions in public spaces, parks, arts, culture and heritage sites to promote healthy and diverse activities for the youth who use the inner city. The management of these facilities can provide opportunities for partnering with youth enterprises and organisations. In the coming years there will be a focus on promoting activities for children in public parks.

### 6.5.3 Priority programmes

This section details the short term priority programmes that require the attention of a dedicated task team and clear short term actions to be undertaken.

<table>
<thead>
<tr>
<th>Providing entry level housing for the poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whilst social housing institutions and private developers have successfully delivered housing units to lower income households, the ongoing need for accommodation for poor residents and newcomers to the city remains one of the most critical issues in the inner city. The absence of good alternatives feeds the so-called slumlord developments and bad buildings in the inner city. These in turn are catalysts for extreme health, safety and social problems, infrastructural deficiencies and urban decay. A focus on housing for poorer residents of the inner city will include a focus on the upgrading of hostels and the formalisation or resolution of informal settlements in the inner city. New housing typologies need to be piloted and those that are working need to be rolled out. The funding models and institutional arrangements that are partially tested need further development.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Providing additional social services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing access to and the supply of social services and facilities are key priorities. The increasingly residential nature of the inner city has not been matched with adequate social services and facilities. There is currently a dire shortage of such facilities. The coordination of existing social services and the development of appropriate future services require planning with a master plan for social services in the inner city, taking into account the current conditions, the present services and facilities and the scale and type of need required. The need for community services must also be better understood by the City, requiring a thorough analysis and the updating of databases of vulnerable groups as well as of the public, private and non-profit services available in the inner city, to form part of the inputs into a social services master plan for the inner city. In order to ensure an outcomes-based approach to the delivery of social services, the specific targeting of various vulnerable groups in the inner city is necessary.</td>
</tr>
<tr>
<td><strong>Providing additional social services</strong></td>
</tr>
<tr>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Services need to cater specifically to the needs of orphans, abused women, persons with skills deficiencies, street children, the aged, migrants, displaced persons and the destitute.</td>
</tr>
</tbody>
</table>
7 Institutional arrangements

The Roadmap is the City’s statement of intent for rejuvenating the inner city. It must be supported by accountable structures. This Roadmap is mindful of the effort required to harness the energies of all public and private (including broader community) stakeholders to rejuvenate the inner city. It cannot succeed without a number of fundamental drivers including political accountability and oversight; sound management and coordination of programmes; a desire from a willing and participative private sector, including property owners, investors, service providers and representatives of the different local communities; local champions at City level and community level who are energized to drive the process; resources that are committed to realise the roadmap; the buy-in and support of stakeholder institutions including local business chambers, local institutions and community organisations; and the integration of the envisaged activities into the planning and budget targets of the City.

The basis of such efforts is a partnership approach. A clear and coordinated institutional network is required to enable this work.

Within the City there are a number of critical institutional issues that require attention in order to ensure the successful roll out of the Inner City Roadmap. These are:

- the political governance and accountability for the Inner City Roadmap;
- the partnership arrangements between the City and stakeholders; and
- the management of the Inner City Roadmap within the municipality.

Indicated in the figure below are the proposed institutional arrangements for this roadmap. The proposals are elaborated further below.
Figure 4: Inner City Roadmap institutional arrangements

- Mayoral Committee
  - MMC for Inner City
    - Governance Section 79 Committee
      - Political oversight
      - Receive and consider report for MayCom and Council
    - Governance Cluster Committee
      - Resolve implementation blockages and disputes
      - Political-executive guidance
      - Call for special reports / Conduct inspections
  - City Managers Office
    - Group Head: CRUM
      - Operational oversight and accountability
    - Inner City Office
      - Inner City Programme Manager
      - Overall Implementation of Roadmap
      - Coordination of all Inner City programmes and stakeholders
  - Executive Management Team (EMT)
    - Technical Coordinating Committee
      - Convened by Inner City Programme Manager
      - Coordinating Municipal Implementation of Roadmap
      - Feedback and Coordination of all Inner City programmes among ME’s and Departments
    - Region F
      - Inner City Programme Manager
      - Overall Implementation of Roadmap
      - Coordination of all Inner City programmes and stakeholders
    - Inner City Office
      - Task Teams
        - Ad-hoc committees – City and external stakeholders
        - Area-based working groups
        - Focus on priority interventions
  - Other Departments
    - MoEs
    - Other Departments
    - JDA
      - Development facilitator – capital projects and collaborative area-based development
      - Development management
      - ICRM Fund Manager
    - Inner City Repairs & Maintenance Fund
      - Region F
        - Inner City Repairs & Maintenance Fund
7.1 Championing the inner city: Governance arrangements

There are many interests in the inner city and many decisions are required to promote inner city improvement and liveability. This demands high level political championing and leadership. The following structures are to be put in place.

7.1.1 City Governance

A dedicated MMC for Inner City

An MMC has been allocated direct political responsibility for the inner city. This MMC is responsible for championing the inner city, for broad community consultation within the inner city, for representing the City at inner city stakeholder engagements, for promoting the cause of the Inner City Roadmap to communities, for leading the team of inner city ward councillors in raising specific localised as well as general issues at the appropriate committee levels, and for engaging with the documentation and reports produced as part of roadmap commitments and reporting.

The Governance Section 79 Committee

This structure will:

- Provide political oversight in respect of the Inner City Roadmap, its activities and progress; and
- Receive and consider reports for consideration by Mayoral Committee and Council.

The Governance Cluster Committee

This structure will:

- Keep key MMCs as members, and the City Manager as attendee, abreast of all developments in the implementation of the Inner City Roadmap;
- Rapidly resolve implementation blockages and disputes; and
- Give political-executive guidance on strategies to solve problems and speed up delivery;
- Where required, call for special reports from the Programme Manager on progress with the implementation of the programme and carry out inspections in loco.

Demands for short term delivery, unmet challenges of the Inner City Roadmap, as well as the urgent concerns of various stakeholder groups will demand vigorous and robust debate. This will be encouraged in this forum.
7.1.2 Stakeholders

The Inner City Partnership

This structure currently exists as the Inner City Charter Partnership Forum. It is to be extended and strengthened. The reconstituted Johannesburg Inner City Partnership is to be the key point of coordination of all partnering arrangements within the inner city. It is the umbrella organisation through which the City, private sector and community stakeholders jointly oversee ongoing improvement of the inner city.

Its role in relation to the Inner City Roadmap is three-fold:

- It will provide a platform for engagement on particular programmes and initiatives within the roadmap;
- It will provide an opportunity for proposing further programmes or initiatives in the inner city;
- It will be a platform for accountability to stakeholders on the City’s progress in respect of the programmes defined in the roadmap.

The current Inner City Charter Partnership Forum includes a wide range of representatives. The existing base (established through earlier Charter processes) will not be undermined but will be supplemented with representatives properly elected and representing valid inner city interest groups. Through a facilitated process this representation is to be expanded in the short term to be even more inclusive of stakeholder groupings. It is proposed that the membership will include:

City of Johannesburg representatives:

- City Manager
- MMC: Development Planning and Region F;
- MMC: Transportation
- MMC: Infrastructure
- MMC: Community Development
- MMC: Public Safety
- MMC: Economic Development
- Group Head: Customer Relations and Urban Management;
- Relevant Executive Directors and Managing Directors of Entities or delegated senior officials;
- Regional Director of Region F;
- Inner City Programme Manager.
Stakeholders, who would nominate representatives to the Inner City Partnership through their own structures:

- Johannesburg business forums and chambers;
- The Property Owners and Managers Association;
- Community-based organizations, with representation from a range of NGOs, CBOs, faith-based organizations, and residents organisations;
- Relevant provincial and national departments and entities;
- Institutions of higher learning;
- Street traders / micro retailers;
- Youth-based organisations;
- Foreign national communities;
- Taxi associations;
- Ward-committees in the inner city as represented by their ward councillors;
- Inner city tourism representatives;
- Others.
- In addition, interest groups will be defined at geographic levels for those campaigns or planning and implementation initiatives that are localised.

The Inner City Partnership (ICP) is to be managed by the Inner City Manager, who takes responsibility for ensuring reports from the City and stakeholders on issues covered in the Terms of Reference for the ICP.

The ICP will meet three times per annum – the first meeting to take place in March of each year to review progress; the second to be held when the Council budget for the next financial year has been finalised to review progress and of any budget changes likely to affect the Inner City Roadmap; the third meeting to be held in October/November to review progress. A full report on the progress of commitments is to be tabled at each ICP meeting.

A Secretariat should be established to manage the ongoing operations of the ICP including setting up meetings, taking minutes and circulating relevant documentation etc. This Secretariat could be funded and staffed by both the City and the private sector.

The tasks of the ICP include the responsibility to:

- Champion the inner city;
- Receive and provide feedback on overall progress on action plans to implement roadmap commitments;
Give stakeholders an opportunity to raise issues of concern and propose remedial actions;

Enable all stakeholders to formulate strategies for problem solving and identify and build areas of further common action and collaboration between the City and stakeholders; and

Receive reports of working groups and task teams on particular roadmap commitments and inner city issues and provide support and suggestions for the resolution of complexities in those matters.

The ICP will be most effective as a joint structure that has a joint secretariat and the ability to drive joint projects. It is therefore proposed that consideration be given to the utilisation of the existing Section 21 company— the Central Johannesburg Partnership— as a mechanism and platform to institutionalise the partnership. That company already hosts City and private membership which would need to be reviewed. Its core can be used and the company widened and adapted to take on joint oversight as well as fundraising and project roles in the inner city.

7.2 Management arrangements

In order to participate effectively, departments and entities must be brought into the roadmap process in an inclusive way. They need to view the commitments as an integral part of their activities and not as an ‘add-on’ to scorecards or sector plans.

7.2.1 The Inner City Office

The Inner City Office will be located within the City Manager’s Office.

The Inner City Office is to be elevated above individual line departments and entities. This involves the reporting on inner city programmes to the Inner City Programme Manager, within the Office of the City Manager.

Staffing an Inner City Office

An Inner City Programme Manager with strategic level support staff and a secretariat will be employed to staff and Inner City Office. The Inner City Office must include:

- The Inner City Programme Manager;
- An administrator to undertake tasks of coordination, providing a secretariat for meetings and providing logistical and administrative support to the Inner City Partnership processes;
- A manager for policy and planning, to take responsibility for the strategic functions including strategic planning, policy alignment, development of policy instruments, etc.
This manager would attend all key meetings and would ensure that the Inner City Office influences relevant plans and policies of various departments and entities.

- A manager responsible for the monitoring of delivery against commitments and for evaluating the impact of roadmap commitments.

**Region F will be strengthened**

It is important that Region F be capacitated to improve the urban management function. It is the appropriate agency for coordinating the many functions that are involved in urban management but also in tackling the priority service delivery issues that face the inner city as many of these now require the combined efforts of several City departments and entities. This directorate also has immediate engagement with inner city residents and businesses. This requires adequate staffing and the operationalising of the service level agreements that are in place with MOEs. In addition, the precinct focus in Region F should be reinforced. Precincts defined by Region F and spatial planning precincts defined by Development Planning and JDA will need to be aligned.

But entities are also required to deliver and maintain services within an area-based approach in the inner city. As such, it is proposed that dedicated officials be assigned responsibility for tasks within specific inner city neighbourhood so that quick reporting and response is improved in each neighbourhood and other entities and departments as well as to local stakeholders know the accountable officials in each entity.

**Development facilitation will be undertaken by the JDA**

The JDA will act as development facilitator, implementing both capital projects initiated by the City and collaborative projects with the private sector as envisaged in the Inner City Roadmap. The JDA has a history in working in the inner city at a strategic level, a spatial planning level and an implementation level. Through its work it has built relationships with several existing inner city communities and many stakeholders. It has a substantial staff complement and infrastructure to undertake a range of projects and to undertake an array of development facilitation functions. It is set up for procurement and project management. It is also experienced in undertaking area-based development and is recognised for this role amongst international city development agencies.

**An Inner City Repairs and Maintenance Fund will be established**

Over and above the programmes to be undertaken by each sector in line with this roadmap, a dedicated fund will be established to deal with on-going minor repairs and maintenance of basic infrastructure in the inner city. This fund will be administered by the JDA and is intended to allow the rapid repair of sidewalks, streetlights, signage etc. as the need arises. The interventions required will be identified on a precinct-by-precinct basis.

The amount to be allocated to this fund will be announced on an annual basis.
Corporate Social Responsibility will be leveraged

The resources of corporates active and committed to the inner city will be coordinated with inner city programmes so that these resources are leveraged into appropriate programmes and that the City and private stakeholders synchronise their efforts to improve living conditions and promote a vibrant inner city

7.2.2 An Inner City Programme Manager

The Inner City Programme Manager has responsibility for overall functional coordination of Charter commitments and for driving and monitoring the progress of each City department and entity in the furthering of commitments. As the overall head of the Inner City Office, the programme manager will build relationships with stakeholders and will represent the unit at governance and management meetings. The Inner City Programme Manager has responsibility for ensuring delivery of the following outputs:

- The formulation and adoption of integrated action / business plans that ensure effective delivery on the City’s Roadmap commitments;
- Co-ordinated and integrated implementation of these plans;
- An integrated and co-ordinated inner city budget;
- The inclusion of an Inner City Chapter in the IDP;
- The inclusion of inner city planning priorities into the SDF;
- Strong and effective partnerships that support the successful implementation of the overall programme; and
- The profiling and positioning of the inner city as a desirable place to live, work and invest.

The Inner City Programme Manager will hold fortnightly meetings with all municipal agencies responsible for tasks in the inner city (see Inner City Technical Coordination Committee below). He/she will also establish an ongoing inner city forum with relevant provincial and national state organisations where programmes, projects and policies related to inner city infrastructure, services and management will be dealt with. The range of issues to be covered in this forum will include but not be confined to policing, housing, education, health, social development, arts and culture, sports and recreation, and heritage buildings

The Inner City Manager will report to:

- The Governance Cluster Committee, the Governance Section 79 Oversight Committee in terms of political matters;
- The Group Head: CRUM with regard to administrative and executive concerns; and
- The Inner City Partnership with regard to progress and outputs.
The Group Head: CRUM in turn is to report on inner city matters directly to the City Manager and to have a direct line of communication for accountability and for emergency and short-term issues to the City Manager. Apart from this change, political and practical relationships and responsibilities in regard to Council and ICP (formerly Charter Partnership) remain unchanged.

7.2.3 Annual Reporting

The City will publicise an annual programme of action for the inner city for each financial year in line with the IDP process. The report will also reflect action and performance achieved in the previous year.

This report will be made public and stakeholders will have the opportunity to interrogate the programme.

7.3 Supporting structures in the CoJ

7.3.1 Inner City Technical Coordinating Committee

A committee of senior operational representatives from each department and MOE active in the inner city will meet fortnightly under the chairmanship of the City Manager, supported by the Group Head: CRUM and the Inner City Programme Manager. This will be key forum for receiving reports on each department’s activities in the inner city, monitoring progress and dealing with blockages and problems. It will be the point where line departments share their individual progress reports and coordinate with each other on cross cutting projects and on programmes. Each department and entity will submit monthly progress reports against their business plans for inner city activities (as outlined in this Roadmap and in annual business plans) to the Inner City Programme Manager via this committee.

This means that the various line departments and municipal entities will be accountable for specific deliverables and / or projects committed to under this process.

7.3.2 Task teams

There are many issues to be dealt with by the City and stakeholders in the inner city. It is useful to manage these tasks within issue- or area-based working groups. In order to improve on the functioning of the working groups as centres of debate and support to the Inner City Roadmap process these should be set up for particular issues or for precincts within the inner city where they fulfil a function of developing and running dedicated projects or programmes defined in the roadmap.

Task teams are to be set up with specific mandates and tasks. These ad-hoc committees or task teams will be established by the Inner City Programme Manager for specific purposes. Task team purposes may include a focus on a specific issue in the inner city or a particular geographic area.
Task teams may evolve around AREA-BASED interventions and will exist as reference groups to provide input for the life of those interventions. So a neighbourhood task team may oversee the development of a plan or implementation in one geographic area.

The first issue-based task teams to be set up should focus on the PRIORITY INTERVENTIONS listed in this roadmap. A task team will be set up with specific objectives, specific representation, defined terms of reference and a lifespan linked to the resolution of the issue or problem within a delineated time frame. Each sub-committee will thus have agreed terms of reference and clearly delineated objectives. These task teams will report to the Inner City Programme Manager and any committee or working group as defined in the terms of reference. The task teams will be constituted by officials and stakeholders related to the specific issue that the task team is asked to resolve. When these objectives are met, the sub-committee will be disbanded. This approach is in keeping with the outcomes-based approach defined for the Inner City Roadmap.

The following initial task teams have been identified in order to focus on priority interventions:

- Urban design and spatial planning
- Sustainable human settlements
- Economic growth and investment promotion
- Safety and security
- Urban management including waste management, informal trading, transport hubs and infrastructure maintenance and priorities
- Migrants
- Area-based regeneration

### 7.3.3 Task team leaders

Each task team will have a technical champion, to be delegated to that function by the City Manager. These technical champions should be located within the line departments or municipal entities that take responsibility for particular clusters of projects arising from the roadmap. They will lead sectoral or issue based working groups where these are deemed necessary and will:

- Take responsibility for the preparation of quarterly reports on progress against commitments, to be submitted to the Inner City Programme Manager;
- Participate in task teams that involve their sector;
- Co-ordinate the project managers within a cluster;
- Provide support and leadership to project managers;
- Manage their own project/s;
- Manage the inter-relationships of projects within clusters/sub-programmes;
Engage in cluster/line department budgeting processes; and

Report to and participate in strategic management teams as set up by the Inner City Programme Manager.

Ultimate accountability for delivery by the task teas will lie with relevant EDs.

### 7.4 Communications strategy

The regeneration of the inner city of Johannesburg, as represented in this roadmap, requires the input and commitment of state, private and community organisations. The inner city cannot be ‘fixed’ by municipal government alone. Nor can any initiatives that are implemented by local government be sustained without buy-in of those people who use the facilities or assets that are developed. Much of the improvement in the inner city is led by the private sector. This partnership between public, private and community agents is the key driving force of regeneration. The partnership itself needs to be reinforced and strengthened in order to continue the transformation efforts that have already begun in the inner city.

In the first instance an improved communications strategy for the Inner City Roadmap requires an upscaling of the stakeholder base in the Inner City Partnership. This requires that democratic representation of community groups be ensured. The existing base cannot be undermined but needs to be complemented with properly elected representatives of valid inner city interest groups.

Interest groups will need to be defined at geographic levels for those campaigns and education initiatives that are localised. Whether there is an anti-litter campaign or a by-law awareness initiative or a housing education programme that is taking place in a local area of the inner city, these initiatives need to target the communities in that area and to be spear-headed through legitimate organisations and representatives of local interest.

Engagement with key stakeholders through a series of workshops and meetings, along with evidence of persistent challenges in securing commitment for the crucial and urgent initiatives required for significant regeneration, has highlighted the need for a more visible profile for the Inner City Roadmap. This call refers both to a need for greater marketing of initiatives and for greater inclusion and participation of a variety of stakeholders in the regeneration efforts. There is support for a dedicated marketing, communications and public awareness strategy, directed at appropriate audiences. It is important to acknowledge that the previous failure to insert this critical component into the conceptualisation and implementation of the Charter hampered the achievement of several of its original goals.

Public sector programmes are frequently beset by obstacles because inadequate attention has been paid to the communications support necessary to build and maintain cooperative
engagement and coalitions, or to market the key initiatives to mobilise public participation and support for priority interventions.

The importance of securing buy-in for pre-approved plans and raising awareness of the vision for the inner city cannot be underplayed, as the success of these plans is dependent on the commitment and drive of all stakeholders, and also hinges on the recognition of individual and collective responsibility for the city.

Communication and interaction with the city’s diverse range of stakeholders who impact planning, delivery, and the preservation and management of public infrastructure and services, must be ongoing, sustained, and inclusive. Its foundation must be a well-conceived and professionally-implemented communication programme that is tied directly to inner city developments and projects, and that seeks to enhance understanding of public and private sector, civil society and communities’ priorities, responsibilities and realities in the inner city.

Multiple agencies undertake programmes in the inner city and this needs to be communicated. A coherent strategy under which campaigns, marketing programmes and education initiatives can be seated is thus intended. Integral to this strategy is horizontal cross-organisational communication, as complex public sector organisations must pool people, ideas and resources from different divisions to achieve “whole City” goals. The intended approach is to create a platform for engagement and understanding of inner city plans and priorities, through information dissemination, education and awareness-raising initiatives.

The main elements of the communication strategy are focused on building understanding and support, integrating communications with the City’s activities across all sectors, extending the reach and impact through the use of a variety of communication tools, and increasing outreach and education efforts by leveraging sectoral and community opportunities for engagement.

Successful implementation of all elements of the strategy will require a dedicated inner city communications team that is located under Region F. Various education and awareness programmes should be coordinated from this office to avoid duplication and to maximise impact. This will also optimise the relationship with dedicated stakeholder representatives so that messages are directed to a wide community through representative bodies.

The overall aim of an effective Inner City Roadmap communications strategy is to strengthen the City’s effectiveness by: raising understanding and awareness among key constituencies of critical inner city priorities; facilitating multi-stakeholder engagement to promote active and responsible participation in inner city regeneration; and using communication as a tool in the delivery of inner city projects, services and initiatives.
The communications tasks will include:

- Implementing education, awareness and training programmes that encourage compliance with and respect for inner city regulations and developments;
- Improvement of internal communication within and between City of Johannesburg units, promoting organisational values and strong leadership; laying the foundation for an external communication strategy from the inside out;
- Highlighting and awarding performance that significantly improves physical, economic and/or social conditions for those living and working in the inner city;
- Improving multi-stakeholder engagement across sectors and initiatives, and bringing additional stakeholders on board;
- Capacitating community groups in their involvement in critical inner city issues;
- Increasing wider public participation and support; and
- Engaging more systematically with the media and general public on transformative initiatives in the inner city.

7.4.1 Facilitate education and training initiatives to improve service delivery and encourage appropriate behaviour

In the field of public transport services this includes driver education; implementing the Travel Values programme. There should also be educational programmes about pedestrian safety, by-law compliance, waste separation, anti-littering programmes, water and energy conservation, food gardening initiatives and the promotion of responsible citizenship including education about the importance of rates and service payments.

To this end urban infrastructure can be used to educate commuters, visitors and residents on urban management, safety and by-laws. This will require the identification of sites, locations, infrastructure for public awareness, advertising and urban management education; investment in promotion opportunities in the inner city such as advertising on Metro buses and the wrapping of city buildings, within guidelines.

7.4.2 Broaden stakeholder engagement

Increase support for and participation of community associations to widen inclusion in the Inner City Partnership.
7.4.3 Recognition of excellence in performance and implementation of inner city initiatives

This includes linkages to JDA’s Halala Awards and EPWP’s Kamoso Awards.

7.4.4 Increased communication with public and media, increased access to inner city information

This includes the creation of web platform for inner city information and developing key messages and briefing documents articulating inner city achievements. This will require actively building relationships with key media, and seeking opportunities as platforms for communication on an ongoing basis.
8 Appendices

8.1 Appendix A: Alignment of Inner City Roadmap with City IDP and Budgeting Cycle

8.1.1 City Planning / Management Framework

The accountability for the Inner City Roadmap commitments within the City is best achieved by mainstreaming the commitments into the City’s usual monitoring and budgeting processes. The Roadmap needs to be more closely aligned with the IDP and the City’s budgeting strategies and cycles. As such an Inner City Chapter will be prepared for inclusion into the IDP. These plans and strategies will also be reflected in municipal sectoral plans and scorecards.

A system of evaluation needs to be developed to assess the impact of deliverables of the roadmap.

In order to hold MOEs accountable for service delivery, service level agreements need to be entered into between MOEs, Region F and the JDA. The absence of these has been a problem for Region F as they have reported on service breakdowns but have often not been able to enforce the repair or maintenance. In addition every project implemented under the auspices of the Inner City Roadmap must be accompanied by a maintenance plan to ensure the sustainability of the intervention.

In the City of Johannesburg the balanced scorecard tool is used to identify extraordinary targets and goals for officials to achieve, whilst performance monitoring on operational activities is largely a matter of job description responsibilities that are managed by departmental managers.

Officials in the regional office are therefore most effective when engaging directly with line function managers who compile, implement and report on work and operational plans.

Region F has the responsibility to monitor and manage the routine operations and implementation of municipal departments and entities in the inner city. In this instance Region F as the responsibility of ensuring that incidents and issues that arise are resolved effectively.

8.1.2 Alignment with City planning and budget cycles

The Inner City Roadmap is to be aligned to the implementation plan for the GDS and the IDP implementation process through the timing of activities. The stages and approximate timing of the City’s budget cycle are indicated below:
Table 1: City planning cycle

1) Submission of draft Municipal Entity (ME) business plans by January
2) Tabling of the draft Medium Term Budget, IDP, Tariffs and the Institutional Service Delivery Budget Implementation Plan (SDBIP) and Performance Agreements by March
3) Approval of Municipal Entities budgets by Boards by April
4) Approval of the Medium Term Budget, IDP and Tariffs by May
5) Draft SDBIP submitted to mayor together with draft performance agreements by June
6) Approval of ME Business Plans and the Institutional SDBIP by June
7) Approval of the IDP and Budget Process Plan by Council by August

The IDP and Budget Process of the City of Johannesburg has four phases wherein inputs from departments, entities and other factors inform the budgeting and final IDP that is approved by 31 May of every year. This process is illustrated below.

Figure 5: IDP and budget cycle 2012 - 2015
Firstly, the City of Johannesburg will be commencing a strategic assessment of cluster plans, business plans and SDBIP aligned to priorities and CBP from 3 to 11 December 2012. This process of possible fund reallocation will unlock funds to implement project for the remainder of the current financial year 2012/13 cycle. It is recommended that the custodians of the Inner City Roadmap consider submissions into this process that will consolidate any amendments to the current budget and submit comments to clusters. The above-mentioned process is critical in that this offers a mid-year opportunity to direct and access unspent resources during the financial year.

However, the main opportunity for influencing resource allocation towards inner city initiatives is the main cluster and strategic planning phase (Phase 2) of the IDP and budgeting process. This process takes place during October to December of every year and is the main influence into the IDP and Budget that will be approved at the end of May of each year. The immediate participation in the Mid-year Budget Review will allow the preparation of the same inputs into next year’s (2013/14) budget cycle.

The Inner City Roadmap activities are made to simultaneously align to the GDS and IDP Implementation Plan and the objective of facilitating greater community involvement in monitoring and reporting of progress with Inner City Roadmap deliverables through the following forums.

a) **Bi-monthly precinct session** – An open session convened by the Region F precinct manager and the Inner City Office for community members and interested parties to identify, engage on and appraise the regional office on issues in their precinct. This session intends to ensure that there is a formal opportunity for the city to ‘keep its ear to the ground’ whilst offering a reporting and feedback forum for community members.

b) **Quarterly Region F (all Precincts) meeting and inner city overview** – A quarterly meeting of Region F precinct managers should be convened by the Inner City Office to consolidate these comments and feedback into an overview of the inner city – a short report (less than five pages) of what are potentially new issues arising in the inner city; what has changed for the better; and what still needs resolving. This short report should be available for circulating within CoJ as well as to any external party.

c) **Inner City Project and Intervention list** – The Inner City Office should prepare, compile and confirm an Inner City Project and Intervention list every six months informed by the bi-monthly precinct sessions and quarterly meeting. This list is intended as a record of all interventions needed and desired in the inner city. It must be shared and known by all implementing departments and must entail both operational interventions and capital projects. The main purpose of the list – and its half-yearly review – is to inform the budgeting of municipal departments and entities during the January-February IDP planning cycle and during the December adjustments budget Review sessions.
The Inner City Project and Intervention list must be recorded in the published integrated development plan of the CoJ as a section of required interventions. Some of the initiatives may not fall neatly into the capital and operation project proposals of municipal departments and entities, but need to be reflected in the document in order to allow resource allocation during the adjustments budget process.

The Inner City Office must lead the process of incorporating the corporate budgeting process to include at least the narrative of area based planning interventions.
# 8.2 Appendix B: Short, Medium and Long term Outcomes

## 8.2.1 Short, medium and long-term outcomes and short-term outputs for a well governed inner city

<table>
<thead>
<tr>
<th>Long term outcome: A Well governed inner city</th>
<th>Short-term Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accountable governance</strong></td>
<td>All programmes have political oversight and are being monitored and effectively implemented</td>
</tr>
<tr>
<td></td>
<td>Ward councillors and MMCs have clear political responsibilities over delivery and programmes in inner city</td>
</tr>
<tr>
<td></td>
<td>Disputes and blockages are resolved through effective and efficient processes</td>
</tr>
<tr>
<td></td>
<td>Work is undertaken and reported against an annual programme of action for the inner city</td>
</tr>
<tr>
<td><strong>Responsive governance</strong> and active involved stakeholders</td>
<td>A representative stakeholder forum (ICP) functions effectively and is kept abreast of programme progress</td>
</tr>
<tr>
<td></td>
<td>Stakeholders are actively engaged in implementation of programmes</td>
</tr>
<tr>
<td></td>
<td>All working groups attached to ICP are effectively overseeing programmes</td>
</tr>
<tr>
<td><strong>Sound management, coordination and roll out of all programmes</strong></td>
<td>All programmes are being rolled out with effective timelines, budgets and within sound planning frameworks</td>
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<td></td>
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<td></td>
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</tbody>
</table>
### Long term outcome: A Well governed inner city

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
<th>Short-term Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting and management are coordinated across City departments</td>
<td>Reporting structures for relevant tasks of all departments into Inner City Office are established</td>
<td>The Inner City Office is effectively staffed with a Strategic Inner City Team and capacitated to oversee implementation of the roadmap and its programmes – Existing or new high level staff are appointed into the positions of Programme Manager and supporting team.</td>
</tr>
<tr>
<td>Financially sustainable City functions</td>
<td>Sustainable revenue collection and enhancement ensures sustainability of MOE operations in inner city</td>
<td>Reporting structures for relevant tasks of all departments into Inner City Office are established.</td>
</tr>
<tr>
<td>A rationalized rating policy is in place and functional on every property in the inner city</td>
<td>Inner city property ratings are rationalized especially for low income housing developments in line with City policy for supporting indigent and low income households. Correct rates and tariffs are applied to every building in the inner city. The inner city tariffs system is revised including incentives for residential development are fully operational and communicated.</td>
<td></td>
</tr>
<tr>
<td>Inner city property owners and tenants and billed correctly and promptly for all municipal services.</td>
<td>Transparent procedures are established to legally and effectively integrate private sector metering and monitoring procedures into billing system in a streamlined manner.</td>
<td></td>
</tr>
<tr>
<td>The system for the release of clearance certificates is efficient and effective</td>
<td>A transparent process is established and communicated to ensure that all clearance certificates in the inner city will be issued within a limited time frame. This process includes a tracking and monitoring of clearance certificates being processed.</td>
<td></td>
</tr>
<tr>
<td>The Expanded Social Package operates effectively in the inner city</td>
<td>Options for the application of the social package in the inner city, along with procedures for administration will work and implementation are established and communicated within a business plan with roll out times. The Expanded Social package is piloted in the inner city.</td>
<td></td>
</tr>
<tr>
<td>Short term on-going repairs and maintenance to</td>
<td>An Inner City Repair and Maintenance Fund is established</td>
<td></td>
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</tbody>
</table>
**Long term outcome: A Well governed inner city**

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
<th>Short-term Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inner city development is guided through effective planning frameworks (ICC)</td>
<td>Inner city programmes and projects are captured in a dedicated chapter of IDP</td>
<td>The IDP document must be include GDS 2040 interventions within the inner city and written to reflect the alignment of these with the overall strategic approach of the city. Inner city programmes and projects are captured in a dedicated chapter of IDP</td>
</tr>
<tr>
<td></td>
<td>Inner city programmes and projects are captured in SDF</td>
<td>Convene a ‘planning rationalisation’ exercise for the inner city whose purpose is to align the goals and interventions of several key planning documents available for the inner city. Aim is to identify those that will most likely be implemented before end of this current political term, i.e. 2014 or 2016. Rationalised inner city programmes and projects identified above are captured in SDF</td>
</tr>
<tr>
<td></td>
<td>The Inner City Roadmap is aligned to the implementation plan for the GDS and the IDP implementation process through the timing of activities.</td>
<td>Approval of the IDP and Budget Process Plan by Council by August 2012 Submission of draft Municipal Entity (ME) business plans by January 2013 Tabling of the draft Medium Term Budget, IDP, Tariffs and the Institutional Service Delivery Budget Implementation Plan (SDBIP) and Performance Agreements by March 2012 Approval of Municipal Entities budgets by Boards by April 2013 Approval of the Medium Term Budget, IDP and Tariffs by May 2012 Draft SDBIP submitted to mayor together with draft performance agreements by June 2013 Approval of ME Business Plans and the Institutional SDBIP by June 2013</td>
</tr>
<tr>
<td></td>
<td>Inner city programmes and projects are captured in CIMs and budgeting lines</td>
<td>Well informed plans are integrated across sectors and are used as the guiding frameworks for development decisions and the City is a knowledge resource for inner city A suite of area based and precinct level spatial plans and urban design plans will be developed to guide investment in the inner city The built density of the inner city is increased</td>
</tr>
<tr>
<td></td>
<td>Well informed plans are integrated across sectors and are used as the guiding frameworks for development decisions and the City is a knowledge resource for inner city</td>
<td>Coordination of all inner city programmes of other Data on the scale and condition of all infrastructural services in the inner city is updated through effective audits and is used as a basis for ongoing management and maintenance.</td>
</tr>
<tr>
<td></td>
<td>Coordinated data capture and analysis functions exist for all inner city programmes</td>
<td>Establish the Region F Inner City Office as the key point of entry and coordinator of government’s An inner city data and research observatory is established in DPUM/JDA Identify key governmental players who are in the inner city, i.e. government</td>
</tr>
</tbody>
</table>
Long term outcome: A Well governed inner city

Medium-term Outcomes | Short-term Outcomes | Short-term Outputs
--- | --- | ---
spheres and actors | action in the Johannesburg inner city | departments and parastatals located there (clients); government departments and parastatals undertaking projects there (actors); government departments and parastatals with partners, interests and constituencies in the Joburg inner city (stakeholders); and government departments and parastatals who undertake public participation in the inner city (liaison partners). Compile a single database.

Use Region F’s local relevance to assist government departments and parastatals with interacting and intervening in the inner city | Region F must serve as a single point of entry for government departments and parastatals for interacting with the City of Johannesburg municipal organisation. Build partnerships that ensure the achievement of mutual goals of government departments and parastatals alongside those of the City.

8.2.2 Short, medium and long-term outcomes and short-term outputs for a clean and safe inner city

Long-term outcome: A clean and safe inner city

Medium-term Outcomes | Short-term Outcomes | Short-term Outputs
--- | --- | ---
A safe and secure inner city | Crime levels in the IC reduced and rule of law operates in inner city | Rigorous supervision of JMPD officers and all staff undertaking daily cleaning, repair and maintenance is implemented
Permanent foot patrols are implemented
Effective, coordinated cross-sectoral law enforcement operations in inner city
Resolution of law and bylaw infringements in bad buildings | Bad buildings law enforcement operationalised through plans, targets and staffing
Number of liquor outlets in inner city reduced
IC effectively covered i.r.o. proactive security measures | CCTV coverage increased in inner city
Visible policing increased
Full preparedness for any disaster | City Disaster Management Plan operationalised
IC crèches are safe and effectively monitored | IC safety measures developed and integrated into bylaws
Effective monitoring of compliance operational
Integrated urban management functions (ICC) | City departments, MOEs and allied state departments coordinate their urban management tasks under the leadership of Region F | SLAs and MoEs are fully operational for coordinated urban management functions
Long-term outcome: A clean and safe inner city

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
<th>Short-term Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>City and private partners manage the urban</td>
<td>Partnering agreements are operationalised</td>
<td></td>
</tr>
<tr>
<td>environment effectively with shared responsibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban management is undertaken in a coordinated</td>
<td>Due diligence is carried out for urban management issues in each precinct. Precincts</td>
<td>Due diligence is carried out for urban management issues in each precinct. Precincts</td>
</tr>
<tr>
<td>fashion at precinct level</td>
<td>are prioritised for the crowding in of attention to deal with issues on a</td>
<td>are prioritised for the crowding in of attention to deal with issues on a</td>
</tr>
<tr>
<td></td>
<td>precinct-by precinct basis. Region F develops calendar for precinct by precinct</td>
<td>precinct-by precinct basis. Region F develops calendar for precinct by precinct</td>
</tr>
<tr>
<td>A clean inner city (ICC)</td>
<td>urban management approach</td>
<td>urban management approach</td>
</tr>
<tr>
<td>Clean streets, public spaces and public facilities</td>
<td>Daily cleaning of all streets and public facilities, taxi ranks, markets and trading</td>
<td>Daily cleaning of all streets and public facilities, taxi ranks, markets and trading</td>
</tr>
<tr>
<td>across the inner city</td>
<td>spaces is operationalised and monitored</td>
<td>spaces is operationalised and monitored</td>
</tr>
<tr>
<td>Coordinated CID and partnership programmes</td>
<td>Fully resourced and staffed waste management units exist</td>
<td>Fully resourced and staffed waste management units exist</td>
</tr>
<tr>
<td>provide additional effective cleaning programmes</td>
<td>Solid waste is reduced through effective recycling programmes established in inner city</td>
<td>Solid waste is reduced through effective recycling programmes established in inner city</td>
</tr>
<tr>
<td></td>
<td>Citizens and businesses share responsibility for inner city cleanliness</td>
<td>Citizens and businesses share responsibility for inner city cleanliness</td>
</tr>
</tbody>
</table>

8.2.3 Short, medium and long term outcomes and short-term outputs for a sustainable inner city

Long-term outcome: A sustainable inner city

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
<th>Short-term Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient and sustainable water, sanitation, electricity and waste services in the inner city (GDS: Water security / Energy efficiency / Waste reduction)</td>
<td>Ageing inner city infrastructure is rehabilitated on a programmatic basis</td>
<td>Infrastructure rehabilitation plans are in place and operational for all services</td>
</tr>
<tr>
<td>Inner city users have access to equal quality services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Well maintained infrastructure in the inner city</td>
<td>Asset management and operational plans are in place for the proactive maintenance,</td>
<td></td>
</tr>
<tr>
<td>Well maintained sewer infrastructure in the inner city</td>
<td>repair and extension of all services</td>
<td></td>
</tr>
<tr>
<td>Sustainable infrastructure service delivery and usage in inner city</td>
<td>By-law infringements and service delivery breakdowns are resolved in short timeframes</td>
<td></td>
</tr>
<tr>
<td>An integrated, efficient transportation system in the inner city</td>
<td>An operational plan is in place for the repair, maintenance and extension of sewer</td>
<td></td>
</tr>
<tr>
<td>High quality integrated efficient sustainable public transportation services operate in the inner city</td>
<td>services in the inner city</td>
<td></td>
</tr>
<tr>
<td>Well functioning transit oriented developments</td>
<td>Demand side management and climate change mitigation initiatives are implemented</td>
<td></td>
</tr>
<tr>
<td>Well functioning public transport infrastructure and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key transport interchanges and surrounds are developed as economically viable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>walkable modal interchanges that are proximate to areas of high density living</td>
<td></td>
<td></td>
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</table>
### Long-term outcome: A sustainable inner city

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable and clean public transportation facilities exist</td>
<td>Commuter and long distance mini bus taxi, cross border bus, facilities are increased, upgraded and well managed across the inner city</td>
</tr>
<tr>
<td>Safe walkable and NMT routes exist across the inner city</td>
<td>Key routes are pedestrianised and/or retrofitted for safe NMT usage. Streets are completed to be used safely and accessibly by pedestrians, cyclists and public transport users. This will include semi or full pedestrianisation along some streets</td>
</tr>
<tr>
<td>Private vehicle mobility is well managed in inner city</td>
<td>Focused routes for private vehicles are established and traffic regulation is enforced. On street parking access for private vehicles is highly restricted</td>
</tr>
<tr>
<td>Well managed and maintained road and storm water infrastructure</td>
<td>Proactive maintenance of road and storm water infrastructure is undertaken. Traffic lights, street markings and road signage are upgraded and maintained</td>
</tr>
</tbody>
</table>

### A sustainable, green inner city (GDS: Climate Change Resilience)

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental bylaws are appropriate and are enforced</td>
<td>Developments and activities in the inner city comply with environmental legislation</td>
</tr>
<tr>
<td>Reduced green house gas emissions in inner city</td>
<td>All contributors to green house gas emission are significantly reducing scale of emission</td>
</tr>
<tr>
<td>Low levels of waste are generated in inner city</td>
<td>The amount of waste to landfill sites from inner city is reduced</td>
</tr>
<tr>
<td>The water quality in the inner city and in destination water courses fed by inner city is high</td>
<td>Water draining out of inner city is clean</td>
</tr>
<tr>
<td>The inner city is not threatened by acid mine drainage</td>
<td>The inner city is protected against the threat of acid mine drainage</td>
</tr>
<tr>
<td>High air quality exists over the inner city</td>
<td>Programmes to improve air quality in the inner city are fully operational</td>
</tr>
<tr>
<td>All inner city residents have adequate access to diverse, safe, high quality food</td>
<td>Food garden programmes are widespread through inner city</td>
</tr>
</tbody>
</table>

### Liveable and walkable public environment (ICC)

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>All IC residents have access to recreational and sports facilities within walking distance</td>
<td>Inner city sports and recreation facilities are well utilised</td>
</tr>
<tr>
<td>The public environment in the inner city is safe, walkable and pleasant</td>
<td>Streets and public spaces are upgraded and well utilised</td>
</tr>
</tbody>
</table>
8.2.4 **Short, medium and long-term outcomes and short-term outputs for a productive inner city**

<table>
<thead>
<tr>
<th>Medium-term Outcomes</th>
<th>Short-term Outcomes</th>
<th>Short-term Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A competitive local economy (ICC: Increased private investment in the inner city)</strong></td>
<td>Existing private investment is supported and retained</td>
<td>Economic precincts / clusters are developed</td>
</tr>
<tr>
<td></td>
<td>New private investment is attracted</td>
<td>Designated and purpose-built trading spaces are available and operational</td>
</tr>
<tr>
<td></td>
<td>There is more effective utilisation of IC land and property assets</td>
<td>An inner city land release policy and strategy supports social and public need</td>
</tr>
<tr>
<td></td>
<td>There is appropriate redevelopment of derelict buildings owned by City</td>
<td>An inner city land release policy and strategy enhances private investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Inner City Property Scheme is redeveloping derelict buildings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A coherent programme addresses the allocation of buildings to the range of inner city development needs including housing and social facilities</td>
</tr>
</tbody>
</table>

| Balanced mixed economy | A competitive and appropriate manufacturing sector exists | Identified manufacturing sectors and districts effectively supported |
| | An expanded cultural and tourism industry exist | Arts, culture and heritage offerings are enhanced |
| | World-class knowledge-based sectors are promoted in the inner city | An educational cluster including early childhood, primary, secondary and tertiary education is supported and promoted |
| | There is an increased number of low environment impact industries in IC | Promotion of low impact industries |

| Economic activity is promoted (GDS: Well-supported small businesses) | Thriving well managed efficient cross border trading facilities are operational | Trading spaces, functions, facilities are developed and well supported |
| | Efficient and effective and diverse inner city retail offerings are in place | Informal trading is limited to markets, linear markets and designated roads that are to be clearly demarcated and integrated with transportation and movement plans for IC |
| | | Well-managed and regulated micro-retailing and informal trading exist |
| | | Diverse range of public markets available to consumers |

| Increased employment (GDS: Job-intensive economic growth) | Skills of job seekers and school leavers are improved | Skills hubs and job centres are established |
| | Literacy and skills levels of school leavers are improved | An Inner City Youth Programme is implemented |
| | Short-term work opportunities are provided to all who wish to participate | An Inner City EPWP & CWP is implemented |
| | Increased number of new youth-owned start-up businesses in the inner city | Youth owned businesses are supported |
### 8.2.5 Short, medium and long-term outcomes and short-term outputs for an inclusive inner city

<table>
<thead>
<tr>
<th>Long-term outcome: An inclusive inner city</th>
<th>Short-term Outputs</th>
<th>Short-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Well-housed inner city population (ICC: Sustainable Human Settlements)</strong></td>
<td>An Inner City Housing Plan is operationalised</td>
<td>All levels of inner city housing delivery and management are coherently planned and budgeted for</td>
</tr>
<tr>
<td></td>
<td>Effective regulation frames housing development</td>
<td>Shelter is provided for indigent residents of the inner city</td>
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<tr>
<td></td>
<td>A programme for sourcing buildings and land for housing development is coordinated within the city in a coherent programme that addresses the allocation of buildings to the range of inner city development needs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Programmes for emergency and special needs shelter are in place. An audit of informality in inner city is conducted and buildings and spaces prioritised for securing health and safety.</td>
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<tr>
<td></td>
<td>Transitional housing with requisite social programmes and exit strategies is developed in inner city</td>
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<tr>
<td></td>
<td>Inclusionary housing is developed in inner city</td>
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<td></td>
<td>Sectional title is supported in inner city</td>
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<tr>
<td></td>
<td>Hostels and informal settlements in the inner city are upgraded</td>
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</tbody>
</table>

| Well-educated inner city population (GDS: Increased literacy, skills and lifelong learning among all citizens) | An Inner City Schools Support Programme is conceptualised and planned | An Inner City Schools Programme is operational |
| | A partnership between GPG and CoI is formalised | |
| | An Inner City ECD Programme is conceptualised and planned | An Inner City ECD programme is operational |
| | IC learners participate in Science and Technology literacy programme | Science and technology literacy levels are improved |
| | A literacy training programme is effectively delivered at inner city libraries | Child and adult literacy levels are improved |
| | A reading development programme is effectively delivered to ECD centres | |
| | A place of opportunity for youth | Inner City youth centre is fully operational |
| | An inner city youth centre is developed | City programmes have operational youth programmes within their scope and these are coordinated |
| | All relevant City economic programmes have a youth development track | Recreational facilities for youth are prioritised and a key recreational facility is developed in the inner city to cater to youth |
| | Inner city social, educational and recreational development programmes are put in place for youth by each department and public and non-state programmes are coordinated | |
### Long-term outcome: An inclusive inner city

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<td>Healthy inner city population</td>
<td>Improved primary and public health</td>
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<td></td>
<td>Improved access to Health and outreach programmes in the inner city</td>
</tr>
<tr>
<td></td>
<td>Health outreach programmes are operational and utilised</td>
</tr>
<tr>
<td>Effective safety net is provided for inner city poor</td>
<td>Effective partnerships with NGOs and CBOs are established and operational</td>
</tr>
<tr>
<td>(GDS: Reduced poverty and dependency)</td>
<td>Effective shelter and services support for poor persons are operationalised</td>
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<td></td>
<td>A targeted social services programmes for inner city vulnerable groups is operational</td>
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<td></td>
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</tr>
</thead>
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<td>A diverse, inclusive and cohesive city (ICC: Inner city is a beacon of diversity)</td>
<td>Services for migrants are effectively integrated and targeted</td>
</tr>
<tr>
<td></td>
<td>New migrants are more effectively integrated</td>
</tr>
<tr>
<td></td>
<td>Xenophobia in the inner city is reduced</td>
</tr>
<tr>
<td></td>
<td>Outreach and anti-xenophobia programmes are operational</td>
</tr>
<tr>
<td>Heritage resources are protected and celebrated in the inner city</td>
<td>The inner city identity is enhanced through heritage tourism opportunities</td>
</tr>
<tr>
<td></td>
<td>Key heritage sites are maintained and future development is guided by a formal</td>
</tr>
<tr>
<td></td>
<td>programme and guidelines</td>
</tr>
<tr>
<td>Inner city is a cultural capital</td>
<td>The inner city is the country’s centre of choice for art, culture and public art</td>
</tr>
<tr>
<td></td>
<td>and events</td>
</tr>
<tr>
<td></td>
<td>The inner city’s rich cultural offerings are sustainably managed, celebrated, widely</td>
</tr>
<tr>
<td></td>
<td>accessed and growing</td>
</tr>
<tr>
<td>Meaningful citizen participation and empowerment (ICC: Inner city residents are users</td>
<td>Effective communications and partnerships are established across all sectors in inner</td>
</tr>
<tr>
<td>are well informed and participate in public affairs)</td>
<td>city</td>
</tr>
<tr>
<td></td>
<td>Dedicated inner city communications programmes are in place</td>
</tr>
<tr>
<td></td>
<td>Stakeholder engagement is broadened in the inner city</td>
</tr>
<tr>
<td></td>
<td>Transparency and open communication with media and general public is increased</td>
</tr>
<tr>
<td>Education and training initiatives facilitated to improve delivery of services and</td>
<td>Effective training and education programmes for improved service deliveries are in</td>
</tr>
<tr>
<td>promote citizenship</td>
<td>place</td>
</tr>
<tr>
<td>Increased communication /awareness of environmental &amp; sustainable priorities</td>
<td>Environmental &amp; sustainability communications programme implemented</td>
</tr>
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</tbody>
</table>
8.3 Appendix C: Next steps

Reinvigorating the Inner City Partnership

The timeline and representivity of the Charter Partnership Forum needs to be extended in view of the extension of the inner city rejuvenation programme through this roadmap. The following steps are required:

- A stakeholder scan will be conducted. This scan will include a series of one-on-one meetings with state and parastatal stakeholders.
- Thereafter invitations to representation on the Inner City Partnership will be widely circulated and the basis for representation on the ICP will be communicated. Interested parties will register their interest, where after the terms of reference, rules and partner list will be agreed.
- A draft terms of reference of the proposed Inner City Partnership is to be circulated.
- Representatives are then to present their credentials and a list of partners is to be created.
- A meeting will be facilitated with potential partners to workshop the terms of reference and to establish basis of representation on the ICP.
- The final details of the Inner City Roadmap as well as the process for ongoing work within the partnership, including accountability, task teams and reporting protocols will be established in this process.
- An institutional structure will be devised for joint municipal and private projects and programmes to be developed under the auspices of the ICP
- The Inner City Partnership will then be launched alongside the launching of the final Inner City Roadmap.

Establishing task teams

Task teams will support the Inner City Partnership. Two categories of task team will be developed:

- Area based task teams;
- Priority based task teams.

Area based task teams will be set up to work on area based planning and implementation where precinct activities are undertaken in the inner city. Representation of these teams will include ward committees, area based forums and stakeholders with a direct interest in those areas.

Priority issue based task teams are to be established as reference groups to oversee the work on specific priority issues. A first set of priority issues has been developed in this roadmap. This
needs to be work shopped within the Inner City Partnership and a final set established. The first task team will be appointed to these priority areas of concern. Senior city officials, being the relevant ED for the particular area of priority, will lead those task teams. They will draw representation from the appropriate City departments and entities and from stakeholders represented in the Inner City Partnership.

<table>
<thead>
<tr>
<th>Time</th>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-13</td>
<td>Establish an effective communication system for publicising the Roadmap process</td>
</tr>
<tr>
<td>Jan-13</td>
<td>Reinvigorating the Inner City Partnership</td>
</tr>
<tr>
<td>Feb-13</td>
<td>Enhancing the partnership base of the Roadmap</td>
</tr>
<tr>
<td>May-13</td>
<td>Conduct a stakeholder scan to include a series of 1-on-1 meetings with state and parastatal stakeholders.</td>
</tr>
<tr>
<td>Jun-13</td>
<td>Circulate a draft terms of reference of the proposed Inner City Partnership.</td>
</tr>
<tr>
<td>Jul-13</td>
<td>Representatives are then to present their credentials and a list of partners is to be created.</td>
</tr>
<tr>
<td>Sep-13</td>
<td>A meeting will be facilitated with potential partners to workshop the terms of reference and to establish basis of representation on the Forum.</td>
</tr>
<tr>
<td>Nov-13</td>
<td>The final details of the Roadmap/Charter as well as the process for ongoing work within the partnership, including accountability, task teams and</td>
</tr>
<tr>
<td>Nov-13</td>
<td>reporting protocols will be established in this process.</td>
</tr>
<tr>
<td>Dec-13</td>
<td>Review and relaunch Inner City Partnership Forum (formerly Charter Partnership Forum)</td>
</tr>
<tr>
<td>Jan-14</td>
<td>Review and confirm Final Inner City Roadmap and finalise.</td>
</tr>
<tr>
<td>Feb-14</td>
<td>The Inner City Partnership will then be launched alongside the launching of the final Inner City Roadmap.</td>
</tr>
<tr>
<td>Oct-14</td>
<td>Area based task teams - work on area based planning and implementation; representation of these teams will include ward committees, area based</td>
</tr>
<tr>
<td>Oct-14</td>
<td>forums and stakeholders with a direct interest in these areas.</td>
</tr>
<tr>
<td>Nov-14</td>
<td>Priority Issue based task teams - established as reference groups overseeing work on specific priority issues; result of workshop within the Inner</td>
</tr>
<tr>
<td>Nov-14</td>
<td>City Partnership; Senior city officials, being the relevant ED for the particular area of priority, will lead those task teams; representation from</td>
</tr>
<tr>
<td>Nov-14</td>
<td>the appropriate City departments and entities and from stakeholders represented in the Inner City Partnership.</td>
</tr>
</tbody>
</table>

Figure 6: Roadmap process