

1. Definition of inner city

The inner city forms part of Region 8. It consists of the City Centre, or what is also referred to as the Central Business District, the lower density predominately residential areas to the east of the City Centre consisting of Yeoville, Bertrams, Troyeville, Braamfontein, Jeppestown, the higher density suburbs of Berea and Hillbrow, and the areas of Newtown, Fordsburg and Pageview/Vredorp to the west of Newtown.

2. The importance of the inner city for the whole of the City of Johannesburg

The inner city lies at the heart of Gauteng, the economic hub of Southern Africa. It is home to some 211,000 people, with the population expected to 256,000 in 2010¹. The inner city has suffered a long period of decline. Starting in the late 60s, this process of decline was driven by a process of decentralisation. A number of factors contributed to this: high land values and rentals in the CBD, congestion, lack of parking, and a restructuring in the office market that saw demand for office parks grow, and the subsequent development of suburban shopping malls. The process of decentralisation was intensified by problems of crime and grime, unregulated street trading, inadequate facilities for taxis. In turn, these factors lead to further symptoms of urban decay in the inner city: vacant buildings, badly maintained buildings, squatting, illegal conversions and overcrowding and poorly serviced, maintained and managed public areas.

Led by local government in partnership with national and provincial governments, the private sector and community organisations, regeneration projects in the inner city are creating positive impact and are beginning to turn the inner city around.

The inner city plays a vital role within the city as a whole. Its significance and importance to the City of Johannesburg is illustrated in the following ways:

- 2.1. With 7 million m² of floor space, representing a replacement cost of built infrastructure in excess of R 30 billion and housing stock at R1, 2 billion plus, the inner city is an asset that the country cannot afford to let waste.
- 2.2. It is positioned in a pivotal location with regard to the consolidating formal economic hub stretching from the inner city to Midrand in the north and the Johannesburg International Airport in the east, or what is known as the "Gauteng Golden Triangle". As such, the inner city provides marginalised communities – particularly from the south of the inner city - an entry point into the formal economy.
- 2.3. It is the major public and quasi-public transport hub in Johannesburg, with 800,000 people travelling into the inner city every day to work, trade, conduct government business, and onward travel.
- 2.4. It remains the largest employment centre in greater Johannesburg and the home to the head offices of major corporations, the mining houses, banks and assurance companies and as such is a major economic generator and employment and service centre.
- 2.5. It is well-serviced, with much of its service infrastructure under-utilised;
- 2.6. It is the heart of the city, and its image, vitality, success and well-being are representative of the whole of Johannesburg.

¹ Monitor, 2010 Study

3. Problems and challenges

The Inner city's weaknesses are inherent in the current problems and contribute to the degeneration of the inner city into an area of increasing dysfunction, negative returns and spiralling blight.

These problems relate to:

- 3.1. High levels of crime, particularly in regard to street crimes, theft from motor vehicles, and breaking and entry. Levels of crime are uneven, however, across the inner city. City Improvement Districts established in the city centre have had a significant impact on levels of crime within those districts. On the other hand, all types of crime, including serious violent crime, remain exceptionally high in areas such as Hillbrow;
- 3.2. A lack of enforcement of Municipal by-laws, particularly in relation to traffic violations and taxi management; land-use; building control regulations, especially in relation to illegal conversions of office buildings and factory space to residential use and overcrowding of existing residential properties; and, illegal dumping and littering;
- 3.3. Serious problems arising from deregulated and unmanaged informal and street trading;
- 3.4. Problems arising from the proliferation of the taxi industry, and an inadequate internal public transport system within the inner city;
- 3.5. Decay of residential buildings, lack of re-investment and maintenance, overcrowding, and illegal occupation of buildings;
- 3.6. Inadequate credit control;
- 3.7. Social problems which hamper individual and community access to urban opportunities and the formal economy. These social problems relate to the impact and vulnerability of children living on the streets; homelessness; the lack of social cohesion in many inner city areas; drug and alcohol abuse; domestic violence; crime; high levels of poverty; and, limited and inadequate public spaces and recreation facilities;
- 3.8. Service delivery problems, particularly in regard to waste management in residential areas and street and traffic light outages.

4. Strengths and Opportunities

The inner city's strengths form the basis for its future revitalisation and growth. These strengths relate to:

- 4.1. Its role as a major economic generator and employment and service centre;
- 4.2. Its significant infrastructure and asset base;
- 4.3. Its location and role as a major transport hub;
- 4.4. Its role as capital of Gauteng and centre of government for the province and the metropolitan area;
- 4.5. Its role as a significant incubator and location for SMMEs;
- 4.6. Its significant cultural asset base, in terms of facilities and institutions;
- 4.7. Its role as a major retail and trade centre.

5. Vision for the inner city

In July 1997, the Vision for the inner city of Johannesburg was launched by President Thabo Mbeki (then Deputy President). This Vision had been formulated through an intensive process involving Provincial and local government, business, community and organised labour and was based on a process of identifying problems to be

overcome and opportunities to be maximised to realise an exciting, welcoming and economically healthy city centre.

The Vision is:

*The Golden Heartbeat of Africa
A dynamic city that works ...*

*Livable, safe, well-managed and welcoming
People centered, accessible and celebrating cultural diversity
A vibrant 24 hour city
A city for residents, workers, tourists, entrepreneurs and learners
Focused on the 21st century,
Respecting its heritage and capitalising on its position in South Africa,
Africa and the whole world,
A truly global city
The trading hub of Africa thriving
Through participation, partnerships
And the spirit of UBUNTU!*

This Vision has been used to guide the development and implementation of a *Spatial and Economic Framework for the Inner City*, adopted as the framework for urban renewal in the inner city by the Greater Johannesburg Metropolitan Council in 1999. The Vision was also confirmed as an appropriate Vision in the Local Integrated Development Planning process completed at the end of 2000.

6. The strategy for the inner city

6.1. The Spatial and Economic Framework

This strategy seeks to build on achievements and work already being implemented in the inner city and to maintain and increase the momentum for urban renewal in line with the Spatial and Economic Framework. This Framework provides a comprehensive programme and management tool for urban renewal by establishing parallel economic and spatial strategies as the basis for detailed precinct and action planning in neighbourhood areas within the inner city.

The 12 Parallel Strategies address the following key areas:

- 6.1.1. Movement Connectivity, Parking and Traffic Management
- 6.1.2. Public Transport
- 6.1.3. Pedestrian Priority Areas, Key Installations and the Natural Environment
- 6.1.4. Residential and Community Development
- 6.1.5. Building Stock
- 6.1.6. Service Infrastructure
- 6.1.7. Economic Development
- 6.1.8. Social Investment
- 6.1.9. Education
- 6.1.10. Management/Marketing/Public Relations
- 6.1.11. Safety and Security
- 6.1.12. Upgrading the Image of the City Centre

6.2. Overall goals of the strategy

Based on the Spatial and Economic Framework, the overall medium term goals of the strategy are:

- 6.2.1. To promote and use investment opportunities in the inner city to:
 - a. increase business opportunities for emerging small to medium enterprises;
 - b. increase employment; and,
 - c. enhance household incomes throughout the metropolitan region;
- 6.2.2. To ensure a long-term, sustainable increase in rates revenue; and,
- 6.2.3. To provide an inclusive, attractive and well-managed environment for residents, workers, businesses and visitors.

6.3. Guiding principles

The principles articulated in the Spatial and Economic Framework will continue to guide the formulation of strategy and programmes. These are:

6.3.1. Focusing on the basics

Getting the basics right is the key to promoting investor confidence and economic growth in the inner city. It is also essential in providing a desirable quality of life for inner city residents and workers. It requires:

- a. efficient service delivery, especially in regard to waste management;
- b. rapid and effective enforcement of municipal by-laws, especially in regard to building control, land use management, and street trading;
- c. effective policing and enhancement of security in the inner city; and,
- d. expeditious decision-making.

6.3.2. Working collaboratively

Addressing the problems of the inner city and securing its revitalisation requires the combined effort of a range of role players. Inter-governmental collaboration, and working with and securing the support of other key stakeholders in the implementation of the renewal programme will be key to its success and sustainability. This will involve accessing and combining the financial, technical and innovative resources of other institutions and persons to promote inner city regeneration.

6.3.3. Creating an enabling and profitable investment environment

The inner city suffers from negative perceptions, particularly in regard to risk to investments. It is also in competition with other locations, both within and outside of Johannesburg, for investment. To attract investment it will be necessary to ensure that policies and procedures create an enabling environment for investment, find creative mechanisms and incentives that will act to reduce the cost of capital and/or reduce the risk and which attract an appropriate mix of uses and businesses into the inner city.

6.3.4. Maintaining and increasing momentum

The momentum that has already been created needs to be maintained and increased through projects that has a high likelihood of success and which are of high impact. It is essential that present and future successes are vigorously marketed in order to change perceptions and begin to attract additional investment.

7. The programme of action for 2001

The programme of action will focus on the following priority areas:

- 7.1. Getting the basics right;
- 7.2. Housing;
- 7.3. Promoting community development;
- 7.4. Promoting economic development; and,
- 7.5. Changing perceptions of the inner city

8. Getting the basics right

A well-managed public environment is a pre-requisite for investment and addressing the social problems facing the inner city. To achieve this, the following areas will be targeted:

8.1. *Crime reduction*

Although the level of crime has decreased significantly over the past two years in most of the inner city, crime remains the most significant issue to be addressed in the inner city both in terms of investor confidence and in terms of providing a desirable quality of life. Activities designed to achieve a reduction in crime that will be implemented are:

- 8.1.1. The extension, in collaboration with the Johannesburg Inner City Business Coalition and the Central Johannesburg Partnership, of City Improvement Districts (CIDs) across the City Centre, Newtown, Braamfontein and Doornfontein and the Greater Ellis Park Sports Precinct.

CIDs have had significant impact in the areas where they operate in terms of reducing crime and addressing other problems of management of the public environment such as littering and illegal posters. Business plans have been formulated in terms of the provincial legislation for the proposed extension of the CIDs, and the issue will be put to the vote amongst property owners in the first quarter of 2001. Local government can assist by ensuring speedy implementation of the required processes and hearings to ensure a decision and implementation during the first six months of 2001.

- 8.1.2. The roll-out of phase 1 of Closed Circuit TV (CCTV) across the City Centre, Newtown and Braamfontein

Surveillance by CCTV has proved effective in reducing criminal activity in city centres, and the pilot programme of 15 cameras in the City Centre has had significantly positive impact. The roll-out CCTV, in partnership with Business

Against Crime Surveillance Unit, Provincial Government, the South African Police Services and the private sector, will commence in January 2001.

8.1.3. Crime prevention programmes through the Metropolitan Policing Services and effective by-law enforcement

The introducing of the MPS will significantly assist in addressing crime and illegal activities in the inner city by providing an increased law enforcement presence on the streets. A detailed programme of action will be developed with the MPS and planning enforcement agencies to address, in a co-ordinated and sustainable fashion, illegal street trading; building control violations; illegal land-use; and other contraventions of the municipal by-laws. This will include input into the review of existing by-laws.

8.2. *Informal trade management*

With the promulgation of the *Businesses Act* of 1991, which removed all legislation pertaining to the licensing, control and management of street trading, street trading increased rapidly, creating significant problems for, in particular, the inner city of Johannesburg. Widespread street trading and related congestion, unfair competition with formal traders, increased criminal activity, and significant problems of litter and other waste on the streets, is a major factor contributing to negative perceptions as well as decisions by businesses to relocate.

Although street trading by-laws were promulgated in 1998, the enforcement of these by-laws proved to be extremely management and resource intensive, and did not significantly provide a solution to the problems of street trading which continued to grow exponentially. The markets programme introduced in 1999 seeks to address this by managing street trading in a developmental and comprehensive manner that addresses the substantial direct and indirect costs of street trading to the city as well as the negative impact of unmanaged street trading on street traders themselves as a result of overtrading; extortion by criminal elements and organisations purporting to represent traders; hidden costs related to security, storage, travel and set up times, etc. Most importantly, the programme seeks to grow the economic activity of informal trading by providing proper facilities for micro businesses in markets.

The markets programme provides for:

- a. The restriction of street trading within the inner city;
- b. The development of markets for informal trading.

The first market was developed in Yeoville and opened in December 1999. Despite a number of teething problems and opposition from some trader organisations, by June 2000 (six months after opening) the market in Yeoville was operating effectively, maintaining 95% plus payment levels since then. However, ineffective enforcement of the restriction of street trading in Yeoville is undermining the potential success of the market and most importantly the ability of traders in the market to grow their businesses.

The following issues will be undertaken to fast track the implementation of this programme and ensure its full implementation in 2002:

- 8.2.1. Enforcement of restricted areas will be implemented fully where they are already promulgated and properly maintained. The full co-operation of MPS in properly resourcing the Street Trading Enforcement Unit to achieve and maintain restricted trading areas will be required if this is to be realised;
- 8.2.2. Two markets in Hillbrow will be developed and operationalised in 2001;
- 8.2.3. MetroMall market will continue construction for completion in 2002;
- 8.2.4. Faraday Market will be designed and commence construction in 2001;
- 8.2.5. Additional, and less formal markets, including street markets, will be identified, for early implementation to allow for the promulgation of additional restricted trading areas during 2001;
- 8.2.6. Additional business support programmes for traders moving into markets, including the promotion of markets to customers, will be introduced.

8.3. Taxi management and public transport

Problems arising from the informal taxi industry are considered the biggest problem facing South Africa's inner cities. Nowhere is this more evident than in the Johannesburg inner city where informal ranks have caused roads to become impassable, made proper sanitation impossible, increased crime and contributed to a rapid deterioration of the surrounding area. Furthermore, it has obstructed reliable and safe facilities for commuters.

Five taxi ranks developed or being developed in the inner city will address this and further ensure the inner city's role as the major public transport hub of Johannesburg. The ranks provide ranking and holding facilities with integrated formal and informal trade facilities and assist the commuter by providing shortened journey times, proper facilities and a safe, secure and well-managed environment.

Two ranks have been completed and are operating effectively: Park Central and Westgate. The following additional activities will be undertaken:

- 8.3.1. Park City Long Distance Taxi Rank will open in February 2001;
- 8.3.2. MetroMall, currently under construction, will be completed in 2002 and will provide facilities for 2,400 taxis, provide 24 bus loading points, informal trading facilities for 600-800 traders and will be used by 150,000 daily commuters;
- 8.3.3. Faraday Precinct will commence construction in 2001;
- 8.3.4. The planning of an internal public transport system is being commissioned with implementation of the programme to commence in 2001 to link major public transport facilities as well as important business and cultural facilities in the inner city. This will ensure that taxis do not have to rank on the streets and will remain in the designated ranks, and will provide more effective transport within the inner city for residents, works, and visitors.

8.4. Ensuring effective service delivery

While perceptions of the state of cleanliness have improved over the past year in terms of the findings of a recent perception survey, cleansing remains an enormous problem in much of the inner city. This will be addressed through:

- 8.4.1. Increased and more effective services delivery by Pikitup;
- 8.4.2. Increased by-law enforcement against illegal dumping;
- 8.4.3. Education programmes to address littering and dumping problems;
- 8.4.4. Co-ordination of service delivery by the various utilities through various arrangements discussed below; and,
- 8.4.5. The effective and efficient management and response to complaints through the Call Centres and satellite offices to be established in the inner city.

9. Housing

Of the 37,000 housing units in the inner city an estimated 10,000 units are in varying degrees of disrepair. The state of these units is shown in the table below.

| | |
|---|-------|
| Units in a very poor state of repair To be included in the Better Buildings Programme | 5,000 |
| Units in extremely poor state of repair To be considered for demolition | 2,000 |
| Units in poor state of repair To be considered for improvement grants | 3,000 |

Addressing the poor condition of this substantial amount of housing stock is a key priority if decay is to be addressed and the desired quality of life for inner city residents is to be achieved. In addition, new stock is required to meet demand, as well as capacity. Ideally, the residential population will be significantly increased in the inner city, and the goal is to double it over the next five years. Finally, making the inner city attractive as a place to live for middle (and in the longer term upper middle) income earners is important for the overall economic well-being of the city.

In regard to housing, the following activities will be pursued:

9.1. Addressing bad buildings

The current phase of the Better Buildings Programme is addressing 8 bad buildings, of which 1 is under construction, with the remaining due to go on site in March 2001. To increase the rate of delivery, there needs to be a significant increase in the number of units taken up in the Better Buildings Programme. To achieve this, an investment of R 60 million by local government, of which R 50 million would be repaid after 5 years by the Programme.

9.2. Increasing the number of social and transitional housing units

The Local Government Policy on Social Housing in the Inner City has helped increase the rate of social housing delivery in the inner city. Currently almost 5%

of housing stock in the inner city is under social management. An additional 1000 units will be provided in Newtown as part of the Presidential Job Summit. Construction of these units will commence in 2001 and will be completed by end 2002. Further investment in inner city social housing by Provincial Government, the private sector and NGOs needs to be encouraged as an effective means of meeting housing needs for the R1500 – R 3500 income group. Further investment in Transitional Housing by Provincial and National Housing Departments to meet the housing needs of the poorest sections of the inner city community needs to be encouraged.

9.3. Promoting middle income housing

Developing housing opportunities for middle income housing in the inner city is a key priority. 1,200 such units are planned in the Newtown area, and the Johannesburg West City Initiative (south of Newtown) could see the development of further housing serving the R 3,500 – R 12000 per month income group.

To encourage further developments and to create middle income housing opportunities in various parts of the inner city, it will be necessary to:

- 9.3.1. challenge the failure of banks to provide housing finance in the inner city;
- 9.3.2. develop mechanisms that encourage investment in this area. Various incentives to promote such investment will be investigated and formulated during the first half of 2001.

10. Promoting community development

Developing cohesive and healthy communities is essential to the success of the renewal programme and the ability to eradicate poverty and promote economic growth. Various community development initiatives have been initiated already and the focus will be on developing a more co-ordinated approach to community development and high-lighting its importance.

In this regard the following lead projects will be implemented:

- 10.1. The Hillbrow/Berea Regeneration Initiative, whose goal is to build community and simultaneously develop and implement a co-ordinated local action plan;
- 10.2. The Western Joubert Park Project, involving physical upgrading, community development programmes, and the development of the Greenhouse Environmental Centre;
- 10.3. The establishment of a Call Centre and two satellite offices, where residents will be able to obtain and access community development and support programmes as well as advice;

10.4. The development of community education programmes that focus on:

- 10.4.1. youth development;
- 10.4.2. the provision of sport and recreation facilities;
- 10.4.3. promoting citizenship.

11. Encouraging economic development

To achieve economic growth that realises the overall goals of the inner city renewal programme the following areas of activity will be the focus for much of the renewal programme:

11.1. Implementing key urban renewal programmes

The development of the infrastructure and environment for growth and development is central to economic development. Certain key urban renewal programmes, that deliver opportunities for economic growth will be implemented. These include:

- 11.1.1. Newtown
- 11.1.2. constitutional Hill
- 11.1.3. Braamfontein
- 11.1.4. The implementation of the City Centre Framework
- 11.1.5. Greater Ellis Park
- 11.1.6. Jeppestown
- 11.1.7. The High Court Precinct
- 11.1.8. The Civic Precinct
- 11.1.9. The Rissik Street Post Office
- 11.1.10. Pageview/Vrededorp
- 11.1.11. The Fashion District.

11.2. Encouraging and supporting the growth of SMMEs

The inner city has seen the arrival of black-owned small-scale enterprises that have become a critical element in the economy of inner city Johannesburg. Their evolution was barred in the past by negative official policy towards black-owned business development in South Africa's central city areas.

Former home-based enterprises engaged in light manufacturing activities, and in particular in the garment industry, spearheaded the advance of new micro-enterprise development into the Johannesburg inner city. The inner city offers several important economic advantages for small enterprises, including a market, accessibility in terms of transport facilities and, finally, its advantages regarding access to suppliers of inputs for production and retail types of enterprises. As an "incubator" for SMME development, the inner city provides an appropriate business environment for the birth and development of small-scale enterprise.

An additional feature to the SMME environment is the increasing presence of immigrant entrepreneurs establishing their business in the inner city. These entrepreneurs are relatively well educated, often multi-skilled and have or have access to necessary start up capital. The most important problem affecting their continuing operation in Johannesburg is xenophobia. Despite this, these

entrepreneurs are optimistic about Johannesburg as a business location and encourage others to invest in the city.

To develop and encourage the development of the inner city as a desirable location and incubator for SMMEs, the following activities will be implemented:

11.2.1. The development of the Fashion District as the home for a substantial number of micro and small garment manufacturing enterprises and the strengthening of the organic clustering occurring in the area

11.2.2. Encouraging the establishment of, and strengthening existing, Local Business Service Centres (LBSCs) in the inner city

11.2.3. Developing programmes to counter xenophobia that address the myths surrounding migrants, create materially productive relationships between local and migrant entrepreneurs and by increasing the skills of South African entrepreneurs so that they are not at a disadvantage in respect of the particular skills possessed by migrant entrepreneurs.

11.3. Encouraging and supporting the growth of the creative industries and cultural tourism in the inner city

Cultural industries and tourism play a key part in urban revitalisation strategies. The products of cultural industries include CDs, television programmes, books and magazines, videos, films, fashion, records and tapes. They require both hardware (in the form of suitable premises, equipment, technology or studios) and software (in the form of creative people, image-makers, ideas or sounds). In addition, they link either directly or indirectly to other cultural forms, such as theatre, visual arts, dance, live music, jazz and so forth. Cultural tourism includes 'aspects which are of interest to the visitor and can be marketed as such, including the customs of the people, their heritage, history and way of life.'

There are a number of elements in the inner city that contain the seeds of growth among cultural industries, including:

- a. an important agglomeration of printing and publishing establishments that are conventionally perceived as part of the manufacturing sector of the inner city but are critical elements of the cultural economy of the inner city
- b. a number of community radio stations, notably in the Bertrams area;
- c. the live music industry, which is well represented with several venues featuring jazz, classical, rock and kwaito;
- d. the performing arts, which are well-served with four theatres in the inner city, one of which, the Market Theatre, has been classified as one of the top five live entertainment theatres in the world; and
- e. the craft industry, which has been identified as a crucial SMME sector in Johannesburg.

In addition to the developmental potential of cultural industries, there is significant potential in the inner city in the cultural tourism industry, including:

- a. ethnic tourism in the inner city has considerable potential, particularly in the area around the Mai-Mai bazaar;

- b. heritage tourism potential is to be found in the numerous Art Deco buildings in the inner city;
- c. the Newtown area and Constitutional Hill precinct as core potential foci for cultural tourism; and
- d. the inner city can build upon events such as the Annual Gay Pride March and the increasing trend towards gay clubs being located in the inner city.

To promote the creative industries and cultural tourism the following activities will be implemented:

11.3.1. The development of the Newtown and Constitutional Hill Projects and the promotion within these projects of cultural activities;

11.3.2. The development of the "Cultural Arc" by developing linkages from Constitutional Hill, through Braamfontein (including the Civic Theatre), the University of Witwatersrand cultural centre project to Newtown;

11.3.3. The development of business opportunities for small to medium tour operators and tourist related businesses.

11.4. Attracting investment

The following key activities will be pursued to secure investment in the inner city:

11.4.1. Business retention and recruitment through the marketing the inner city to potential investors, and in this regard a donors and investors briefing will be held in late March 2001. In addition, a marketing programme will be developed. Business retention and recruitment will also seek to address the office and retail sectors, seeking to attract an appropriate mix of uses and business in the inner city to contribute to economic growth and vitality.

11.4.2. The development of appropriate incentives for classes of investment

11.4.3. The securing of development finance for the inner city through the establishment of a joint venture development fund to provide development finance for:

- a. housing developments, especially those that promote integrated development accommodating a range of income groups;
- b. SMMEs; and,
- c. Commercial developments.

12. Changing perceptions of the inner city

Marketing and communications are central and cross-cutting programmes in support of the various other initiatives. The success of a marketing and communications strategy will underpin the viability of the projects and programmes implemented to regenerate the inner city.

The aim of the marketing and communications programme will be to create an identity for the inner city as a safe, African City Centre where arts, culture and entertainment meet thriving trade, business and industry.

As the major deterrent to people visiting and investing in the inner city is fear of crime, the key priority will be to improve the reality and perception of safety in the inner city by raising the visibility of policing, CCTV and CIDS and the improved crime rate in the inner city.

Key actions to achieve this and to generally improve perceptions and promote the inner city include:

- 12.1. An investor's briefing;
- 12.2. A Business resource Guide compiled with pertinent information distributed to investors;
- 12.3. CowParade – an internationally acclaimed public art project – to be held in Newtown;
- 12.4. A Database of prospective investors;
- 12.5. A campaign to roll out “Regeneration. Investment. Development. It's happening in the Inner City” to identify all inner city projects and programmes;
- 12.6. A banner campaign to identify revitalized areas;
- 12.7. A campaign with tourism entities to improve inner city tourist destination coverage; and,
- 12.8. A campaign to improve relations and develop more frequent communication with the media.

13. Institutional Arrangements for delivery

Various departments in the central administration of the City of Johannesburg, the Regional Office of region 8, and the City's utilities and agencies will play key roles in the successful implementation of the this urban renewal programme, as described below:

13.1. Central Administration

The key departments which will impact directly on the inner city are as follows:

13.1.1. Housing:

Inner city housing programmes will be implemented from the housing facilitation unit. This unit will be responsible for the Better Buildings Programme, the formulation of an inner city housing strategy within the parameters of the Metro Housing Strategy, and the facilitation of social housing, including the Presidential Job Summit Housing in Newtown;

13.1.2. Metropolitan Police Services:

This centrally distributed function will play a key role in the inner city in pursuit of the key objective of crime reduction and by-law enforcement, especially in regard to street trading, illegal dumping, traffic violations and taxi management;

13.1.3. Planning:

This centrally distributed function will play a key role in relation to planning approvals; building control; outdoor advertising; precinct plan development; and, community lead panning processes in areas such as Hillbrow and Joubert Park.

13.1.4. Heritage Services:

This centrally distributed function will play a key role in the development of the cultural asset base of the inner city, a key component of the overall development programme.

13.2. The Regional Office:

The Regional Office will play a key role in relation to community development in the inner city, providing functions related to housing administration, health, libraries, sports and recreation, and social development. It will play a central role in the co-ordination of service delivery through the People's Centre and proposed satellite offices and in its relationship to the Council Committees established as part of managing the implementation of the inner city urban renewal programme.

13.3. Utilities and agencies:

The electricity, water and sanitation and waste management utilities have key service delivery roles to play in the inner city, and improved service delivery, especially in regard to waste management, will be central to the success of the development strategy. Other key agencies are:

13.3.1. The Metropolitan Trading Company (Pty) Ltd:

Established by the GJMC, and now owned by Provincial Government and the City of Johannesburg, this company is responsible for the development of markets for street traders linked to taxi ranks as part of the programme to manage street trading.

13.3.2. The Johannesburg Development Agency (Pty) Ltd:

This agency, once established, will be responsible for projects previously falling under the responsibility of the Inner City Office, including:

- a. *Special Activity Precincts.* The development of the precincts at Constitution Hill and Greater Newtown
- b. *Urban Regeneration Projects.* The JDA will be the implementing agent necessary to follow through on priority actions identified in the Inner City Spatial Development Framework (1999) and the City Centre Framework (2000).
- c. *Joint Venture Development Fund:* The JDA will establish and operate a Joint Venture Development Fund (JVDF) as a public-private vehicle for inner city regeneration.

13.4. Partner organisations in inner city renewal

A close working relationship in urban renewal exists with the Inner City Business Coalition, the Central Johannesburg Partnership (responsible for the establishment and management of improvement districts and the secretariat for the Inner City Business Coalition) and the Business Against Crime Surveillance Unit (responsible for CCTV). Strong working relations also exist with the Johannesburg Inner City Community Forum and the Association of Social Housing Organisations (ASHO).

13.5. *Managing the relationships and development programme*

These relationships will be managed through various service delivery agreements, performance contracts and the mandating documents (shareholder agreements, approved business plans, etc) and through the establishment of an Inner City Section 79 Committee in which all the above parties could participate and progress could be monitored and reported on.

The parties to the Committee would be:

- a. All inner city Ward Councillors
- b. Other Councillors as may be appropriate
- c. Relevant officials from the Central Administration key departments listed above
- d. The Regional Director and relevant Regional Office Staff
- e. The Inner City Business Coalition
- f. The Inner City Community Forum
- g. The relevant utilities
- h. The Metropolitan Trading Company
- i. The Johannesburg Development Agency
- j. ASHO and other appropriate NGO groupings
- k. Provincial Government.

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