



a world class African city



# Johannesburg Development Agency



**Draft 2015/16 Business Plan**

## **2015/16 Business Plan for the Johannesburg Development Agency**

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## 1. Development Context

The spatial transformation of South African cities to correct the spatial and systemic inequalities created by past regimes of segregation is the foremost goal of urban development in the coming years. A more equitable more just city is one that extends access to a range of opportunities and services to all of its citizens.

Johannesburg like other South African cities is changing rapidly and in sometimes unpredictable ways. Rapid urbanisation in the City brings with it both challenges and opportunities for urban development. Targeted and consistent efforts in urban planning and development intervention are necessary to ensure that these rapid changes do not deepen socio-spatial cleavages between the rich and poor, between people and opportunities, in a way that could further entrench communities in cycles of poverty and relative deprivation. The energy brought into the city from rapid urbanisation, global connectivity and local growth and development is an opportunity to be harnessed and directed through decisive government investment in the spatial fabric of the City.

The City of Johannesburg Metropolitan Municipality has made a commitment to addressing spatial transformation in our cities in a way that enhances the Liveability and Sustainability and Resilience of the City.

The Joburg 2040 GDS, launched in October 2011, responds to the multiple challenges and uncertain futures faced by the city. To cope with change, the City of Johannesburg aims to strengthen the adaptive capacity of the City and its citizens, so that it may become more resilient to potential and unpredictable futures. The Joburg 2040 GDS lays the foundation for multi-level, integrated responses to the challenges the city faces.

*The Joburg 2040 GDS is driven by the goal of capable and capacitated communities and individuals. With this realised, the City of Johannesburg will be able to achieve a more sustainable, inclusive future, in which communities and the individuals who live in them hold the potential and the means to imagine and grow their neighbourhoods, their communities and themselves. A balanced focus on the environment management and services, good governance, economic growth and human and social development will assist in achieving a resilient and sustainable city – and a city in which all aspire to live.*

It is within this set of objectives that the JDA roots its approach to development intervention. As the JDA our work responds to the Joburg 2040 ideals of resilience, liveability and sustainability. While the work of the JDA is aimed at meeting cross-cutting objectives, the Agency is institutionally located within the City of Joburg's Economic Cluster. Within this cluster its specific aim is to develop a **resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy** - in Johannesburg; and the need to create a **job intensive, equitable and competitive economy**.

The restructuring of city form is an important way to improve the resilience of the City. A resilient city is one that can respond to complex and unexpected challenges by adapting and redirecting development efforts to address critical needs and optimise conditions for citizens.

Much of the existing urban form of our city is not configured in a way that promotes resilience equality and sustainability.

Furthermore in trying to correct this we face a number of persistent challenges in our development context. Low levels of education, income inequality, chronic poverty and crippling unemployment, which continue to plague South Africa. There is evidence that these conditions have not improved substantially over the last decade. It is within this context that we must forge a path toward greater resilience, liveability and sustainability.

### **1.1. The role of the JDA**

JDA's **mission** is to manage and facilitate area-based developments in efficient and innovative ways to build an equitable, sustainable and resilient city.

The medium-term objectives of the JDA are to:

- Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.
- Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas.
- Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.
- Develop local economic potential in marginalised areas to promote access to jobs and markets.
- Encourage sustainable energy consumption and land-use in the city by developing strategic transit nodes and corridors.
- Promote economic empowerment through the structuring and procurement of JDA developments.
- Support productive development partnerships and co-operation between all stakeholders in these areas.

Over the last 12 years, the JDA's role, strategy and practice has evolved from

**Applying economic development strategies to regenerate under-performing neighbourhoods**

To

**Employing sustainable and resilient city strategies in strategic neighbourhoods to transform the space economy in the City Region.**

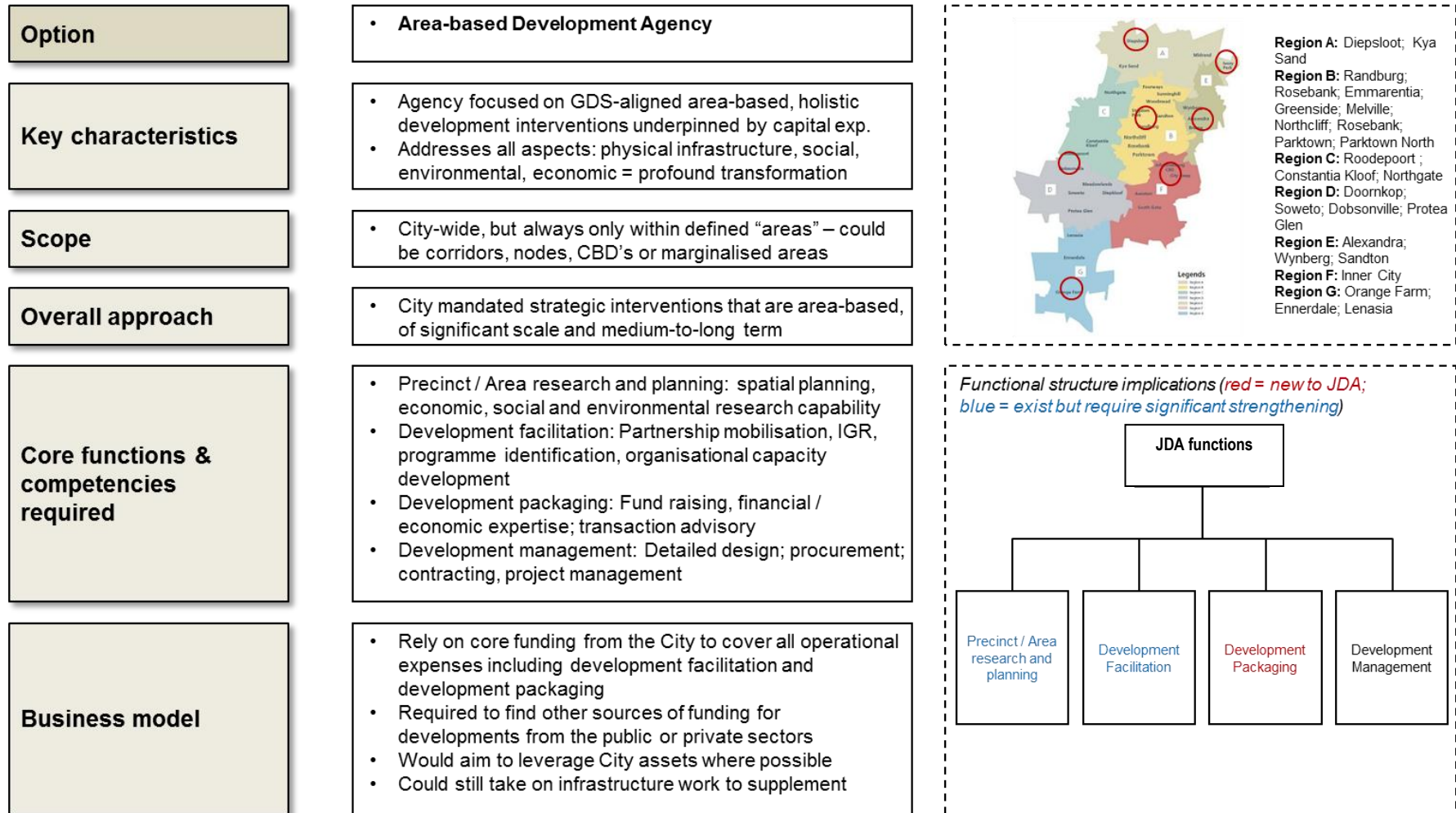
**Table 1.1: Summary of the evolution of JDA's strategy and practice over 3 mayoral terms**

	<b>First Mayoral term 2001/02 to 2005/06</b>	<b>Second Mayoral term 2006/07 to 2010/11</b>	<b>Third Mayoral term 2011/12 to 2015/16</b>
<b>Strategic focus</b>	Economic development outcomes	Triple bottom-line outcomes (Economic, Social and Environmental objectives)	Resilient, sustainable, and liveable city outcomes
<b>Funding sources</b>	Opex grants from CoJ Capex grants from CoJ and Blue IQ	Development fees from a range of intergovernmental capital grants (and reduced Opex grants from CoJ) Capex grants from CoJ, National Treasury and National Department of Transport	Development fees to fund operations (further reductions in opex grants) Capex grants from National Treasury, and National Departments of Transport and Human Settlements
<b>Priority development areas</b>	Mostly inner city	Inner city and marginalised areas	Transit nodes and corridors
<b>JDA area based development offering</b>	Development management	Development management and technical assistance (as capital project implementing agent)	Development management and development facilitation
<b>Type of capital projects</b>	Big iconic infrastructure and property development projects intended to catalyse investment by the private sector.	Smaller capital works projects implemented over a longer period of time that respond to the needs of both investors and local communities. Technical assistance projects on behalf of other municipal departments or entities (e.g. Rea Vaya infrastructure and CoJ clinics).	Integrated precinct developments that will transform the space economy. The JDA's role includes area-based coordination, and development facilitation.
<b>Selection of key development areas</b>	<b>Inner city regeneration areas:</b> Newtown Cultural Precinct Faraday taxi rank and market Constitution Hill Braamfontein  <b>Township regeneration area:</b> Kliptown Development, Soweto	<b>Inner city development areas:</b> Fashion District High Court Precinct  <b>Marginalised development areas:</b> Stretford Station Precinct, Orange Farm Diepsloot Development  <b>2010 World Cup Legacy developments:</b> Vilakazi Street Precinct, Soweto Nasrec, Soweto Ellis Park Sports Precinct Rea Vaya busways and stations on Trunk routes 1A and 1B	<b>Station Precinct (Transit oriented node) developments:</b> Park Station Precinct Nancefield Station Precinct Jabulani Node Randburg CBD  <b>Corridors of Freedom:</b> Soweto Corridor: Orlando East and Westgate Station Precincts Empire-Perth Corridor: Westbury, University precincts Louis Botha Corridor: Rea Vaya busways and stations on Trunk Route 1C Section 15; Alexandra NMT and ARP projects; Hillbrow Tower Precinct Turffontein development area

Urban Development Agencies around the world operate on slightly different institutional models. In order to respond to the challenges, opportunities and local needs of the City of Johannesburg, the institutional model of the JDA is Area-Based Development. This means that we are more than just a project management agency or an economic development agency.

Every area-based development undertaken by the JDA is supported by development facilitation functions in the pre-development and post-development phases to enhance the value added by the capital works interventions and improve the longer-term sustainability of the capital investment. We give much emphasis to precinct-based development, working with stakeholders to enhance areas and address local challenges and needs in a sustainable way through our capital investments.

Figure 1.1: Description of institutional model for the JDA



## 1.2. JDA’s area based development approach

The JDA’s area-based development approach and practice has evolved over the last 12 years. It begins always with identifying the local competitive advantages, development needs and opportunities within the development area; and JDA’s role is most intensive during the development management phase when capital works projects are used to catalyse private investment, enterprise and neighbourhood development. In the new business model, emphasis will shift to ensure a greater focus on the development of strategic capital works projects, development facilitation to optimise the impact of the catalytic public investments, and the establishment of urban management partnerships to ensure the sustainability of the catalytic public investments.

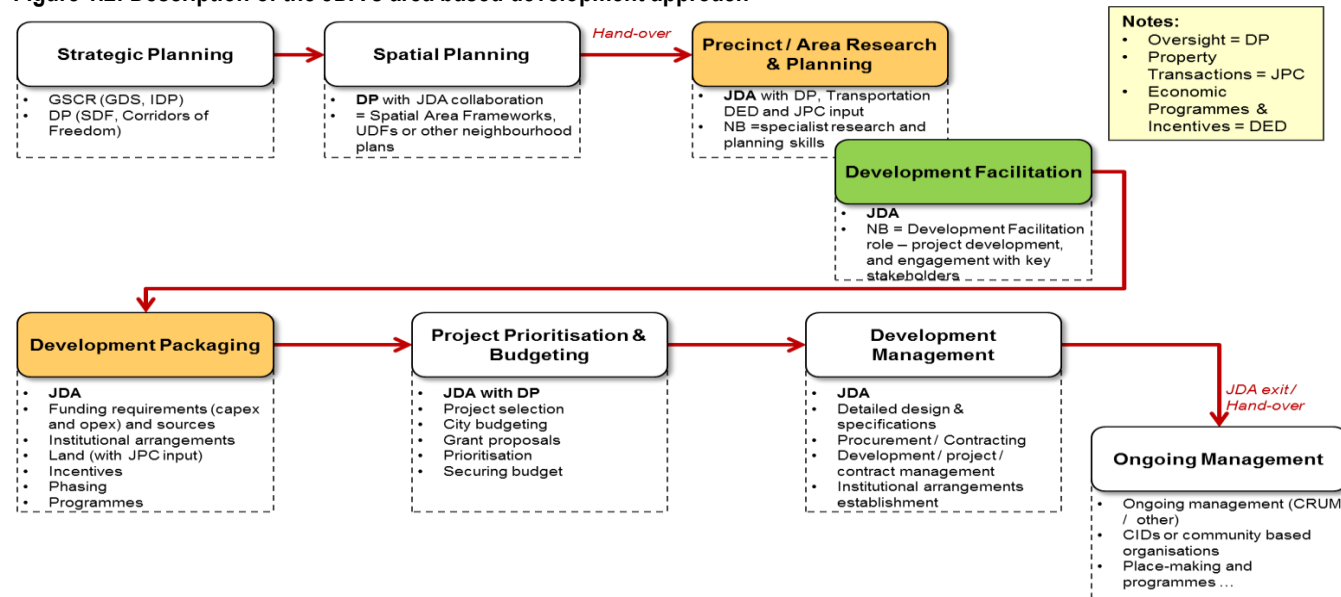
### JDA’s development facilitation role defined

In short, the purpose of development facilitation is “to make development easier”  
 Development Facilitation in the context of the JDA can be described as:  
*“A process to identify and implement the actions required to ensure that development objectives and outcomes are articulated and accepted by all area stakeholders, and that stakeholders take responsibility for and take steps to achieve the common vision.”*

The Role of Development Facilitation in development is to:

- Develop an understanding of key stakeholders and development partners;
- Advise the JDA on strategic, targeted and responsive engagement activities;
- Apply an acquired and proven deep and comprehensive knowledge of the area, including a sophisticated understanding of local development needs, in order to find the local competitive advantages and support the development of a local identity for the area;
- Identify support for the development of key catalytic projects. This may include property owners and developers, project funders, urban management partnerships and community based organisations.

Figure 1.2: Description of the JDA’s area based development approach





### 1.3. The JDA’s Enterprise Development Programme:

In line with National development and shared growth imperatives, the City of Johannesburg has identified job creation and access to procurement opportunities by Start-ups, Small and Micro Enterprises (SMMEs) as an essential requirement towards building an economically viable city.

Over the years, the JDA has established processes and practices to support job creation and enterprise and skills development for previously disadvantaged groups that include blacks, women, youth and people with disabilities. The impact of these processes and practices have not been measured and reported on in an inadequate way in the past. There is also a need to consolidate and extend these practices by designing and implementing a programme that will drive the achievement of empowerment objectives, and align projects and approaches towards addressing the challenges facing previously disadvantaged enterprises.

In 2013 JDA introduced an enterprise development programme to deliver a coherent programmatic approach to enterprise development; and a series of workshops, courses and coaching sessions in a strategic and targeted way to achieve effective and sustainable empowerment and economic development results.

The strategic goals for the JDA’s enterprise development programme are to:

- Develop skills and capacity within the construction industry in Johannesburg;
- Optimise the JDA’s contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and
- Establish a monitoring and reporting system to measure the impact of the JDA’s enterprise development programme.

Best practice in enterprise development can be summarised through the following principles and their application in the JDA context:

Enterprise development principle	Application for JDA’s enterprise development programme
▶ Support emerging contractors (this includes making best use of the contractors, with clear discontinuation criteria in the case of non-performance)	▶ Assess emerging contractors holistically according to milestones and development targets (maintain a development framework for each contractor) ▶ Apply progression and exit criteria to track and record results
▶ Break two-economies trends (Do not perpetuate the situation of a well-resourced formal sector vs poorly resourced informal sector)	▶ Set targets within JDA portfolio of projects for Emerging Contractor contracts (either directly, through joint ventures, or through sub-contracts to main contractors) ▶ Establish a data base of emerging contractors linked to the CIDB register and customise support for a range of categories ▶ Design the Enterprise Development Programme to progress from basic competencies (ecdm) to enterprise best practices (sacem) and provide appropriate, targeted and accredited training
▶ Reduce barriers to entry and progression in relation to JDA contracts	▶ Ensure prompt payments ▶ Reduce tender complexity by standardising industry bid docs and introducing user-friendly tender procedures ▶ Where appropriate, introduce programme-level services such as insurance, combined materials purchase, and finance guarantees to achieve economies of scale ▶ Provide training on winning work and information on work opportunities for future business planning

Enterprise development principle	Application for JDA's enterprise development programme
<ul style="list-style-type: none"> <li>▶ Limit dependency on enterprise development programme</li> </ul>	<ul style="list-style-type: none"> <li>▶ CET or other progression meeting NCCC requirements</li> <li>▶ Holistic enterprise mentorship progressively from 'basic internship' to 'strategic' mentorship'</li> <li>▶ No reserved contracts, all participants must compete for work through normal procurement processes</li> </ul>
<ul style="list-style-type: none"> <li>▶ Undertake systematic monitoring and evaluation of results and impact</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establish and maintain contractor databases</li> <li>▶ Establish key performance indicators and targets against which to measure performance (scorecard approach)</li> <li>▶ Report quarterly on qualitative and quantitative data</li> </ul>

The JDA's Enterprise Development Programme is made up of the following components:

- **Emerging contractor development** for SMMEs working on JDA projects (both sub-contractors and those contracted directly by the JDA). This should include general training, and a more focussed incubation component for a few selected enterprises; and
- Training on **winning business** for SMMEs (with a particular focus on unsuccessful bidders identified through the JDA tender process).

The enterprise development programme includes the following outputs and activities:

- 1.1. Design of an emerging contractor development programme (ECDP) framework for the JDA to implement over 4 years.
- 1.2. Drafting of Emerging Contractor Development guidelines for the JDA. The guidelines have been incorporated into the JDA's operating manual.
- 1.3. Implementation of the EDP in a coordinated way. This includes at least the following activities each year:
  - A workshop for representatives of SMME companies working on JDA developments that presents elements of the Emerging Contractor Development Programme.
  - Two accredited training opportunities on construction skills for construction workers on JDA projects. This training should complement training that is already provided by contractors and respond to the training needs of construction workers.
  - An Emerging Contractor incubator project that provides at least 5 days of advice, coaching and mentorship per year for selected SMMEs (at least 4 companies should be taken into the incubator programme for 3 years and there should be progressive performance targets that demonstrate growth over this time).
  - Training on preparing tenders for public sector construction projects for representatives of companies from a JDA database of unsuccessful bidders.
- 1.4. Development of a monitoring and reporting system for the EDP that includes:
  - A database of SMMEs contracted or sub-contracted on JDA projects;
  - Assemble, verify and collate the information required to update the database each quarter for the full term of the contract;
  - Analyse the impact and results of the Emerging Contractor Development Programme and write quarterly reports, and adapt these reports for various oversight committees.

- Coordinate a comprehensive and pro-active administration system to ensure that all JDA EDP participants (construction workers and SMME companies) receive formal recognition of participation (such as a JDA letter confirming training, certificates where possible, and completion of CIDB forms for registration purposes).

As a key part of JDA's practice and approach, we will continue to seek to create jobs and economic development opportunities for small businesses through our construction programme. In line with the Jozi@Work developmental service delivery model that was outlined by the Executive Mayor in the 2014 State of the City Address, we will implement a portfolio-wide Enterprise Development Programme (EDP) in 2014/15. The JDA's EDP practice has been extended to the roll out of a new approach to contracting in selected developments with a managing contractor responsible for sub-contracting local SMME construction companies and ensuring skills transfer within a construction contract period.

### **1.3.1. Enterprise Development Results over Time**

To assess whether the EDP has had an impact on the results that the JDA has achieved we can compare the performance over the last 3 years for the key indicators.

#### **Job creation trends since 2012/13**

In the first quarter of 2012/13 JDA projects employed 275 local community members; in the first quarter of 2013/14 163 individuals were employed; and 721 individuals have been employed on JDA projects in the first quarter of 2014/15. This is largely due to the increased construction activity resulting from multi-year construction contracts, but it might also be due to the focus on local job creation.

#### **BBBEE expenditure trends since 2013/14**

In 2013/14 JDA adjusted the target for BBBEE expenditure as a % of total expenditure in order to comply with the new BBBEE codes and certification processes.

In the first quarter of 2013/14 the BBBEE expenditure target was 100% and JDA achieve 96% expenditure. The achievement of 98% in the first quarter of 2014/15 represents a steady trend.

### **1.3.2. SMME expenditure trends since 2012/13**

In the first quarter of 2012/13 JDA achieved SMME expenditure of 53% of OPEX only. There was no CAPEX SMME target at that time.

In 2013/14 the CAPEX SMME target was introduced at 25% of total expenditure, and in 2014/15 this target has been increased to 30% of total capital expenditure.

In the first quarter of 2013/14 all of the capital programmes exceeded the SMME expenditure target, achieving an average of 31% across the total portfolio of projects.

The achievement of 40% of SMME expenditure for the first quarter of 2014/15 represented a significant improvement as a result of the widespread application of the managing contractor approach.

### 1.3.3 Other Enterprise Development results

During previous discussions about Enterprise Development results, members of the Board of Directors have requested a report on the concentration of contracts awarded to a small number of companies each year.

JDA applies a risk tolerance framework during the procurement process to avoid a concentration of contracts with companies that win many tenders because they price aggressively. Despite the risk tolerance principle, there is a perception that some companies are awarded too many contracts.

The following table provides a summary of the number of companies with multiple contracts per year.

Year	Total number of Contractors	Number of contractors awarded:		
		1 Contract	2 - 5 Contracts	More than 5 contracts
2013/14	70	40	27	3
2012/13	93	54	34	5

In 2012/13 five companies were awarded more than 5 contracts; and in 2013/14 this number was reduced to three. Similarly the number of companies with more than 1 and less than 5 contracts was reduced from 34 in 2012/13 to 27 in 2013/14. The majority of JDA contractors are only awarded one contract per year. Most of the service providers with multiple contracts are professionals (QS and Public Participation services in particular). There may be a need to extend the winning work training to include professional services companies in the next phase of the EDP to ensure that we continue to expand the pool of service providers available to the JDA.

In 2015/16, the risk tolerance framework will also continue to be applied to ensure that this trend is sustained.

### 1.4. Jozi@Work:

The Jozi@Work approach requires the JDA to set new targets for expenditure of capital and operating funds (contracted services and repairs and maintenance) through small, very small and micro enterprises. These targets are outlined in the annexures and in our proposed scorecard.

In 2015/16 The JDA will accelerate efforts to identify existing contractors who have the capacity to fulfil or partially fulfil the role of Capability Support Agents (CSA's). We will do so by identifying managing contractors who can act as CSA's.

The types of supported services to be provided by the CSA's have been divided into two categories/competency baskets:

The JDA will be looking to appoint CSA's who are able to provide the following competencies:

- Management of contractual relationships
- Provision of Direct Support in the Preparation and Submission of Invoices with Quality Assurance of Work Done
- Provision of Direct Support/Assistance in Processing Payments
- Cash Flow Support
- Contractual Liaison with Providers of Factor or Business Inputs, where required
- Equipment Rental/Leasing and Procurement Inputs
- Liquidity Management
- Quality Assurance of Work Done
- Issuing of Performance Guarantees

In 2015/16, The JDA's target to be met for Jozi@Work qualifying procurement is 5% of Capital Expenditure

In addition, the JDA will continue to develop urban management partnerships that support job creation and local economic development.

## **1.5. Institutional Structure**

The JDA has fully incorporated the Alexandra Renewal Programme into its organisational structure. The portfolio of projects that are to be implemented in Alexandra are managed in Programme 5 of the JDA's 7 Substantive Programmes. An overview of the JDA's organisational structure is provided in Section 6. Management and Organisational Structure further on in this document

## **1.6. 2014/15 Budget Structure and implementation programme**

The JDA responds to its strategic objectives and priorities by organising its operations into five substantive programmes and two operational programmes that deal with cross-cutting functions.

The substantive programmes are:

- i) An **inner city transformation** programme that continues the strategic inner city upgrading focus for the JDA. Precinct developments are designed to respond to local conditions, needs and advantages, and to achieve economic, social and sustainable development outcomes. Within this programme there are elements of transit oriented node and corridor development.

- ii) A **station precinct development** programme that encourages optimal development of transit hubs and corridors across the city, which provide access to affordable accommodation and transport, high quality public spaces and amenities, and good community services.
- iii) A programme on **priority area planning and implementation** that shifts the design of the city – including elements like streets, buildings and spaces of work and play – to improve liveability and create sustainable human settlements. These are also developments intended to catalyse local economic development in areas where the potential for such has been latent.
- iv) The **Greenways** programme that focuses on providing resilient, liveable and sustainable environments within the City by using roads, rivers and transport modes to promote walking, cycling, and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.
- v) The **Alexandra Renewal Project (ARP)** which is established to coordinate intergovernmental activities to develop Alex. Most of the work involves human settlement development projects such as hostel upgrading, housing development and the construction of community facilities. The ARP also plays a key role in promoting participative development practices as the Rea Vaya BRT service has been extended to this community and as new public environment upgrading and non-motorised transit infrastructure projects are implemented in 2014/15.

All of these programmes are intended to restructure the space economy to give poor households better access to well-located accommodation, jobs and markets; optimise land use and energy consumption; and improve living standards and mobility for large numbers of people in well serviced and managed transit neighbourhoods. They link back to three of the master programmes outlined in the GDS 2040: Enabling resilience, inclusion and sustainability; enabling growth and job creation; and going green. Taken together, Programme 2: Station Precinct Development and Programme 4: Greenways make up the transit oriented development intervention that will give effect to the 'corridors of freedom' introduced in the *State of the City Address 2013*.

The two operational programmes relate to strengthening the way in which the JDA works and the extension of the JDA's mandate as a result of the institutional review carried out by the City of Joburg. These are:

- vi) The **administration and management** programme that accommodates the CEO, Finance, Marketing and Communications, Risk and Compliance, Supply Chain Management, and IT.
- vii) The **development facilitation** programme is a new programme which begins to give effect to the extended mandate of the JDA as the development facilitation agency for the City of Johannesburg. In its ideal format this programme includes Development Implementation, Project Development, Land Development and Urban Management Support functions. This programme is being phased in to JDA operations over a three year period, which started in 2013/14. It will be further capacitated in 2015/16 and its initial emphasis will be on land assembly and fund-raising, and on establishing JDA's coordination role in the implementation of projects in the inner city, the transit-oriented development nodes and corridors, and Alexandra.

The set of JDA projects approved for multi-year funding commitment through the IDP 2011-2016 has been refined and adjusted in this business plan.

**Table 1.2: IDP Sub-programme related to JDA 2015/16 Projects**

2012 – 2016 IDP Sub-programme	Project Response
Sustainable Services Cluster Sub-programme 4: Greenways	Rea Vaya BRT busways, stations and associated infrastructure Non-motorised transit infrastructure projects in the Soweto Corridor, Empire-Perth Corridor, Inner City and Louis Botha Corridor
Sustainable Services Cluster: Sub-programme 7: Station Precinct (Transit Oriented Node) Developments	Randburg Civic Precinct and CBD Pennyville Station Precinct (Soweto) Nancefield Station Precinct (Soweto) Jabulani Node (Soweto) Orlando East Station Precinct (Soweto) Westbury Development and Pedestrian Bridge (Empire-Perth Corridor) Watt Street Interchange (Louis Botha Corridor) Knowledge Precinct in Auckland Park and Milpark (Empire-Perth Corridor) Rotunda Park Precinct in Turffontein Development of Westbury Co-Production Zone (Empire-Perth Corridor) Orlando Ekhaya Sports Facility and Multi-Purpose Centre (Soweto) Pennyville Multi-purpose Centre (Soweto) Patterson Park Recreation Facility (Louis Botha Corridor) Union Stadium Sports Facility Refurbishment (Empire-Perth Corridor)
Sustainable Human Settlements Priority implementation	Park Station Precinct Westgate Station Precinct

2012 – 2016 IDP Sub-programme	Project Response
programme: Inner city regeneration	Hillbrow Tower Precinct
	Redevelopment of Kazerne Public Transport Facility
	Inner City Core Upgrades
	Inner City Public Places Challenge
	Inner City Arts Culture and Heritage Projects
Sustainable Services Cluster: Sub-programme 10: Priority area planning and implementation	Diepsloot Development and Multipurpose Centre
	Kliptown Development
	Automotive Industrial Park Projects (Bambanani and Alexandra)
	CoJ Clinics (10 Clinics)
	Alex Renewal Programme
	Cosmo City Fire Station
	Golden Harvest Rehabilitation Centre
	New Libraries in Stretford and Lehae
Development Facilitation	Corridor marketing and branding
	Property development feasibility and tender preparation

This will require an overall budget commitment of R1.8 billion in capital funds; and R115 million in operating funds over the 3-year Medium term expenditure framework period (2015/16 to 2017/18). R300 million of the capital funding will be on the JDA’s budget; the rest will be on the budgets of other departments or entities with the JDA appointed as implementing agent with the mandate to manage the expenditure to achieve agreed outputs.

The capital funding is sourced from a range of intergovernmental grants as well as CoJ capital allocations.



**Table 1.3: Capital budget by Programme**

JDA Programme	Project	2015/16	2016/17	2017/18
1	ACH - Refurbishment of the Joburg Art Gallery Renewal Heritage Area Upgrade JOHANNESBURG F	2,00	-	50,000
1	ACH- Construction of new Monuments City Wide New Heritage Area Upgrade BRAAMFONTEIN WERF F	1,500	1,000	-
1	Inner City (Comm Dev: ACH) Renewal Inner City Intervention JOHANNESBURG F	2,000	2,000	750
1	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional	120,000	150,000	150,000
1	PTF: Holding Facilities: Kazerne Redevelopment New Public Transport Facility NEWTOWN EXT.1 F Ward	100,000	100,000	100,000
	<b>Total Programme 1</b>	<b>225,500</b>	<b>253,000</b>	<b>300,750</b>
2	Perth Empire Corridor Co - Production Zone for Social Development Renewal of Corridors of Freedom Intervention (Social Development One Stop Centre) Renewal Corridors of Freedom Intervention WESTBURY B Regional	6,000	5,000	-
2	Rec - Construction of the Orlando Ekhaya New Community Centre ORLANDO EKHAYA D Ward	4,000	11,156	2,050
2	Rec-Pennyville Multi-purpose Centre New Community Centre PENNYVILLE EXT.1 B City Wide	8,000	10,000	10,000
2	Redevelopment of Patterson Park Recreation Facility Renewal Sports Centre ORANGE GROVE E City Wide	17,500	10,000	-
2	Union Stadium Renewal Building Alterations WESTBURY EXT.3 B Ward	8,000	-	-
2	Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	-	-	5,000

2	Development of 'pocket places' for the public as part of the Louis Botha Corridor of Freedom New Precinct Redevelopment KEW E City Wide	-	-	2,000
2	Jabulani Station Renewal Nodal Transportation Facilities JABULANI D Regional	18,500	30,000	40,000
2	Knowledge Precinct: Auckland Park Pedestrian Crossing New Precinct Redevelopment AUCKLAND PARK B City Wide	45,000	100,000	-
2	Milpark Precinct (Empire Perth Corridor) - Owl Street New Precinct Redevelopment RICHMOND B Regional	-	-	30,000
2	Nancefield Station Precinct Development New Precinct Redevelopment KLIPSPRUIT D Regional	30,000	5,000	20,000
2	Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	25,000	10,000	30,000
2	Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide	-	-	5,000
2	Randburg CBD regeneration Renewal Precinct Redevelopment FERNDAL E Regional	30,000	7,500	30,000
2	Rotunda Park Precinct Turffontein Corridor (JDA) New Precinct Redevelopment TURFFONTEIN F Regional	15,000	20,000	45,000
2	Westbury Development Renewal Precinct Redevelopment WESTBURY B City Wide	11,200	15,000	5,000
2	Westbury Pedestrian Bridge New Precinct Redevelopment WESTBURY EXT.3 B Regional	10,000	-	-
2	Watt Street Inter-change New Housing Development WYNBERG E Regional	39,000	151,000	-
	<b>Total Programme 2</b>	<b>267,200</b>	<b>374,656</b>	<b>224,050</b>
3	Construction of Golden Harvest Drug and Rehab Centre New Plant and Equipment GOLDEN HARVEST A.H. C City Wide	23,000	-	-

3	Rec - Construction of the multipurpose centre at Diepsloot New Community Centre DIEPSLOOT WES A Ward	4,819	2,000	2,000
3	Rec - Construction of the new sports centre New Community Centre RABIE RIDGE EXT.1 A Ward	9,318	8,000	10,000
3	Lib - Stretford Library New Library STRETFORD EXT.3 G	-	7,500	6,000
3	Lib- Construction of a new Library in Lehae New Library LEHAE G	9,000	2,000	-
3	Construction of Industrial Facilities New Building IVORY PARK EXT.7 A Regional	54,941	63,662	63,592
3	Reconstruction of Ngonyama Road Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	54,387	54,420	60,000
3	Construction of linear market (informal trading shelter) in Kopanong - Ivory Park New Informal trading Stalls IVORY PARK EXT.2 A Ward	8,000	-	-
3	Fire Station - Cosmo City New Cosmo City Land acquisition COSMO CITY C Ward	30,000	5,000	-
3	Claremont Renewal Clinic CLAREMONT B Ward	1,000	22,000	-
3	EBONY PARK Renewal Clinic EBONY PARK A Ward	1,000	20,000	-
3	Ennerdale Clinic, Furniture and Medical Equipment New Clinic ENNERDALE EXT.8 G Regional	6,500	-	-
3	Florida clinic New Clinic FLORIDA EXT C Ward	700	8,000	15,000
3	Noordgesig Clinic New Clinic NOORDGESIG D Regional	15,000	-	-
3	Orchards Clinic New Clinic ORCHARDS E City Wide	19,000	-	-
3	Parkhurst Renewal Clinic PARKHURST B Ward	1,000	-	-
3	Pharmacy Depot Langlaagte Upgrading Renewal Building Alterations LANGLAAGTE B City Wide	23,000	-	-

3	River Park Clinic Far Eastbank Ext 9 New Clinic FAR EAST BANK EXT.9 A Regional	6,500	-	-
3	Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward	300	1,000	23,000
3	Kliptown Renewal Precinct Redevelopment KLIPSPRUIT EXT.4 D Ward	30,000	50,000	14,000
	<b>Total Programme 3</b>	<b>297,464</b>	<b>243,582</b>	<b>193,592</b>
4	COMPL: Cycling Lanes: UJ - Wits Route New Complete Streets AUCKLAND PARK F City Wide	20,000	-	-
4	Rea Vaya New Bus Rapid Transit JOHANNESBURG F City Wide	864,368	916,569	1,018,724
	<b>Total Programme 4</b>	<b>884,368</b>	<b>916,569</b>	<b>1,018,724</b>
5	Construction of linear market (informal trading shelter) at the Pan Africa Facility in Alexandra New Informal trading Stalls ALEXANDRA EXT.4 E Ward	8,000	-	-
5	Alfred Nzo road widening New Bulk Infrastructure ALEXANDRA EXT.24 E Ward	-	8,000	4,000
5	Banakekeleni Hospice New Clinic ALEXANDRA EXT.38 E Ward	2,500	-	-
5	Clinic 4th Avenue Renewal Clinic ALEXANDRA EXT.42 E Ward	25,000	-	-
5	Development of open Space New Precinct Redevelopment ALEXANDRA EXT.53 E	5,000	-	-
5	Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E	-	-	7,000
5	Old Ikage housing development New Building Alterations ALEXANDRA EXT.57 E Ward	18,000	20,000	-
5	Pedestrian Bridge Vincent Tshabalala Road New Bulk Infrastructure FAR EAST BANK EXT.9 E	4,000	5,000	-
5	Peoples's Court, 7th Avenue (Old Alexandra) New Heritage ALEXANDRA EXT.4 E Ward	-	2,000	-

5	Refuse Bins New Bulk Infrastructure FAR EAST BANK EXT.9 E	300	300	-
5	Thoko Mngoma Clinic Marlboro Renewal Clinic ALEXANDRA EXT.53 E	15,000	-	-
	<b>Total Programme 5</b>	<b>77,800</b>	<b>35,300</b>	<b>11,000</b>
6	Operational Capex New Operational Capex NEWTOWN F City Wide	15,000	10,000	10,000
	<b>Total Programme 6</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>
	<b>Total Budget</b>	<b>1,767,332</b>	<b>1,833,107</b>	<b>1,758,116</b>

The JDA's **3-year operating budget** is funded partly by charging a development fee of about 5% on all capital funds managed by the agency. This is expected to rise about R210 million in own revenue over the 3-year MTEF.

Key risks include the retention of skilled staff; uncertain capital and operating funding; and maintaining the JDA's sound track record of financial management, compliance with supply chain regulations, corporate governance and service delivery excellence.

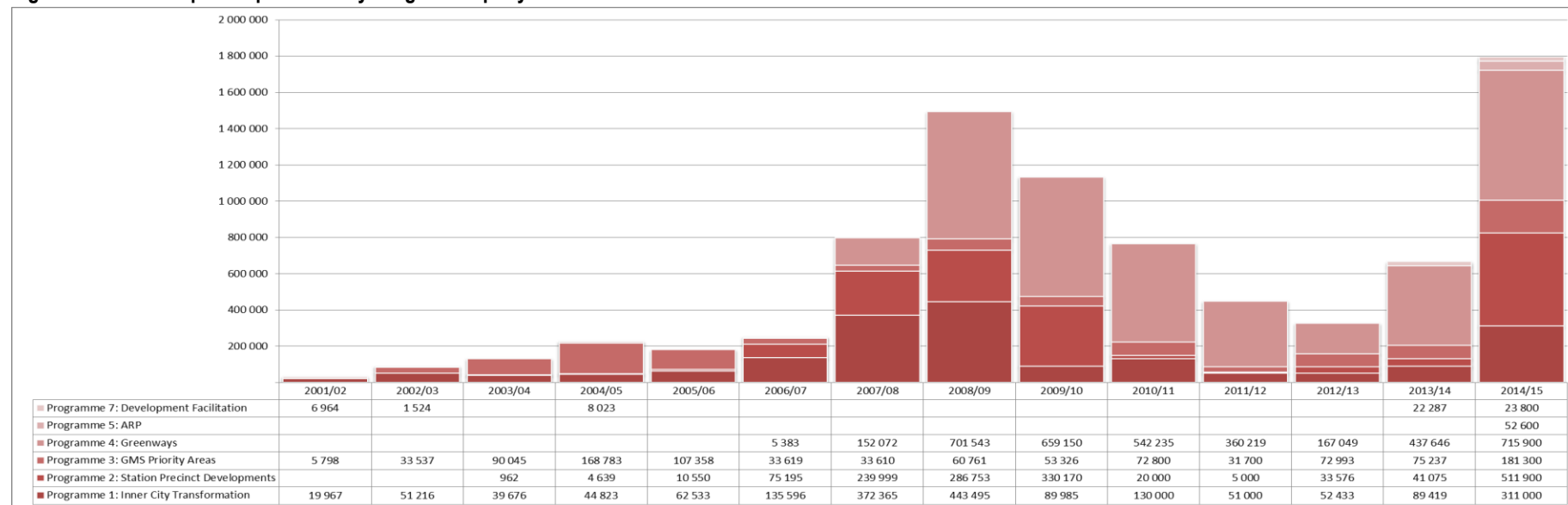
## 2. STRATEGIC ANALYSIS

### 2.1. JDA results since 2001

Over the last 13 years (from 2001/02 to 2013/14) the JDA has implemented capital works projects to the value of R6.5 billion towards catalysing and achieving the City of Johannesburg’s city development objectives. In 2014/15 JDA spent another R1.7 billion, and there is a medium term budget commitment amounting to a further R2 billion for 2015/16. This means that by the end of the current Mayoral term, in 2016, the JDA will have spent R5.25 billion, over the 5-year period, to transform the space economy of the City of Johannesburg in order to make the city more resilient, equitable, liveable and sustainable in line with Joburg 2040 objectives.

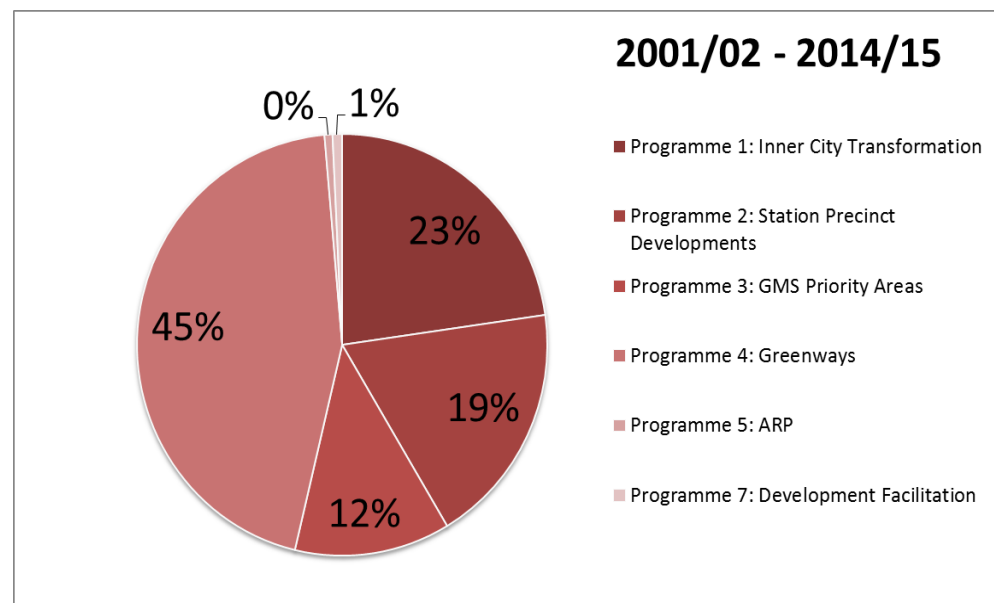
JDA’s capital expenditure has been cyclical, peaking in each 5-year period, driven by urban regeneration objectives in 2004/05; 2010 World Cup preparations in 2008/09; and the CoJ infrastructure and spatial transformation drive in 2014/15. This is not an ideal funding pattern as it places strain on a relatively small institution that has to gear up and scale down its staff establishment in order to respond to the demands of the capital funding pipeline.

Figure 2.1: JDA’s capital expenditure by Programme per year from 2001/02 to 2014/15 <sup>1</sup>



<sup>1</sup> Capital funding per programme excludes JDA Development Fees. The numbers are therefore not consistent with the annual financial statements. They are presented as illustrative indicative figures.

Figure 2.2: Capital Expenditure aggregated by Programme from 2001/02 to 2014/15



If the current budget structure (consisting of seven programmes) is applied retrospectively, then it is clear that Programme 4: Greenways has dominated expenditure ever since it was first introduced through the intergovernmental Public Transport Infrastructure Grant in 2006/07. Programme 1: Inner City transformation is the legacy programme for the JDA, bearing in mind that JDA was established through the Inner City Office in 2001 with a regeneration focus initially. However, the analysis of aggregate capital expenditure by Programme shows that only 23% of all expenditure has been in the Inner City.

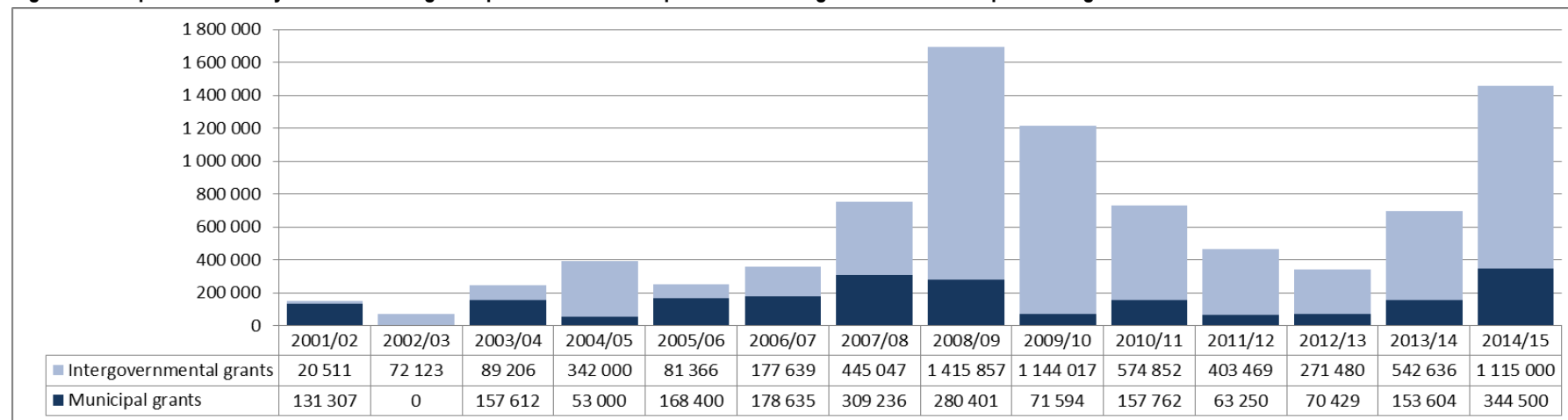
This is balanced against expenditure on Station Precincts and other Economic Nodes (previously classified as Other CBDs) which amounts to 19% over the 14 years; and expenditure on GMS priority areas (previously classified as Marginalised Areas) which amounts to 12% over the same period. As most of the Station Precincts developed before 2014/15 were in township areas, these two programmes can be grouped together to conclude that 31% of all expenditure by the JDA has been in previously disadvantaged and under-developed parts of the City of

Johannesburg.

The source of capital funding over the 14 years has been dominated by intergovernmental grants. Of the R9.2 billion that the JDA has received over 14 years, R2.2 billion (or 26%) was from the City of Johannesburg’s own revenue sources; and R6.9 billion (or 74%) came in the form of conditional grants from other spheres of government. The dominant grant has been the Public Transport Infrastructure Grant which has funded R5.3 billion in capital works to develop the Rea Vaya Bus Rapid Transit dedicated busways and stations since 2006/07.<sup>2</sup>

<sup>2</sup> The difference between R9.2 billion in capital revenue used in this analysis and the R6.5 billion in capital funding that has been expended over the same time period is accounted for in JDA’s development fee that is charged as a percentage (between 4 and 5%) of capital expenditure and put towards funding the operations of the organisation.

**Figure 2.3: Capital revenue by source showing the split between municipal sources and grants from other spheres of government**

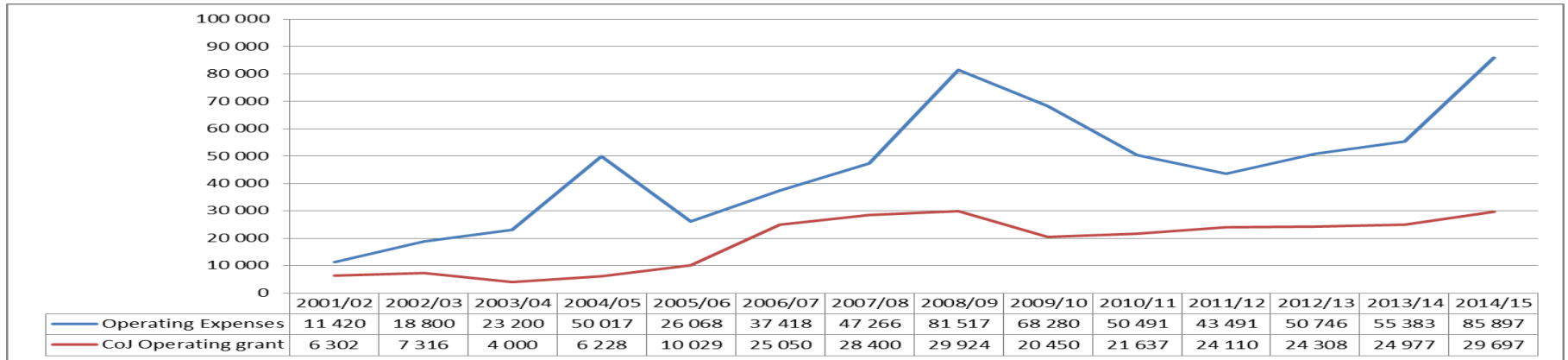


Operating costs have fluctuated to match the cycles of the capital funding allocations. Operating costs are funded partly through an operating grant from the City of Johannesburg, and since 2003/04 the JDA has raised its own revenue by charging a Development Fee of 4 or 5% of the value of the capital expenditure. This revenue is dependent on the value of capital budgets and JDA’s ability to spend the capital allocations. JDA requires an annual capital budget of at least R1.4 billion to cover its development fee revenue targets in the current medium term budget framework period.

In years where JDA is able to raise more development fees than necessary to fund operations, a surplus is declared. This is intended to fund operating budget shortfalls when capital budgets are not sufficient to meet revenue targets. For example, in 2011/12 an operating surplus of R5.1 million was retained, and in 2012/13 R4.0 million was required to cover an operating budget shortfall.



Figure 2.4: Comparison between JDA operating expenditure and the Operating grant received from the City of Johannesburg



The efficiency of the JDA as an implementing agent is measured by the ratio between operating expenditure and capital expenditure. JDA is more efficient when capital budgets are larger, as there are some inflexible costs associated with salaries and facilities management. The figure below shows the pattern of expenditure over the 14 year period. In 2012/13 the ratio between operating and capital expenditure was 13% and in 2014/15 it is expected to be 6% as a result of the increased capital budget.

Figure 2.5: Operating expenditure compared with Capital expenditure from 2001/02 to 2014/15

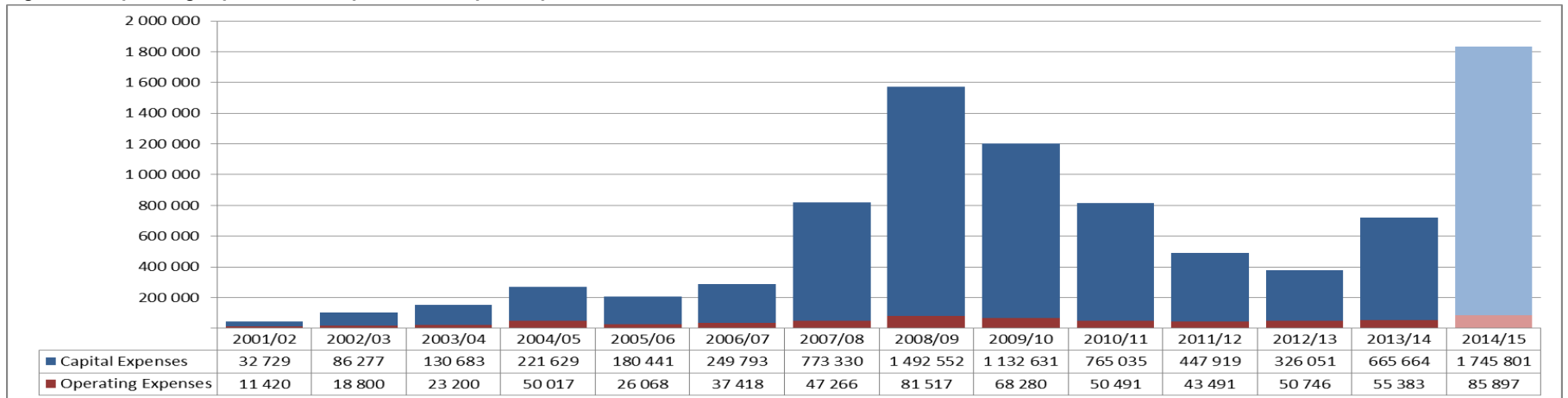
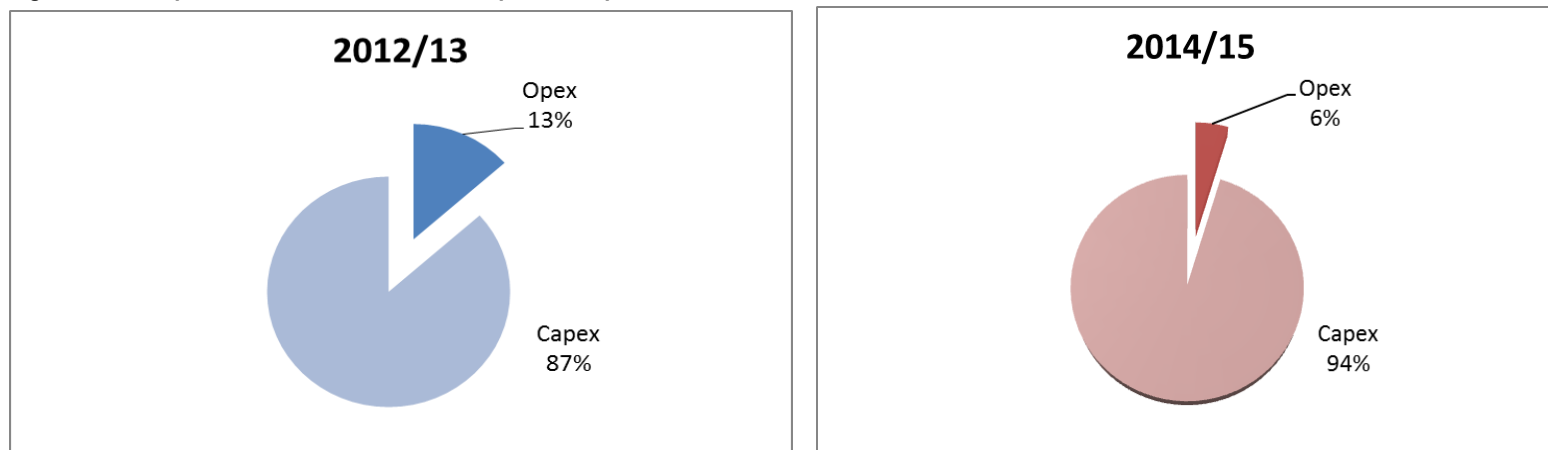


Figure 2.6: Comparison in the ratio between Capex and Opex in 2012/13 and 2014/15



Another indicator of efficiency is the ratio between the number of employees and capital expenditure. Despite the peaks and declines in capital funding, the JDA has been able to reduce operating costs without retrenching members of staff. The cost-cutting strategies during periods of declining capital funding have included not filling posts when they become vacant, reducing operating costs through efficiency measures and by doing without some goods and services.

Table 2.1: Analysis of employee numbers against salaries and overall expenditure 2001/02 to 2014/15

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of employees on 31 June	5	12	22	37	38	48	56	57	55	51	50	55	63	67
Compensation of employees	2 600	3 600	10 000	15 155	15 024	17 847	21 604	26 653	24 341	26 989	27 276	30 277	36 612	53 631
Total expenses R'000	44 149	105 077	153 883	271 646	206 509	287 211	820 596	1 574 069	1 200 911	815 526	492 188	377 473	723 286	1 819 955
Value of employee costs per employee R'000	520	300	455	410	395	372	386	468	443	529	546	550	581	800
Value of total expenditure per employee R'000	8 830	8 756	6 995	7 342	5 434	5 984	14 654	27 615	21 835	15 991	9 844	6 863	11 481	27 164

## 2.2 Performance in 2013/14

In 2013/14 the JDA's total expenditure doubled from R377 million in 2012/13 to R723 million in 2013/14. There was an increase in the number of employees from 55 in June 2013 to 63 in June 2014. JDA achieved capital expenditure of almost 90% of total budget, and most construction projects were completed according to plan.

As this was the first year of implementation for the Corridors of Freedom strategy, there were some delays in these projects, including the construction of non-motorised transit infrastructure along the corridors. Most of the delays were related to internal administration and management of capital allocations and implementing agreements. Most of these have been resolved and implementation continued into 2014/15.

The completion of the Strategic Area Frameworks for the first three priority Corridors of Freedom: Empire-Perth; Louis Botha and Turffontein, provided a substantial pipeline of future development areas and catalytic projects for the JDA to implement.

In March 2014, JDA led an engagement with stakeholders and practitioners about the space economy transformation objectives of the City of Johannesburg by hosting a national conference on Spatial Transformation in Cities with the SA Cities Network. There were other opportunities to showcase the Johannesburg city development strategy and lessons learnt through Metropolis and C40 events, as well as bilateral engagements with the World Bank, UN-Habitat and Rio de Janeiro.

In 2013/14 the decision was taken to merge the Alexandra Renewal Project (ARP) with the JDA. Preparatory work was done to be ready for the merger on 1 July 2014. The integration has not been without conflict. In 2014/15 ARP employees attended comprehensive orientation sessions, and a number of team building activities were undertaken. Training was also carried out to ensure that JDA procurement and financial management systems could be applied by ARP employees. The first contracts will be awarded in January 2015.

The key developments that were undertaken in 2013/14 were:

- New phases of construction in the transit precincts in the inner city include the Park Station Precinct and Westgate Station Precinct; and Hillbrow Tower Precinct.
- The Inner City Public Places Challenge was implemented in four partnership projects in Round 2 with: the Stay City Hotel in Hillbrow; Afhco Holdings in the core Inner City; the Doornfontein Improvement District in Doornfontein / New Doornfontein; and Lionshare Holdings in the hotel precinct in the Inner City.
- The Kazerne Parkade was demolished in preparation for the redevelopment of the property as a transit and shopping centre for CoJ Department of Transportation.
- Transit precincts in established corridors, such as the Nancefield Railway Station Precinct, Orlando East Station Precinct, and Jabulani Node along the commuter railway line and Rea Vaya Trunk Route 1A in Soweto were advanced through another year of infrastructure and public environment upgrading work.
- Transit precincts on the new BRT corridors such as the Empire–Perth, Alexandra–Randburg, and Louis Botha trunk routes were identified for future development including Westbury, Rotunda Park, Patterson Park, and the Watt Street Interchange. An initial phase of design work for public environment upgrading in the Randburg CBD was completed.
- New technical assistance projects were assigned to JDA as the implementing agent, including Automotive Cluster Projects in Bambanani and Alexandra, and the design of a Rehabilitation Centre and Community Centre on behalf of the CoJ Department of Community Development.

- Two priority area developments were taken forward in 2013/14 in Diepsloot and Kliptown, Soweto, and a number of technical assistance projects were implemented on behalf of the CoJ Departments of Housing (Sol Plaatjie infrastructure upgrading), Health (constructing clinics) and Social Development (other community facilities including the design of a rehabilitation centre).
- The construction of dedicated bus ways and bus stations for Trunk Route 1C (which is made up of Sections 8 - from Alex to Randburg - and 15 – Inner City to Alex); the construction of associated infrastructure, including multi-modal interchange facilities, bridges and road upgrades to ensure mobility and access; bus depots and layovers; and associated non-motorised transit infrastructure.

### **2.3 Medium Term Revenue and Expenditure Framework (2015/16 to 2017/18)**

The Joburg 2040 Growth and Development Strategy (GDS) responds to the multiple challenges and uncertain futures faced by the city. To cope with change, the City of Johannesburg aims to strengthen the adaptive capacity of the City and its citizens, so that it may become more resilient to potential and unpredictable futures. Rather than develop a blueprint plan for the future, the Joburg 2040 GDS lays the foundation for multi-level, multi-scalar and integrated responses to the challenges the city faces.

According to the analysis undertaken for Joburg 2040, the legacy of Apartheid continues to dominate the national context. The inequality and divisions based on race and class continue to affect all sectors of society. Some stubborn problems persist – including low levels of education, income inequality, chronic poverty and crippling unemployment, which continue to plague South Africa. There is evidence that these conditions have not improved substantially over the last decade. To compound matters, the fragility of the global economic system, climate change and energy insecurity are driving multiple hardships worldwide, impacting on South African growth prospects.

Joburg 2040 offers a vision, mission and framing paradigm and principles, alongside outcomes, outputs and indicators. Four major outcomes define the GDS 2040. Each outcome is linked to a corresponding set of outputs and one or more indicators of success. The outcomes originate from the GDS paradigm, and analysis. Two outcomes are particularly relevant to the JDA business plan:

**Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low carbon economy**

The City plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g. housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low carbon economy initiatives.

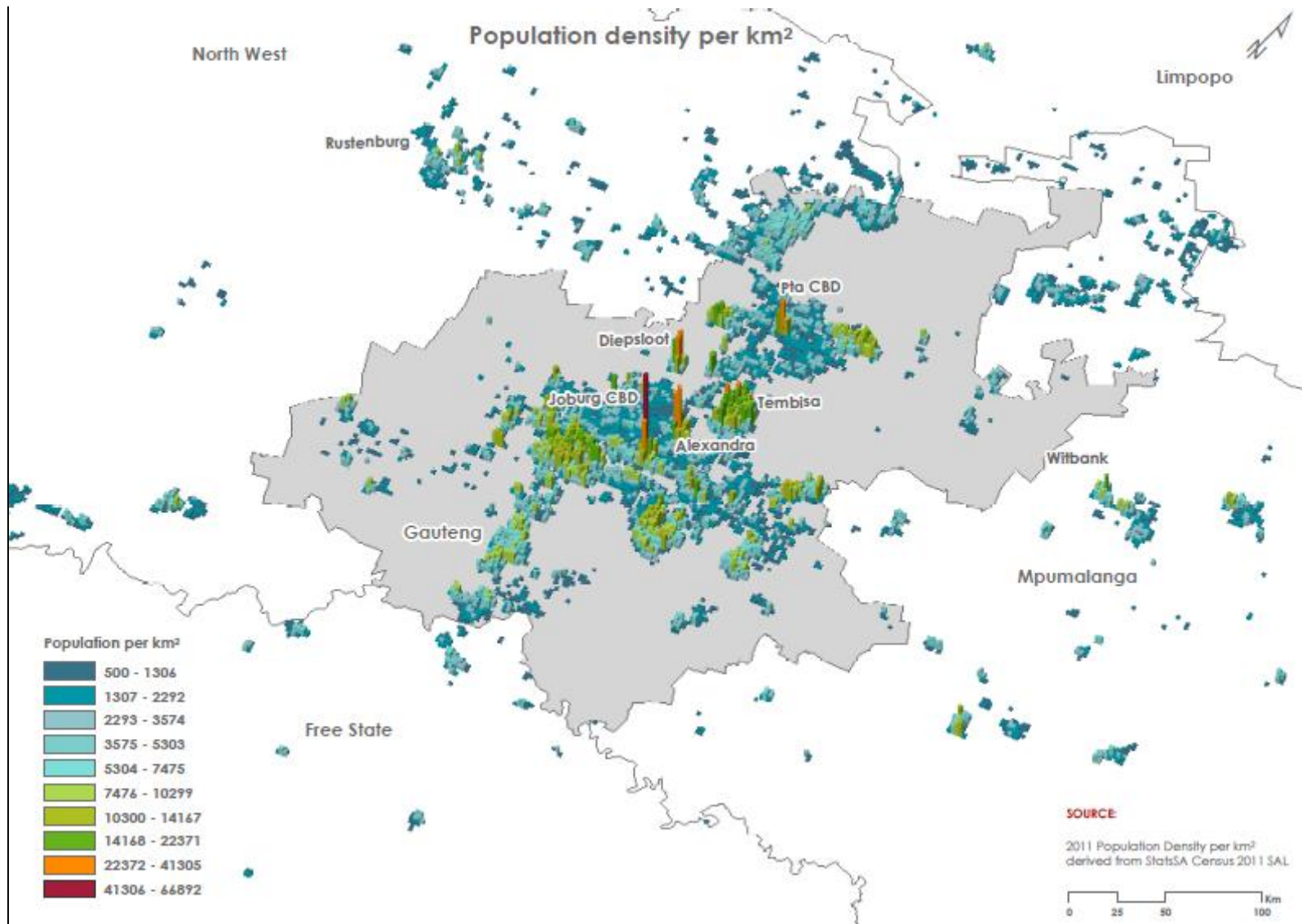
**Outcome 3: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens**

The GDS 2040 emphasises that *“the City of Johannesburg will focus on supporting the creation an even-more competitive, ‘smart’ and resilient city economy, when measured in relation to national, continent and global performance. The City will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit.”*

The strategic development plans produced by other spheres of government also need to be considered in defining the JDA’s priority programme for 2014/15. The key ones are the National Development Plan (2030); and Gauteng 2055. In addition there is significant work being done to finalise the Integrated Urban Development Framework (IUDF), which is a national urban development plan meant to give direction to the spatial transformation of cities nationally. These plans recognise the space economy transformation project as being a key strategy to create more productive and inclusive cities.

Johannesburg’s urban form is a consequence of its history. The city grew with the automobile, extending its edges with motorised mobility. Apartheid planning contributed further to the urban sprawl, with race-based townships deliberately developed on the periphery of the city, away from opportunity and resources. The legacy of Apartheid planning, the era of the automobile and capital flight to suburban neighbourhoods in the 1970s are all historical conditions that, over-time, have given rise to a sprawling city. Our sprawling city is also a divided city, with places of work that are far from where the majority of the population lives. Using urban density as a proxy for compactness, Johannesburg has some of the lowest urban densities – when compared to global cities. Average densities within the metropolitan region indicate 521 persons per km<sup>2</sup>. There are large volumes of people within the inner city with considerable overcrowding in particular neighbourhoods. Average densities in the inner city are estimated to be 2 270 persons per km<sup>2</sup> within a 10 kilometre radius, but this is likely to be an underestimation. The map illustrates the city region’s population density – clearly demonstrating the focused areas of density, surrounded by large areas of low density.

Map of Population Density per sq.km in the Gauteng City Region - using Census 2011 (Source: GCRO, www.gcro.org.za)



An urban form that is compact and improves liveability is also one with greater resilience and sustainability. To achieve sustainability and resilience, focus is needed on upgrading informal settlements, while also addressing tenure security, job creation and resource security.

The State of World Cities Report for 2010-11 identifies access to equal opportunities and improvements in the quality of life of the poor as being important to the creation of an inclusive or equitable city. By building a more robust network of sustainable and competitive economic nodes and high density movement corridors that are well served by public transport it will be possible to increase access to markets and jobs for more people, and ensure optimal use of land and energy resources. It is also important to create new activity nodes in marginalised areas in order to bring markets, services and employment opportunities to these under-developed parts of the city.

The second key reason for restructuring the city is to achieve reduced energy consumption and greenhouse gas emissions. The spatial form of the city is important because private car use is a significant driver of energy consumption and greenhouse gas emissions in South Africa, and 80% of the variance in private car energy use is due to urban density. For example, in the South African context, if 10% of households shift to energy efficient lighting it will reduce energy consumption by 0.1%; and if 10% of low income houses have ceilings retrofitted another reduction of 0.1% can be achieved. But, if 10% of private car users shift to public transport for their daily commute, this will result in an 8% reduction in energy consumption.

The most efficient urban form is compact, mixed land-use with an extensive public transport network that includes high intensity movement corridors and with attractive environments for walking and cycling. There are also social and economic sustainability reasons for promoting compact urban form, including access, inclusion, health, social cohesion, vibrancy, economy, household savings, and air quality.

As a City Development Agency, the JDA is positioned to take on an increasing role, focusing on development areas selected for their potential to satisfy strategic objectives such as restructuring the space economy. There are opportunities for the scale of JDA operations to be extended: by increasing the number of development areas; extending the types of developments undertaken by the JDA; and increasing the development facilitation role that the JDA plays in development areas.

There are also some key challenges in realising these objectives are:

### **Access to Land and Property Markets**

Well-located land that is accessible and in proximity to clusters of opportunity is both in scarce supply and costly. Demand for such land has driven land prices and property prices up beyond the affordability levels of the majority of the poor. Until the majority of the poor are able to access well located land for living and for earning a livelihood it remains a challenge to extend urban opportunities to the poor, who are relegated to the peripheral parts of the city where access to opportunities is limited.

### **Access to affordable rental housing in sustainable human settlements**

Part of addressing spatial inequality in the City of Joburg is extending access to affordable rental housing in well-located and well-connected parts of the City. South African cities in general and Johannesburg too haven't fared well on this front in recent years. Rentals in the Inner City and in proximity to transportation nodes or economic activity clusters are often prohibitively high for many households seeking shelter. Part of creating connections between people and opportunities is about finding ways to intervene in property markets to create or to enable the creation (through private sector partnerships) of a supply of rental stock in accessible locations in the City.

### **Extending mass transit facilities**

Over the past few years the City of Johannesburg has invested much in the creation of the Rea-Vaya BRT Mass Rapid Transit System in order to extend affordable mass public transit in the city, reducing carbon emissions, reducing the cost of living and connecting people to opportunities. An ongoing challenge in the City is to extend the reach of mass public transit and non-motorised transport facilities geographically across the city and encourage levels of ridership that make such investments viable. It is also a challenge to optimise the operating model in a way that keeps tariffs low enough to broaden access to the urban poor.

### **Natural Resource Protection**

On-going growth and development in Johannesburg as a result of economic growth and rapid urbanisation continues to threaten the sustainability of natural resources. The health of the City depends on meeting the challenge of protecting scarce natural resources amidst the rapid growth and development of the City.

### **A new social compact**

Living in higher densities and competing for access to increasingly scarce resources will require us to foster social interactions in a way that begins to create a new social compact between South African city dwellers. We will need alternative views of the way we behave in, and interact with, public spaces and what we regard as private space.

In the face of these challenges the JDA's 15/16 Business Plan will be targeted toward making meaningful inroads into the spatial transformation project and will creatively pursue ways in which our capital works are able to address aspects of these challenges

In 2015/16 The JDA's Strategic Focus will be on:

- a) **CONNECTING** people with opportunities to live, work, play, learn and be healthy in the city is at the heart of creating a more just and equitable city form. Efficient mass public transit networks and connections, transit-oriented multi-use precincts, together with strategic land use planning and zoning regimes are essential in realising these connections.
- b) **CATALYSING** growth of opportunities in areas of latent investment potential and growth. Catalytic intervention in areas that have been previously marginalised or have failed to attract private investment is critical to spreading nuclei of opportunity to areas where it is needed.



Strategic capital investments in these areas can unlock latent development potential, stimulate local economies and boost job creation and entrepreneurial development.

- c) **CREATING** quality robust democratic public environments and places that give dignity and choice to city users. The creation of quality urban public spaces is critical to creating a liveable city. With increasing urban densities due to rapid urbanisation, the urban public realm increasingly becomes an important arena in which citizens meet their social needs and daily needs. The quality of space is just as important as the quantity of space accessible to urban dwellers. In the context of increasing demand for open space, creative design of spaces must move toward greater adaptability and multiplicity of use to ensure the longer term sustainability of public spaces.
- d) **CO-PRODUCING** solutions in partnership with local communities and multi-sectoral stakeholder to meet local needs and mitigate local challenges. This is an essential component of development intervention in cities. Globally and particularly in South Africa, there is an entrenched tradition of creating urban development solutions for people, rather than with them. Since 1994, there have been concerted efforts by the state to engage communities in the development of local solutions for development. Unfortunately, this has been executed to varying degrees of success and often simply takes the form of communication of strategies from decision-making professionals to recipient communities. A more responsible and effective approach is to engage in methods of co-production with local stakeholders in order to draw on their local and experiential knowledge of the development context, their ability to inform their own futures. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.

Our development interventions in strategic locations in the City, and especially along the Corridors of Freedom have created, and continue to create, valuable public spaces, infrastructure and amenity for city users.

Going forward the imperative for unlocking the value and ensuring accessibility of these developments is to ensure that we improve the connections between civic amenities and peoples lifestyles in the City. Enhanced liveability for the citizens of the City no matter how diverse their demographic profiles may be is achievable by enhancing the ability of each person to connect to, and connect between, opportunities to access learning, employment, health, recreation, government and social networks.

Our work in area-based development will continue to focus on unlocking latent potential or create new potential for growth in incubators, nodes and clusters of opportunity.

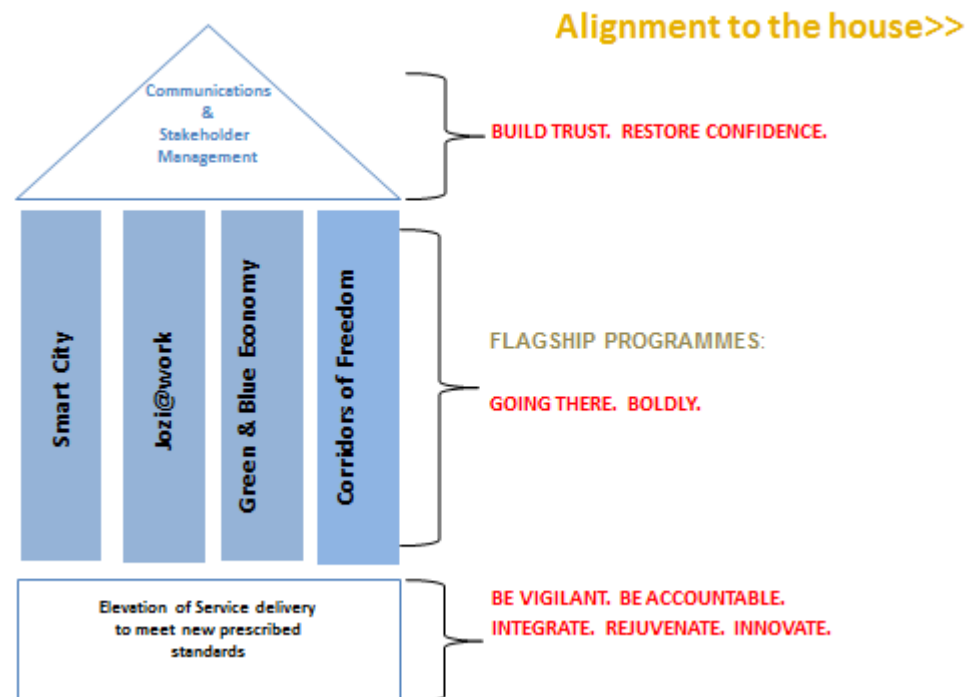
Our work in the year ahead will need to focus on how our developments can simultaneously serve a number of purposes for a broader number of people to connect to in different ways depending on their need. We will also need to focus on how our interventions and the interventions of other municipal, state and private sector agencies connect to each other to enhance the liveability sustainability and resilience of the City.

Creating these opportunities for connections is fundamental to the project of spatial transformation.

The primary spatial restructuring initiative to enhance connection of people to opportunities in the City of Joburg is the implementation of the Corridors of Freedom:

**2015/16 Strategic Alignment:**

In addition to aligning with the on-going priorities of the City, the JDA’s 2015/16 Business Plan will align with the 4 key City Flagship Programmes. These are expressed by the City of Joburg using the analogy of the House, where the Foundation is a focus on enhancing service delivery; the pillars of the house are the Flagship Programmes which are the four priority programmes for strategic intervention and public investment. The roof of the house is the management of Communication and Stakeholder relations critical in building trust and restoring confidence amongst stakeholders and communities.



- 
- 
- Transformation of the Space Economy through the Corridors of Freedom
- Job creation and economic growth, and

- Unlocking opportunities through the Green and Blue Economy

These are discussed in the following table:

**Table 2.2: JDA's response to the Priorities of the House**

<b>CoJ priorities in 2015/16</b>	<b>JDA Response</b>
Spatial Transformation through Corridors of Freedom	<p>JDA will continue to deliver on the objective of transforming the space economy in Johannesburg through the implementation of the Corridors of Freedom by:</p> <p>a) developing station precincts (JDA Programme 2); and</p> <p>b) Investing in the public transit and mobility infrastructure along the corridor routes (JDA Programme 4). The key 2015/16 projects include Park Station Precinct in the inner city; Jabulani Node and Nancefield Station Precinct in Soweto; the Watt Street interchange on the Louis Botha Corridor; Randburg CBD; Rotunda Park Precinct in Turffontein; and construction of Trunk Route 1C from the Inner City to Alexandra and from Alex to Sandton and Randburg.</p> <p>5) Investing time and resources on development facilitation necessary in the corridors in order to catalyse development</p>
Job Creation and SMME Support through Jozi@Work	<p>Through its construction work, JDA will seek to optimise the number of local construction jobs created. In addition to the normal JDA practice of reserving a percentage of the value of all construction contracts for local SMMEs, projects will also be packaged to create opportunities for local SMMEs in line with the Jozi@Work principles. In particular, the NMT construction work will be sub-contracted entirely to SMME construction companies. The development of GMS priority areas (Programme 3) will focus on unlocking economic development potential in these poor neighbourhoods. The Diepsloot development is a key example. JDA will also support CoJ DED to develop business support programmes in the Alex automotive cluster, the African Food Hub in the inner city, and the Hillbrow Tower business incubator to be developed in partnership with Telkom.</p> <p>The JDA has developed a model through which it is able to use its capital implementation programme to facilitate the employment of Jozi@Work contractors.</p>
Blue Economy and Green Economy	<p>By optimising the value chain in construction and urban management, and seeking ways to reuse waste, the JDA will introduce Blue Economy interventions. In 2015/16 the following strategies will be developed:</p> <p>a) Reusing base material in the layerworks of roads for the Rea Vaya bus ways.</p>

CoJ priorities in 2015/16	JDA Response
	<p>b) Local production of building material such as paving bricks.</p> <p>c) Development of local nutrition programmes in partnership with food businesses and traders in the inner city.</p> <p>d) Reusing waste materials for the production of artworks through the JDA public art programme.</p> <p>Green Economy interventions are a continuing part of our design and construction projects at the JDA. Through design of buildings and public spaces, the JDA promotes green building technologies such as solar water heating, efficient lighting and sustainable urban drainage systems.</p> <p>The JDA will work with DED to explore opportunities to support local production of green building and infrastructure products.</p>
Smart City	<p>The JDA will seek opportunities to upgrade smart city infrastructure within Station precincts and along the movement corridors. In 2013/14 the Rea Vaya communication network on Trunk Route 1B was activated to provide free Wi-Fi at stations.</p> <p>The Corridors of Freedom implementation strategy includes a programme on the 'Apex of Innovation', which seeks to introduce innovative building and lifestyle drivers as a requirement for all property developments in the priority corridors. Activities include the development of an innovation network to engage all businesses and institutions that drive innovation and define their role in the development of the corridors.</p>
Financial sustainability and resilience	The JDA will seek to optimise its revenue stream
Communication and Stakeholder Engagement	<p>The JDA's Marketing and Communication division is engaged in enhancing the way in which the institution engages communities in all its development areas.</p> <p>To this end we will continue to:</p> <ol style="list-style-type: none"> <li>1) Enable the City to keep stakeholders informed, making sure there is accurate understanding of the impact of City developments in their area. This is about ensuring that stakeholders are actively engaged from the very inception of the project concept and play a meaningful role in shaping the development outcomes and future custodianship of the development</li> <li>2) Enable the City to manage expectations and perceptions of all stakeholder groups throughout the project by providing clear and regular communication and mobilization activities, explaining the purpose, scope and outcomes of each project to minimize misunderstanding and misinformation.</li> <li>3) Enable the City to make sure all stakeholders understand, support and develop buy-in and ownership of the City Project</li> </ol>

<b>CoJ priorities in 2015/16</b>	<b>JDA Response</b>
Active engaged citizenry	The JDA always seeks to engage the public in a meaningful way at every stage of development. This includes doing public participation in the planning stage, consultations with communities and affected parties during design stage, and added value activities involving community members in projects such as the peoples' history, heritage exhibitions and public art projects that tell the story of the neighbourhood.
SMME and entrepreneur development and support	Through JDA's supply chain and construction management practices, we will seek to promote enterprise development and broad-based black economic empowerment.
Food security	The JDA supports rooftop food gardens in the inner city as part of its CSI programme. The African Food and Culture Hub project in the Park Station Precinct also seeks to provide space for a Food Institute that will provide training and education on nutrition and food security for food operators in the inner city. A business model is being prepared for this initiative.
Resource sustainability	The overarching strategic objectives that underpin the JDA's strategy include the promotion of energy and land-use efficiency for reasons of environmental sustainability and natural resource conservation.
Investment attraction, retention and expansion	The impact of JDA's developments is measured largely in terms of the extent to which the public investment gears private property investments in the same neighbourhood. The introduction of Development Facilitation capacity within the JDA will allow us to actively drive investment promotion and property development deals. See Programme 7 for more details.

The strategic issues that are expected to frame the JDA's operations in 2015/16 are our ability to implement capital works projects to achieve visible tangible impact especially in the Corridors of Freedom; and our ability to work with stakeholders and communities to design and implement democratic spaces that can be created, managed and used by various people in various ways. The imperative is that we be sufficiently resourced to see multi-year projects through to completion in order to realise the desired catalytic impact of these.

An analysis of JDA's strengths, weaknesses, opportunities and threats provides a useful platform from which to prioritise our operations in 2015/16.

**Table 2.3 SWOT analysis for the JDA in 2015/16**

<b>Internal</b>	<b>Strengths</b>	<b>Weaknesses</b>
	<ul style="list-style-type: none"> <li>● The JDA is a well-skilled and capacitated institution, with a sound reputation and an ability to recruit highly skilled individuals</li> <li>● The JDA has effective financial and project management and governance systems.</li> <li>● The JDA is able to implement capital projects on behalf of the City of Joburg within time and budget, and at a cost of 5% of the capital value of these projects.</li> <li>● A pipeline of potential projects has been developed through urban and spatial development planning and funding has been secured for the</li> </ul>	<ul style="list-style-type: none"> <li>● The JDA must secure a capital budget allocation of at least R1.5 billion per year to cover operating costs through the 5% development fee, without requiring an increase in the operating grant from the City of Joburg.</li> <li>● The JDA's implementation capacity may be under strain in 2014/15 as we are not able to fund staff increases in anticipation of rising capital budgets.</li> <li>● The sustainability of the impact of JDA's projects depends on adequate maintenance, upkeep and management by other City departments and agencies.</li> </ul>

	<p>implementation of catalytic projects.</p> <ul style="list-style-type: none"> <li>• The JDA has been able to keep its operating costs efficiently low while still being able to sustain high levels of capital expenditure</li> </ul>	
<b>External</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• National policy requires a sustained investment in new infrastructure (a) to support economic growth; and (b) to eradicate service backlogs.</li> <li>• City development strategy is built around the Corridors of Freedom in the current Mayoral term and positions JDA as the key implementing agent.</li> <li>• The Inner City Transformation Roadmap defines a coordinated implementation plan and JDA is identified as the area based development coordinator.</li> <li>• There are many areas in the inner city, townships and informal settlements that require urban regeneration interventions to unlock private investment potential.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Fluctuation in property investor activity due to economic uncertainty</li> <li>• Increasing migration pressures, specifically in the inner city</li> <li>• Inability to attract and retain personnel qualified in project management, civil engineering and other scarce skills</li> <li>• Electioneering activities in JDA development areas might delay implementation in 2015/16 in the lead-up to the local government elections</li> <li>• The JDA is a technically credible agency of the City and its continued success is dependent on its ability to remain protected from political restriction and political engagement in order to deliver on its mandate. This means that while the JDA remains committed to engaging stakeholders on the plans and projects it undertakes it cannot be hamstrung in situations of political conflict to the extent that responsible and timeous implementation of its projects is jeopardised</li> </ul>

## **2.2. Strategic and business planning process**

This business plan is based on the strategic framework for 2011 – 2016 that was agreed by the JDA Board of Directors in February 2011. The Annual Business Plan is also informed by the City of Johannesburg’s planning processes including the State of the City Address, the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP). Interactions with the City of Johannesburg include bilateral engagements with the Executive Mayor, Budget Panel hearings, workshops with the Sustainable Human Settlements and Economic Growth Clusters and the Department of Development Planning. The MMC for Development Planning will sign off on the final version of the Business Plan for 2015/16.

The Board of Directors engaged with and influenced this Business Plan at three key points in the process. In November 2014 the Development and Investment Committee and the Board considered and approved the strategic framework and production process for the Business Plan.

This final version of the Business Plan will be reviewed by the Development and Investment Committee in May 2015 and approved by the Board of Directors in June 2015.

### 3. 2015/16 STRATEGIC OVERVIEW

The JDA's strategic objectives are aligned with the Joburg 2040 growth and development strategy for the City of Joburg and in particular with the cluster plan for Sustainable Services in the integrated development plan. Giving effect to resilient city strategies by restructuring spatial logic is the primary objective towards which the JDA will work in the medium term. The restructuring of the space economy in Johannesburg will depend on achieving the following four development strategies over the long term:



a) **Connecting People to Opportunities**

By developing key transit nodes to enable these areas to accommodate a greater agglomeration of economic activity, higher residential densities, and more intensity of land use we will allow greater numbers of poor people to access markets and jobs through proximity to affordable and efficient transit services.

The JDA will achieve this through the **Station Precinct node development programme**. This involves making targeted public investments in transit nodes including Gautrain stations, commuter rail stations, Rea Vaya bus stations and key taxi facilities. The targeted public investments are intended to enable and support property developments by private sector owners and investors, and they take the form of infrastructure (water, electricity, sanitation),



public environment upgrades that create a unique precinct identity and shift investment perceptions, public facilities and amenities intended to make the neighbourhoods more liveable and walkable, and public property developments that catalyse the achievement of the development vision.

As a separate programme, the **inner city transformation programme** will support the Sustainable Human Settlements priority that is championed by the Department of Development Planning in 2015/16. The inner city is the primary transit node for Johannesburg, with over 1 million people moving through the inner city each day. The transit precincts that will be developed in the inner city are the Park Station Precinct and the Westgate Station Precinct. The redevelopment of the Kazerne Multi-modal Facility on behalf of the City's Department of Transportation is also underway and will enhance the transit experience in the inner city. Beyond these nodes, there are a number of precinct and corridor projects that are intended to improve the productivity, inclusivity and livability of the inner city as a safe, clean and sustainable neighbourhood that serves its growing population.

The development of high-density movement corridors anchored by transit nodes to restructure city form, promote efficient land use and transport energy consumption is the final component of the JDA's development strategy for the medium term.

This will be achieved through the **greenways programme**. The focus will be on the establishment of new mobility systems that promote non-motorised transport and mass public transport (including the roll out of the Rea Vaya BRT infrastructure).

#### **b) Catalysing Growth in Priority Areas**

The development of selected nodes in marginalised areas to stimulate local economies, increase competitiveness and broaden access to markets and jobs in these neighbourhoods is an important strategy towards making the space economy more efficient.

The JDA will achieve this through the **priority areas development programme** and the **Alexandra Renewal Programme (ARP)**. This involves making priority investments in key activity nodes in marginalised areas that will create new economic opportunities, accommodate employment opportunities and provide access to markets and mass transit services. The ARP has a particular spatial focus in Alexandra, and a broad set of interventions include marketing and communication, community development and capital works projects.

#### **c) Creating Great Places in the City**

The creation of great places for the users of the city is about giving dignity to their experience of the urban environment. It enhances liveability, encourages a sense of civic pride and co-ownership of the public realm.

The work of the JDA in creating quality public spaces and precincts needs to be focussed on creating democratic spaces that can be activated, managed and enjoyed by a number of different user groups in the City.

The **inner city transformation programme** addresses this imperative through the upgrading of precincts of the inner city such as the Hillbrow Tower Precinct, the upgrading of the Inner City Core area and the creation of quality spaces around the Park Station Precinct.

The JDA will also address this in the design of its **Station Precincts** and within its **Priority Areas Development Programme**.

Further to this, The JDA remains committed to the continued roll-out of its **Public Art Programme** in partnership with the Department of Community Development (Directorate of Arts, Culture and Heritage), where great strides have already been made toward the creation of great places through Public Art.

Creating great places is also about creating sustainable adaptable spaces that are robust and resilient to changes in their local context. Going forward we will interrogate the quality of design of public space to enhance the level of adaptability of the spaces we develop and the sustainability of our initiatives

#### **d) Co-Producing Solutions**

Successful implementation of the JDA's projects across all its programmes depends on our ability to Co-produce solutions with local stakeholders and resident communities in order to best address locally specific needs and challenges. The JDA is fully committed to meaningful engagement with communities and will begin to introduce new opportunities for co-production of plans and designs in our future interventions.

This will also involve continuing to draw on our established partnerships with professional bodies, and the academic fraternity to extend co-production opportunities and democratise the process of spatially restructuring the city.

Co-produced solutions in urban design and development have over many years proven to be more sustainable and robust than technical expert-driven ones because they are more responsive to local needs and context and draw on a range of alternative knowledge forms (e.g. tacit and experiential knowledge).

In 2015/16 new methods of engaging with local stakeholder communities will be explored to better respond to the needs and lifestyles of city users in the 21<sup>st</sup> century. Conventional methods can be enhanced by the use of social media platforms, electronic communication and other more engaging and relevant forms of sharing knowledge and ideas between professional teams and local communities.

These 4 development strategies inform the work to be undertaken during 2015/16 in each of the JDA's five substantive programmes.

More detail on the activities within each of the five substantive programmes is provided in the following section:

### 3.1. Programme1: Inner City Transformation

**Programme purpose:** *Manage the development of the Johannesburg inner city through capital investments in selected areas, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives*

This programme seeks to achieve **inner city transformation** that is driven through the application of transit oriented development principles and strategies to improve liveability

Guided by the *Inner City Transformation Roadmap* as approved by the City of Johannesburg in 2013, the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city.

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.

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.*'

In addition to the Inner City Roadmap, JDA's development plans are guided by the Inner City Urban Design Implementation Plan (ICUDIP) which was approved by Council in 2007 as the framework for area based development in the inner city; and the Inner City Traffic and Transport Study, which was approved by Council in 2010 will clear recommendations on how to:

1. Build an Inner City that is **functional and liveable**.
2. Establish a **walkable network in the inner core** that conveniently connects public transportation in a legible and effective way.
3. **Optimise the use of existing facilities** by redefining their hierarchy and role within the proposed system.
4. Treat taxis as an **integral part of the system** provided, and work towards the optimisation and integration of their services.
5. **Consolidate long distance services** in close proximity to Park Station to facilitate efficient inter-modal transfer.
6. **Provide new facilities** where they are presently lacking around employment and mixed use nodes.
7. Incorporate a **non-motorised transport network along key routes** to complement the system.

Key projects identified by the Traffic and Transport Plan include: Public Park development (first phase complete); Westgate Transport Square (will be complete in June 2014); pedestrian links (some links – Twist, Troye and Biccard – are complete, others – Eloff and von Brandis – are still to be done); the Noord Street Pedestrian Focus (current development); Kazerne property development as an International Transit and Shopping Centre (begun in 2014/15); Park City “Superstop” Facility; and Main Street “Superstop”. These interventions and those identified through the task team on informal trade in the inner city will continue to be prioritised for implementation in the medium term.

In 2015/16, the JDA intends to implement 7 capital works projects in Programme 1. The developments make up a capital budget of R226.3 million in 2015/16, which is funded through the Inner City Upgrading capital allocation on the budget of the Department of Development Planning, and other projects that JDA will implement on behalf of other Departments and Entities. The project list is as follows:

**Table 3.1. Programme 1: Inner City Transformation project list and budgets**

Precinct or project		Year 1	Year 2	Year 3	Total
R' million	Funding Source	2015/16	2016/17	2017/18	3 years
1.1 Park Station Precinct: Inner city commuter links Phase 5	ICF	30	70	A number of new projects are to begin in 2017/18. These are in line with the City's Inner City Transformation Roadmap 2013	
1.2 Westgate Station Precinct (Relocation of Selby Depot)	ICF	50	30		
1.3 Hillbrow Tower precinct Phase 3	ICF	30	20		
1.4 Inner City core public environment upgrade Phase 2	ICF	10	30		
<b>Sub total</b>	<b>ICF</b>	<b>120.0</b>	<b>150.0</b>	<b>150.0</b>	<b>420.0</b>
1.5 Intelligent Operations Centre	Mayor/ City Manager's Office	4.8	24.87	10.0	39.67
1.6 Kazerne property development	CoJ Transportation	100.0	100.0	100.0	300.0

Precinct or project		Year 1	Year 2	Year 3	Total
R' million	Funding Source	2015/16	2016/17	2017/18	3 years
1.7 Arts Culture and Heritage Projects and Monuments	Comm Dev: ACH	1.5	1.0	0.0	2.5
1.8 Joburg Art Gallery	Comm Dev: ACH	2.0	0.0	50.0	52.0
1.9 Inner City ACH Fund	Comm Dev: ACH	2.0	2.0	0.75	4.75
<b>Total for Programme 1</b>		<b>225.5</b>	<b>253.3</b>	<b>300.8</b>	<b>779.3</b>

### 3.1.1 Park Station Precinct

The Park Station Precinct is the primary transit interchange in the city region, with over one million commuters passing through this precinct as rail, bus or taxi passengers. The Park Station Precinct is a busy and vibrant part of the inner city. It has significant problems with congestion (both vehicular and pedestrian), conflict between people and vehicles, and conflict between informal traders, pedestrians and retailers. There are also a number of urban management issues that can be addressed partly through environmental design. Priorities include the provision of safe play spaces for children, more green space, markets for informal traders, managed parking, more taxi and transit facilities, public toilets, and safe walking space for pedestrians and cyclists.

There are four precinct level plans that are relevant to this area:

- i) Park Station Urban Design Framework and Heritage Management Plan (2007)
- ii) Braamfontein Scoping Study (2010)
- iii) Newtown Urban Development Framework (2003)
- iv) Art Gallery Rea Vaya Station Precinct Urban Design Study (2012)

The City of Johannesburg's Department of Housing is also working on a strategy to build integrated mixed use developments that include subsidised and social housing along with retail and commercial space. We have provided inputs to this strategy, and will try to align future public environment upgrading work to support its implementation.

There are a number of JDA projects in the Park Station Precinct in 2015/16: the inner city commuter links project; inner city core upgrade; the African Food and Culture Hub project; a project to assemble properties for housing and an extension to the Jack Mincer (Noord Street) taxi facility.

The **Inner city commuter links** project received a 6-year budget allocation. The first phase of the project began in 2010/11 and involved the design and implementation of upgrade initiatives for identified streets, pavements, and public spaces that serve as commuter links within the inner city of Johannesburg, primarily stretching from Braamfontein to the CBD. In the same year, new CCTV cameras were installed in the JAG-Rea Vaya Station precinct and Bok Street was upgraded from Wanderers Street to King George Street and along an upgraded pathway through

Joubert Park which in effect linked Bok Street to the Rea Vaya Station on Twist Street. In phase two which began in 2011/12, the focus was on the JAG-Rea Vaya Station Precinct and included the upgrade of street and pedestrian lighting, pedestrian infrastructure along Twist / Troye Street, and the optimisation of access, egress, and circulation for the Jack Mincer taxi facility. Phases 3 and 4 (2012/13 and 2013/14) of the project focused on the upgrade of the Noord and King George Street Markets. These streets were earmarked for prioritisation in the ICUDIP, the Joubert Park – JAG Precinct Urban Design Study, and in the Gautrain Park Station Precinct UDF. They are characterised as a heavily pedestrianized route lined with traders and serves as an important link between public transit facilities such as Park Station, Park City Taxi Rank, the Jack Mincer Taxi Rank, and the Rea Vaya Station on Twist Street. It also links these transport facilities to the Bridge Shopping Centre and to Park Central Shopping Centre. Sections completed include Noord Street between Klein and Hoek Streets, and King George between De Villiers and Plein Streets. Works completed also included the stabilisation of the railway embankments adjacent to Noord Street. Phase 5 was implemented in 2014/15 and included completion of the upgrade of the markets project along Noord Street between Twist and Klein Streets, and on King George Street between Noord and De Villiers Streets and a first phase of design investigations for the railway line decking to create a new public square as a reception space in front of the Joburg Art Gallery. The deck design and construction will require a consultation with Prasa, design approval from JPC and JRA, and a detailed engineering design and costing analysis.

In 2015/16 the extension of the Jack Mincer (Noord Street) taxi facility will be prioritized. The technical nature of this construction will require a two-year construction programme that involves careful management of the phasing in order to minimize the relocation and disruption of taxi operations. The implementation programme for the railway decking will be dependent on the funding allocation that is available.

- In 2013 the Executive Mayor of Johannesburg identified the need to capture the public imagination through our development work in the inner city. He expressed a need to capitalise on the role of Park Station as a gateway to Africa by creating a welcoming public place that is a celebration of African food and culture. He described the ideal of Times Square in New York as a popular gathering place.

Food has also become a global driving force for tourism, and the City of Johannesburg faces social development challenges related to household food security. There is a need for awareness raising and training on nutrition, local production and food safety.

The **African Food and Culture Hub** project is intended to create a new public space and facility in the Park Station precinct that can accommodate a food institute that will implement a range of programmes to:

- a) Develop the food industry in the Gauteng City Region through awareness raising and training, industry networking, and value chain and clustering analysis and strategy.
- b) Publicise and promote food services and businesses in the Park Station Precinct and the Johannesburg inner city.
- c) Manage the facility and the new public square as an information hub for food businesses and activities, a small market for informal food traders, a venue for food industry training and events, and for food themed festivals and activations.

The detailed design work and implementation of identified upgrade initiatives has been phased over two financial years from 2013/14. In 2013/14 the JDA spent R3 million on detailed designs, community participation processes, stakeholder negotiations and initial construction to upgrade the public environment to create a new public square on Eloff Street in the Park Station Precinct. This included the development of a design pavilion by a well-known African architect, David Adjaye, working in collaboration with a South African architect. In 2014/15 the bulk of the public environment upgrade work was done, the Designing Democracy Pavilion was installed in the square between the Gautrain and Park Stations, and a series of activation events including exhibitions and events were hosted around the African design pavilion.

In 2015/16 additional funding will be sourced with the intention that the Food Hub be completed and the institution will be installed to start operations.

- Further funding is required for the **Jack Mincer** taxi facility (Noord Street taxi rank) was designed and built by the City of Joburg in 2000. It was designed with the possibility of future extensions by adding a further floor on top of the existing building. It would now be appropriate to extend this facility to accommodate some of the large number of taxis that currently rank and hold in the streets within the Park Station Precinct. It is anticipated that this extension will hold about 80 additional taxis. The planning and design work for this facility was completed in 2014/15. In 2015/16 the bulk of the construction work on the site is to be completed. The facility is planned to be operational in 2016/17.

### 3.1.2 Westgate Station Precinct

The Westgate Station precinct is located in the South-Western corner of the Johannesburg inner city and is characterised by a multimodal public transport interchange. This includes the Westgate train station that is owned and operated by the Passenger Rail Agency (Prasa), two Rea Vaya (Bus Rapid Transit) stations, a mini-bus taxi rank and holding facilities for Metrobus as well as privately owned national long distance buses and cross border buses. The precinct is also strategically located south of the Newtown Cultural Precinct, West of the Main Street Mall upgrade, and adjacent to the Chinatown and Diagonal Street upgrades carried out by JDA in previous years, and the structural repair and refurbishment of Chancellor House in 2010/11.

The transport interchange is surrounded by several large parcels of vacant and underdeveloped land, which are mostly privately owned. Some of the owners are identified as Standard Bank for Ussher Site, iProp Limited for the land north east and west of the Crown Interchange, and the Johannesburg Land Company for the land to the west of Zurich Insurance Building. The development lease for the Westgate Station have been awarded to Inkanyeli Properties and the building plans have been submitted to the City of Johannesburg for approval with construction initially intended to start in 2013.

A third phase of work was implemented in 2013/14 at the cost of R40 million. This included the continuation of the public environment upgrade project along selected streets within the precinct and the upgrade of the Westgate Rank.

Road upgrades included paving of sidewalks, kerbing, resurfacing and road marking, stormwater inlets, installation of new street furniture (including benches, bins, bollards, and signage), planting of street trees, and installation or upgrading of street and pedestrian lighting. Interventions may also include road narrowing to make more space for pedestrians; widening, signalised intersections and directional changes to reduce traffic congestion; and possibly new parking and loading arrangements.

The upgrade of the Westgate Rank included reconfiguration and possible access and egress changes, new paving, kerbing, resurfacing, road markings, storm water, street furniture, lighting, formal trading area for informal traders, and the upgrade of the existing ablution or construction of a new ablution block.

Within the Westgate Station Precinct lies Pikitup's Selby Depot. According to a highest and best use analysis of the site, it was found to be optimally located for development as a residential node with some convenience retail. Accordingly, the depot would need to be relocated in order to release the

land for development. In 2013/14 an options analysis was completed to provide Pikitup with a set of alternate sites to choose from. The preferred site is one in Doornfontein, which is owned by the City of Johannesburg, and is within the inner city collection range. In 2014/15, the project focussed on the design and first phase of construction of a facility to replace the accommodation that Pikitup currently has in the Selby depot. In addition, the design team provided a concept and costing for an extended depot that to include head office space for Pikitup. In 2015/16, construction of the new depot facility should be completed. The total price estimate is R50 million for the relocation project.

### **3.1.3 Hillbrow Tower Precinct**

Hillbrow is a famous neighbourhood in the inner city of Johannesburg. The inner city skyline is dominated by the Hillbrow Tower, with its silhouette as a key feature in most graphic images of Johannesburg (including the City of Johannesburg's logo). This densely developed part of town has always played a role as a reception area for new immigrants to the city. Hillbrow also has a reputation as an area that is dangerous and plagued by social problems related to over-crowding, crime, prostitution and drug-dealing.

As part of the Inner City Charter commitments between 2007 and 2012, the City of Johannesburg invested almost R150 million through the JDA in Hillbrow, Berea and Yeoville in 2007/08. The work included improving the sidewalks, kerbs, lighting and planting of trees along key streets, as well as the upgrade of 5 parks (Pieter Roos, Donald Mackay, JZ De Villiers, Alec Gorshel, and Le Roith) and the installation of public artworks. The following year, the Ekhaya Neighbourhood Park was developed and Pullingerkop Park upgraded.

The Inner City Transformation Roadmap of 2013 recognises Hillbrow's importance as a development node, and recommends that the area-based development approach should be continued in order to make the area more liveable and sustainable. In 2013/14 JDA began a new area based development in the Hillbrow Tower Precinct which will include capital works to strengthen pedestrian connections, accommodate art traders, upgrade recreation facilities and improve safety. Poverty and unemployment are key problems in Hillbrow. An intensive participatory planning process that was carried out by the Joubert Park Neighbourhood Development Association in 2001 identified arts and culture as an economic sector that offered opportunities for sustainable local economic development. This idea has been developed further by Art at Work, who is currently raising funds for the development of the art industry around the Hillbrow Tower, with the Tower as a public artwork at the centre.

In 2013/14 an initial amount of R5 million was used to develop a design plan for the precinct and to commence with the implementation of public environment upgrading along selected streets within the precinct.

Road upgrades including paving and possibly widening of sidewalks, kerbing, resurfacing and road marking, stormwater inlets, installation of new street furniture (including benches, bins, bollards, and signage), planting of street trees, and installation or upgrading of street and pedestrian lighting. Interventions may also include road narrowing to make more space for pedestrians, new parking and loading arrangements, and possibly upgrades to recreational facilities.

The project will focus on the Hillbrow Tower Precinct in the inner city of Johannesburg. The precinct is defined by the walking radius of approximately 1km around the Hillbrow Tower and transects the Hillbrow and Berea areas which are roughly bounded by Clarendon and Willie Streets in the north, Joe Slovo Drive in the east, Smit Street in the south, and Hospital Street in the west.



The purpose of the project is to create a pedestrian friendly, safe, and walkable urban environment through the establishment of a network of public spaces. The project endeavours to:

- Build an Inner City that is functional and liveable;
- Create a safer and more walkable network in the Inner City;
- Continuity and connectivity for pedestrians towards and between places of work, public transport and other facilities in a legible and effective way;
- Optimise the use of existing facilities;
- Create economic development opportunities for local artists, tourism operators and businesses by designing trading spaces associated with the Hillbrow Tower, encouraging merchandising opportunities associated with the Hillbrow Tower and the neighbourhood, and including local design and production in all aspects of the construction works;
- Improve the quality of the public realm by contributing to enhanced safety and enhanced perceptions of safety;
- Complement urban management initiatives to clean up and maintain the Inner City;
- Convey to Inner City residents that the City is intent on creating a safe and healthy urban environment in which they can live in dignified circumstances
- Encourage investor confidence through commitment demonstrated by the CoJ
- Convey to investors that the Inner City is a viable investment location in which future value returns are not at risk.

The public environment upgrade programme for the inner city core will link directly with the JDA's strategic objectives namely:

- promote economic growth through the development and promotion of efficient business environments in defined geographic areas.
- regenerate decaying areas of the city so as to enhance their ability to contribute to the economic development of the city and the quality of life of its residents.
- promote economic empowerment through the structuring and procurement of JDA developments.
- promote productive partnerships and cooperation between all relevant stakeholders on area-based initiatives.
- develop best practice and organisational expertise in respect of area-based development management.

The following elements, amongst others have been addressed in the design for 2013/14 and 2014/15:

- Paving
- Lighting (street and pedestrian)
- Street furniture : including benches, bins and bollards
- Landscaping
- Create an environment that will incorporate future plans for art related projects.

In 2015/16 Phase 2 of the Construction work to upgrade the precinct will be completed. As a key part of the development facilitation work in this area, the JDA has engaged Telkom in a property development to establish an enterprise hub at the base of the Hillbrow Tower; and to create economic development opportunities for the creative industries in Hillbrow. In addition, Telkom has agreed to open the Tower as tourist attraction, enabling visitors to travel to the top of the tower for breath-taking views of the City. The launch of this event is due to take place in June 2016/17

### **3.1.4 Inner City Core**

Against the backdrop of the Inner City Urban Design Implementation Plan (ICUDIP), the City of Johannesburg prioritised the inner city core for public environment upgrading in years 3 and 4 of the Charter implementation period to be funded through the Inner City Upgrading capital allocation in the budget of the Department of Development Planning and Urban Management and to be implemented by the JDA.

The upgrade of the Inner City Core began with the Retail Improvement District [RID] project in 2008/09. The RID is bounded by Jeppe Street in the North, Commissioner Street in the South, Harrison Street in the West, and Von Brandis Street in the East. JDA began by upgrading the lighting in this area, and produced an urban design framework that identified public environment projects for implementation. Two projects identified in the plan were then designed for implementation in 2009/10: the upgrade of the Ernest Oppenheimer Park; and a food court on Kerk Street at Von Brandis Street.

The RID urban design framework was expanded in 2009/10 to focus beyond the original boundaries, to include the larger commercial core of the Inner City which was defined as the area between Sauer Street in the West, Bree Street in the North, Mooi Street in the East, and Commissioner Street in the South.

Numerous other projects were also identified in the Inner City Core design plan, which were earmarked for implementation in 2009/10, but as a result of significant in-year budget cuts, these were not undertaken. Some of this work continued in 2014/15. Work on the Inner City Core will continue in 2015/16 building on the previous year's work. The purpose of the development is to create a pedestrian friendly and walkable urban environment through the establishment of a network of public spaces.

The project will seek to improve continuity and connectivity for pedestrians towards and between places of work, public transport and other facilities. It will also strive to improve access to spaces for recreational and social purposes. The project area is defined as De Villiers Street in the North, Commissioner Street in the South, Sauer Street in the West, and End Street in the East.

### **3.1.5 Intelligent Operations Centre**

In terms of Section 153 (a) of the South African Constitution “a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”. Some of the basic needs that are satisfied through the establishment of an Intelligent Operations Centre (IOC) are: safety (ensuring every citizen is safe), disaster management (ability to foresee and manage any disaster situation), and mobility (providing an efficient and seamless public transport network).

In line with the Joburg 2040 Growth and Development Strategy, the establishment of an integrated IOC is identified as a necessity to streamline and improve service delivery in the City of Johannesburg. The vision is to create a state of the art data analysis centre to help the City's management with better decision making and to provide a 360° view on strategic and operational issues through effective information gathering, processing, and efficient dissemination of information. There is also a need to leverage the Smart City initiative to ensure proper coordination and integration of services. To this end, an IOC Task Team composing key departments and MOE's has been established to plan and oversee the establishment of the IOC.

The main objective of the IOC is to enable the integration of various municipal operations and services, by allowing them to share capital, financial and plant resources, improve the speed and responsiveness, and increase efficiencies.

The key element of the IOC is the ICT system.

The first priority will focus on CCTV improvements for public safety. An in-depth analysis will be conducted on the current CCTV system with an objective of identifying strengths and weaknesses in terms of how the CCTV systems can be aligned to the mandate and objectives of the IOC. The operability of the improved CCTV intelligence system for a total of 100 cameras, covering areas that will deliver the highest value impact in terms of service delivery, will be a priority. Operability means that 100 existing high impact cameras will be selected and enabled for Intelligent Video Analytics (IVA) as an input to Intelligent Law Enforcement (ILE). The full CCTV component of the IOC will therefore be phased beyond the 2013/14 financial year.

The second priority will involve an in-depth analysis of the 9 Departments / MOEs, with a view to objectively and rationally uncover strengths and weaknesses within each MOE's information and communications infrastructure, as well as identify opportunities and threats that exist in their current environments.

An draft IOC ICT system(s) blueprint (recommendations and implementation plan) will then be developed to serve as a detailed proposal for the second phase of the project.

In addition to these two priorities, feasibility studies will be undertaken to identify the most appropriate location and building design for the IOC.

In 2014/15 the blueprint was finalised which in addition to extending the public safety solution to include enrolment of the remaining camera sensors in the ILE and delivery of new camera and other security sensors, extended beyond just public safety to include all other end-user departments. In 2015/16, the location of the IOC will be identified and either a new building constructed or an existing building will be refurbished to house the new IOC. The second phase of implementation will then be undertaken to deliver an operational and fully functional IOC.

### **3.1.6 Kazerne Property Development**

Research and analysis in the draft Johannesburg inner city traffic and transport study has estimated that there were about 190 000 taxi trips (provided by about 5 800 taxis) and 30 000 bus trips in the morning peak in 2010 in the inner city. Even with moderate growth projections and the shift to bus commuting through the Rea Vaya service, we can expect these numbers to be at about 185 000 taxi trips and 45 000 bus trips in the inner city morning peak by 2030.

At the moment the inner city has ranking facilities for 4 000 taxis; leaving the other 1 800 taxis to rank and hold in the streets. This is one of the key reasons for traffic congestion in the inner city. If we were to accommodate all taxis in formal off-street facilities this would require an additional 3 Jack-Mincer sized taxi ranks. There is also a shortage of bus ranking facilities. The need to improve the quality of life of commuters, streamline the flow of traffic and strengthen the commuting connections with the rail service all indicate that there is an urgent requirement to develop a new integrated transport facility with good access to Park Station. The under-developed Kazerne Taxi facility provides an opportunity for such a facility. In the context of

the strategic importance of this site, in proximity to Park Station and the proposed project to deck the railway line and connect Braamfontein with the inner city, there is an opportunity to increase the scale of this development and optimize the land use by including other land uses like retail, conferencing, hotel and residential. This can be done in two ways: by assembling the largest possible site for development and by involving private investors or partners in the development.

In 2014/15 the first phase of construction work was begun and resulted in the completion of the piling for the new development. The construction work will continue in 2015/16 to be completed by September 2016.

### **3.1.7 Inner City Arts Culture and Heritage Projects:**

There are a number of Arts Culture and Heritage projects planned for the Inner City. These include the upgrade of facilities at the Johannesburg Art Gallery and a small amount for the erection of monuments. The JDA will act as implementing agent on behalf of the client department, Department of Community Development, Directorate of Arts, Culture and Heritage.

## **3.2. Programme 2: Station Precinct (Transit-oriented node) development**

***Programme purpose:** Manage the development of strategic transit nodes through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives*

The **Station Precinct development programme** seeks to reshape land use patterns to promote new mobility systems and mass public transport use.

In addition to public investment, the development of transit-oriented precincts require substantial development facilitation to re-orientate property values and land uses towards agglomerated and high intensity uses and functions (including high density affordable housing and suitable office and retail activities).

This is a medium-term programme that has been developed as an IDP sub-programme for the sustainable services cluster. The JDA's role will be to support the Department of Development Planning in planning, facilitating, and implementing public environment upgrading and bulk infrastructure projects that support more intensive private investment, encourage pedestrian movement and the use of public transport, and provide community facilities and amenities for significantly larger and higher density residential populations.

In addition to the implementation role, the JDA will increase the capacity of the Development Facilitation team (Programme 7) to support the Department of Development Planning in assembling the property development and urban management partnerships that will drive the development of the Corridors of Freedom. It is anticipated that each of the priority corridors will have a dedicated development facilitation manager to publicise development plans,

undertake feasibility studies and promote investment, engage with stakeholders, and drive the property development deals and projects that will unlock development potential.

The JDA intends to implement capital works projects to the value of R237.5 million in Programme 2 in 2015/16. The project list is as follows:

**Programme 2: Station Precinct Developments project list**

Precinct or project R' million	Funding source	Year 1	Year 2	Year 3	Total
		2015/16	2016/17	2017/18	3 years
<b>a) Soweto Corridor Nodes</b>					
2.1 Nancefield Station Precinct	JDA On-Budget	30.0	5.0	20.0	<b>55.0</b>
2.2 Jabulani Node	JDA On Budget	18.5	30.0	40.0	<b>88.5</b>
	National Treasury	TBC	TBC	TBC	<b>TBC</b>
2.3 Orlando East Station Precinct	JDA On-Budget	25.0	10.0	30.0	<b>65.0</b>
2.4 Pennyville Station Precinct	JDA On-Budget	0.0	0.0	5.0	<b>5.0</b>
<b>b) Empire Perth Corridor Nodes</b>					
2.5a Westbury Development (CoF)	CoJ DP CoF	11.2	15.0	5.0	<b>31.2</b>
2.5b Westbury Pedestrian Bridge and Walkways (CoF)	CoJ DP CoF	10.0	0.0	0.0	<b>10.0</b>

Precinct or project R' million	Funding source	Year 1	Year 2	Year 3	Total
		2015/16	2016/17	2017/18	3 years
2.6 Knowledge Precinct (CoF) Iconic bridge	CoJ DP CoF	45.0	100.0	0.0	<b>145.0</b>
2.7 Knowledge Precinct (CoF) Milpark, Owl Street precinct development	CoJ DP CoF	0.0	0.0	30.0	<b>30.0</b>
<b>c) Louis Botha Corridor Nodes</b>					
2.8 Louis Botha pocket places	CoJ DP CoF	0.0	0.0	2.0	<b>2.0</b>
2.9 Patterson Park Recreation Facility and Sports Facilities	Comm Dev: Sports and Recreation	17.5	10.0	0.0	<b>27.5</b>
2.10 Balfour Park Precinct Development	CoJ DP CoF	0.0	0.0	5.0	<b>5.0</b>
2.11 Watt Street Interchange	JPC	39.0	151.0	0.0	<b>190.0</b>
<b>d) Turffontein corridor</b>					
2.12 Rotunda Park Precinct	CoJ DP CoF	15.0	20.0	45.0	<b>80.0</b>
<b>d) Other corridors nodes</b>					

Precinct or project R' million	Funding source	Year 1	Year 2	Year 3	Total
		2015/16	2016/17	2017/18	3 years
2.13 Randburg CBD	JDA On-Budget	30.0	7.5	30.0	67.5
2.14 Corridors of Freedom: Sports Facilities – Union Stadium	Comm Dev: Sports & Rec	8.0	0.0	0.0	8.0
2.15 Corridors of Freedom: Orlando Ekhaya Community Centre and Sports Facilities	Comm Dev: Sports and Rec	4.0	11.16	2.05	17.21
2.16 Corridors of Freedom: Community Facilities – Pennyville Multipurpose Centre and Sports Facilities	Comm Dev: Sports and Rec	8.0	10.0	10.0	28.0
2.17 Corridors of Freedom: Social Development – Westbury Social Development One-Stop Centre	Comm Dev: Social Dev	6.0	5.0	0.0	11.0
<b>Total for Programme 2</b>		<b>267.2</b>	<b>374.66</b>	<b>224.05</b>	<b>865.91</b>

### 3.2.1 Nancefield Station Precinct

The Nancefield Station Precinct is a flagship Transit Oriented Development (TOD) project, which the City wishes to implement over the medium-term. It is one of the projects identified in the Cluster Business Plan as part of the TOD sub-programme, with the aim of creating *“a restructured space economy that gives poor households better access to well-located accommodation, jobs and markets; Optimised land use and energy consumption; and Improved living standards and mobility for large numbers of people in well serviced and managed transit neighbourhoods.”*

The development concept for the precinct was approved by Council in July 2010, which identifies the area as highly suitable for high density residential accommodation that complements the public transport facilities in the area. The vision is for a transformed area; with the vacant and underutilized land parcels developed with higher density housing typologies and supporting social facilities; development opportunities that will be able to attract private sector investment, including business development; the emphasis on transit oriented development with Nancefield Station as a focal point and a safe, walkable environment is critical.

The medium term implementation will focus on bulk and connector services installation and street upgrades. The implementation will focus on completing the public environment upgrade along Tsolo Road; implementing some road upgrades and new roads within the precinct; construction of community

facilities; installation of bulk infrastructure i.e. storm water, sewer, water and electrical infrastructure in order to support the public and private developments within the precinct.

In 2014/15 R60 million was spent on the completion of road upgrades and installing stormwater infrastructure.

In 2015/16 work will include the construction of a community facility and a park upgrade, and finalisation of the link services that were delayed by town planning applications in 2014/15.

### **3.2.2. Jabulani Node**

The Jabulani Node (along with the Nancefield Station Precinct) is one of the Transit Oriented Development (TOD) projects, which the City wishes to implement over the medium-term. It is one of the projects identified in the Cluster Business Plan as part of the TOD sub-programme, with the aim of creating *“a restructured space economy that gives poor households better access to well-located accommodation, jobs and markets; Optimised land use and energy consumption; and Improved living standards and mobility for large numbers of people in well serviced and managed transit neighbourhoods.”*

The vision is for a transformed area; with the vacant and underutilized land parcels developed with higher density housing typologies and supporting social facilities; development opportunities that will be able to attract private sector investment, including business development; the emphasis on transit oriented development with Jabulani Station as a focal point and a safe, walkable environment is critical. There is a need to integrate key properties such as the Jabulani Mall and the new Soweto Theatre to create a vibrant activity hub that is a destination within the Gauteng region.

In 2012/13 JDA participated in the JPC-led process to prepare an Urban Development Framework with a priority implementation plan. In 2013/14 a first phase of upgrading involved stormwater infrastructure improvements.

The JDA has been given a 3-year budget allocation for the implementation of priority interventions that can support all the private developments in the area. In addition, the National Treasury has allocated an initial amount of R50.5 million from their new Integrated City Development Grant (the evolution of the NDPG). Jabulani has been identified as the primary hub for a substantial investment over a medium term period.

This medium term implementation will focus on catalytic public environment upgrade interventions. The priority interventions may include the following projects;

- Bolani Link Road public environment upgrade - This project involves the implementation of the complete street design within the area in order to facilitate pedestrian and public transport movement within the Jabulani Precinct. The project will also include cyclist infrastructure (sidewalks) to accommodate all modes of transport;
- Nhlanzane Station Link – This project is a combination of a public environment upgrade and infrastructure upgrade, in order to link the Jabulani precinct with the nearby station;
- Cultural Precinct – This project involves amphitheatre, play area and public environment upgrade in order to support the Soweto Theatre.

In 2014/15 the JDA spent R11 million on the Bolani Link Road and stormwater infrastructure.

In 2015/16 the JDA will complete the link roads to reduce congestion; finalise the connections to the station taxi facility and design a park upgrade.



### **3.2.3. Orlando East Station Precinct**

Area-based regeneration in townships is a priority for the City of Johannesburg and township renewal is critical for development within the framework of the City's Growth and Development Strategy and the Integrated Development Plan. Orlando East / Noordgesig is a project that is being implemented by the JDA given its significance from a heritage perspective, the location of the Orlando Stadium, its location on the Rea Vaya BRT route, its proximity to JDA's work in Vilakazi Street and the Johannesburg Property Company's substantial Orlando Ekhaya project.

JDA has done work to the value of R26.5 million in Orlando East Station Precinct since 2009/10. This has included upgrading of parking along Mooki Street, construction of a new public square, upgrading of pedestrian infrastructure along Rathebe Street, public environment upgrading in Noordgesig, and improvements to Plantation Square. While these interventions have improved the quality of the public environment, there is little evidence of private investment that will fulfil this neighbourhood's potential as a transit node.

In 2013/14 the JDA reviewed the UDF and identified a new set of capital works projects for implementation over the medium term. These prioritise a strategic property development project to deliver social housing and affordable rental housing, the Orlando Rugby Field development.

In 2014/15 land was secured and construction began. In 2015/16 R25 million is available to complete Phase 1 and 2 of the proposed development.

### **3.2.4 Pennyville Station Precinct**

The development of a mixed use transit node around the Pennyville Station Precinct is planned as part of the Corridors of Freedom Implementation Plan. The planning phase of this development is planned to begin in 2017/18

### **3.2.5 Westbury Development**

Westbury is an impoverished residential neighbourhood along the Empire-Perth Corridor. On a regional scale, Westbury is well-located but due to its legacy as a racially segregated area its connection to and interface with surrounding suburbs is weak and still enforced by significant buffer spaces – especially in the Northern interface with Sophiatown. Westbury is well served by a range of transport opportunities and social infrastructure but despite the ease of access to these services, the urban frame in which they are located is fragmented and illegible.

The key objectives for the Westbury development are:

- To identify well located under developed parcels of land for affordable housing projects;
- To supplement the existing number of social infrastructures with complimentary facilities;
- To link the existing but fragmented new social infrastructure and housing through improvements to the public environment.

In 2013/14 the JDA commissioned the development of a Precinct Development Framework for Westbury in consultation with the Department of Development Planning. This has yielded a list of catalytic projects to be implemented over the medium term. These include:

- Construction of complete streets and non-motorised infrastructure on Kretschmer, Dowling and Steytler Streets;
- Construction of non-motorised transport infrastructure on Du Plessis, Millar, Edward, 4<sup>th</sup> Ave, Main/ Dublin and Victoria / Ludlow Streets.
- Upgrade of a clinic
- Stadium upgrade
- Completion of a heritage scoping study and identification of heritage conservation projects
- Fuel Street pedestrian bridge
- Park upgrade
- Housing developments, including renovation and redevelopment of apartments and new housing.

The Westbury NMT projects scope of works entails design of high quality pedestrian walkways, cycle lanes and storage areas, public transport lay-bys, speed calming measures, soft and hard landscaping and street lighting and CCTV cameras. It is also the aim of the City of Johannesburg that the bulk of the works should be implemented using Labour Intensive methods and involvement of local SMMEs where possible.

The implementation of the Westbury Precinct Development NMT has been divided into two phases. Phase 1 will focus on Dowling Street between Dowling and Hamilton Streets, Styler Street between Fuel Street and Eric Street and Kretschmar Street between Fuel Street and Dowling Street. Phase 2 aims at connecting the greater part of Westbury with Sophiatown with emphasis on areas of interest and heritage sites. This phase will focus on Miller Street, Edward Road, Toby Street, Thornton Road and Dover Street. The scope of works entails the following:

- Traffic accommodation;
- Clearing and grubbing;
- Earthworks;
- Layerworks and asphalt overlay;
- Construction of sidewalks and cycle lanes;
- Soft and hard landscaping;
- Remedial works on existing civic services;
- Installation of new services and
- Road marking and signage and street lighting upgrade.

In 2014/15 the implementation included construction of NMT infrastructure on Kretschmer Street. This project was implemented according to the City of Johannesburg's NMT frameworks and guidelines to complete streets. The City of Johannesburg adopted its first NMT Frameworks in 2009, which guides the planning and implementation of NMT infrastructure throughout the City. Recently the COJ has developed guidelines on design and implementation of complete streets throughout the City of Johannesburg. NMT infrastructure can be categorised as cycle lanes, sidewalks and other supporting facilities. The aim of NMT infrastructure is not only to address transportation related issue but social, environment and economic issues in the City.

In 2015/16 the public environment upgrading and complete streets projects will be completed and designs will be prepared for housing upgrades and improvements.

### **3.2.6 Knowledge Precinct NMT infrastructure and Iconic Bridge**

The Knowledge Precinct incorporates the nodes of Auckland Park and Milpark on the Empire-Perth Corridor as identified in the Empire Perth Strategic Area Framework. A professional team was appointed in the first phase of implementation in 2013/14 and construction continued in 2014/15. NMT infrastructure linking UJ (University of Johannesburg – Auckland Park Campus) and Wits University to the inner city was completed, and designs were prepared for a pedestrian bridge and public environment upgrade to provide safe pedestrian crossing from UJ to Campus Square.

In 2015/16 the first phase of bridge construction will take place to be completed by October 2016.

### **3.2.7 Milpark Owl Street Precinct**

There is also a planned precinct upgrade for the Owl Street Precinct in Milpark. This is in line with the Strategic Area Framework proposals for the Empire-Perth Corridor. While initial preparatory works are being done in the area, for example to address stormwater management, the JDA is only scheduled to begin the precinct upgrade in 2017/18.

### **3.2.8 Louis Botha pocket places**

This is an initiative to create quality smaller public spaces in the form of pocket parks along the Louis Botha Corridor in line with the proposals made in the approved Strategic Area Framework for the corridor. The JDA is scheduled to begin planning work for this project in 2017/18

### **3.2.9 Patterson Park Recreation Facility and Sports Facilities**

In line with the proposed developments along the Louis Botha Corridor the existing Patterson Park Sports and Recreational Facilities are being upgrade and enhanced. Planning and initial work began in 2014/15. In 2015/16 a further R17.5 million will be spent. It is envisaged that this development will be completed with an additional allocation of R10 million in 2016/17.

### **3.2.10 Balfour Park Precinct Development**

The Strategic Area Framework for the Louis Botha Corridor has identified an opportunity to create a mixed use precinct at Balfour Park. The JDA is scheduled to begin planning work for this project in 2017/18.

### **3.2.11 Rotunda Park Precinct**

The Turffontein Strategic Area Framework identified Rotunda Park as a potential transit node. A multi-year allocation has been awarded to the JDA for a new development starting in 2014/15. A professional team was appointed to prepare an Urban Development Framework to guide an integrated development plan. It is anticipated that work in 2015/16 will include public environment upgrading including a park upgrade and construction of a gateway element to catalyse and support affordable housing developments.

### **3.2.12 Randburg CBD**

Despite its potential as a key regional transit node, Randburg CBD continues to function as a mid-level retail and office node, with less than optimal residential land-uses and limited public amenities. The Randburg CBD has experienced more than two decades of decline and under-development due to several factors ranging from property trends, lack of maintenance (of buildings and the public environment), competition with other retail and office nodes, and relocation of several key government functions. Despite several plans being commissioned and completed, limited success has been achieved in turning Randburg around since 2002.

The new Randburg Urban Development Framework (UDF), approved by Council in July 2010, cites a lack of consensus and buy-in from stakeholders on key development proposals and a lack of urban management outside of the CID area as the main reasons for the ongoing decline. Key evidence of this contest over what should be done to turn Randburg around is the ongoing legal battle between property owners and the City of Joburg over the pedestrian bridge across Bram Fischer Drive and the routing of traffic through the CBD.

In 2012/13 and 2013/14 the JDA spent R1 million and R2.5 million respectively in support of Joshco's Selkirk Street Housing development in order to relocate the clinic to the Randburg civic building. The scope of works for the coming year will include detailed designs for the larger capital expenditure programme in 2014/15 and 2015/16 and a first phase of construction. In 2014/15 the first phase of the public environment upgrading was designed and implemented. In the second phase the in 2015/16 the focus will be on restructuring the streets to introduce a public transport link and improve mobility.

### **3.2.13 Corridors of Freedom: Sports Facilities**

The City of Johannesburg's Community Development Department is responsible for the maintaining and upgrading of the City's sports, recreation, libraries and other community facilities. The three facilities namely Bosmont Stadium, Paterson Park and Union Stadium have been in existence for a number of years and are being utilized on a daily basis by the community it serves. These facilities are situated strategically close to transport nodes like the newly constructed Bus Rapid Transit (BRT) system which assists commuter's easy and affordable access to such facilities. These facilities also form part of the facilities that are situated along the Corridors of Freedom. These facilities provide for different sporting codes and the surrounding schools utilize these facilities more often than usual for their school activities. The facilities have succumbed to wear and tear and therefore there is a need for these facilities to be further developed, upgraded and refurbished so as to ensure continuity and sustainability to the communities.

## **3.3. Programme 3: Priority development areas**

***Programme purpose:** Manage the development of strategic economic nodes in marginalised areas through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives*

This programme is intended to **develop key activity nodes in priority development areas** that will create new economic opportunities, accommodate employment opportunities, and provide access to markets.

Led by urban development frameworks prepared in partnership with the Department of Development Planning, JDA will continue to implement multi-year township development projects that include the creation of high streets and activity nodes, and the construction and upgrading of strategic amenities

such as transit facilities (including taxi ranks), trading infrastructure, libraries, recreation centres, multi-purpose centres, public open spaces and green spaces. Wherever possible, development facilitation by the JDA will seek to establish community development partnerships, and to stimulate private property development including through partnerships in the retail and housing sectors.

The JDA intends to implement 2 area development projects and a portfolio of technical assistance projects in Programme 3 in 2015/16.

These projects make up a capital budget of R288.12 million which is funded through:

- (i) The Urban Settlements Development Grant allocation to the City of Johannesburg. This grant is channelled through the JDA for Kliptown.
- (ii) The Neighbourhood Development Partnership Grant allocation to the City of Johannesburg which is channelled through the Department of Development Planning for Diepsloot.
- (iii) Various CoJ funding allocations including the Departments of Health, Housing, and Community Development, and Emergency Management Services. It should be noted that there are some uncertainties about the Health budget as we are advising the Department of Health about some shifts between clinics to ensure the most efficient construction programme.

### Programme 3: GMS priority areas project list

Precinct or project R' million	Year 1	Year 2	Year 3	Total
R' million	2015/16	2016/17	2017/18	3 years
3.1 Kliptown Precinct Redevelopment	30.0	15.0	14.0	<b>94.0</b>
3.2 Diepsloot Precinct	54.4	54.4	60.0	<b>168.8</b>
3.3 Automotive Industrial Park projects (Bambanani and Alex)	54.94	63.64	63.59	<b>1822.0</b>

Precinct or project R' million	Year 1	Year 2	Year 3	Total
R' million	2015/16	2016/17	2017/18	3 years
3.4 CoJ Clinics				
Claremont	1.0	22.0	0.0	<b>23.0</b>
Ebony Park	1.0	20.0	0.0	<b>21.0</b>
Noordgesig	15.0	0.0	0.0	<b>15.0</b>
Orchards	19.0	0.0	0.0	<b>19.0</b>
Parkhurst	1.0	0.0	0.0	<b>1.0</b>
Florida	0.7	8.0	15.0	<b>23.7</b>
Zandspruit	0.3	1.0	23.0	<b>24.3</b>
Ennerdale	6.5	0.0	0.0	<b>6.5</b>
River Park	6.5	0.0	0.0	<b>6.5</b>
Langlaagte Pharmacy Depot	23.0	0.0	0.0	<b>23.0</b>
3.4 Cosmo City Fire Station	30.0	5.0	0.0	<b>35.0</b>
3.5 Golden Harvest Rehabilitation Centre	23.0	0.0	0.0	<b>23.0</b>
3.6 Stretford New Library	0.0	7.5	6.0	13.5
3.7 Lehae New Library	9.0	2.0	0.0	11.0
3.8 Diepsloot Multipurpose Centre	4.82	2.0	2.0	8.82
3.9 Corridors of Freedom: Sports Facilities – Rabie Ridge Sports Centre	9.32	8.0	10.0	<b>27.3</b>
3.10 Ivory Park Linear Market	8.0	0.0	0.0	8.0
<b>Total per year</b>	<b>297.46</b>	<b>243.58</b>	<b>193.59</b>	<b>734.64</b>

### **3.3.1. Kliptown Development**

The history of development proposals for Kliptown extends at least as far back as the early 1990s. Emergency services were provided to the area in the early 1990s, and a plan was developed for Kliptown in 1996. In 2001 a new development project was drawn up and this was (partially) implemented over the next five years. The Greater Kliptown Development Framework (1996) made proposals for boosting Freedom Square as a historical tourism site, with a museum, public spaces, a park and a mix of shops and informal trading.

The Greater Kliptown Development Project, also referred to as the Greater Kliptown Regeneration Development, was established in November 2001 under the auspices of Blue IQ. The Johannesburg Development Agency (JDA) was appointed implementing agent. The initial impetus for a Kliptown project was the idea of commemorating the 50<sup>th</sup> anniversary of the adoption of the Freedom Charter in Kliptown. This commemoration would centre on an architectural upgrading of Freedom Square. The Greater Kliptown Development Project was initiated with the launch of an architectural competition for the design of Freedom Square in April 2002. (The square was renamed the Walter Sisulu Square of Dedication -WSSD). In addition to the WSSD, the JDA built a new taxi facility, improved access roads, environmental rehabilitation of the wetlands and construction of community facilities including the museum.

In 2010 the JDA began a new 4-year project to extend the public environmental improvements to the residential and business areas around the WSSD at a total cost of R40m. Work done so far includes:

- Upgrade of the existing Union Road Pedestrian Bridge and installation of new ramps - Pedestrian linkages across the railway line.
- 600m of paving and lighting to create a safe pedestrian walkway along the Western side of the railway line.
- Public environment upgrade of Union Road, Beacon Road, Main Road, 1<sup>st</sup> Avenue, 2<sup>nd</sup> Avenue, 3<sup>rd</sup> Avenue, 4<sup>th</sup> Avenue, Future Rd and Affodil Street, Klipspruit Valley Road & the Northern Precinct. The street and sidewalk upgrades were intended to create an improved environment for economic activity in the neighbourhood around the WSSD, create safe public environments for pedestrians walking to public transit services, and improve or rehabilitate basic municipal services such as stormwater drainage and street-lighting.
- CCTV installation on the WSSD and around the square.
- Repair of tower mast lights and installation of new cables at the visitors' centre, and street lighting behind WSSD
- Refurbishment of the Study Centre, Crèche, and Community Hall.
- Refurbishment of the Youth Centre
- Dual sports facilities (basketball and netball courts)
- Upgrade of the public park
- Upgrade of soccer facility and landscaping at the Visitor Centre.
- Artwork commemorating the history of the area

In 2014/15 JDA started a new phase of development with a further investment of R20 million that was intended to support the human settlement development projects that will be implemented by the CoJ Department of Housing. The focus has been on improving the WSSD for the forthcoming anniversary of the signing of the Freedom Charter in 2015.

### **3.3.2. Diepsloot Development**

The Diepsloot Township was established in 1994, as a relocation area for informally settled households from Zevenfontein. It was subsequently used to accommodate informal settlers removed from the Alexandra Far East Bank in 1995. Diepsloot covers approximately 5.18km<sup>2</sup>; is located on the northern edge of the metropolitan council area, some 40km from the Johannesburg Inner City and 20km north of Sandton. It is within close proximity to the Fourways Regional Node and the Midrand corridor. Diepsloot is bordered by the N14 highway to the north and William Nicol to the east. The Diepsloot area falls under Region A in the City of Johannesburg's administration, comprising of Ward 95 and 96.

The City of Johannesburg's Development Programme for Diepsloot intends to establish the area as a socially, economically and environmentally sustainable human settlement that is spatially integrated into the City of Johannesburg with access to basic services and opportunities for social mobility and economic development.

In 2007 the City of Johannesburg was allocated a multi-year capital grant through the National Treasury's Neighbourhood Development Partnership Grant (NDPG) for R10 million in 2009/10, R46 million in 2010/11; R10 million in 2011/12 and R3.5 million in 2012/13.

So far the following initiatives have been implemented;

- In 2009/10, the first phase of upgrade of Ngonyama Road was constructed to create an entrance to Diepsloot and establish the Government Node;
- In 2010/11, a second phase of public environment upgrading was implemented along Ngonyama Road to improve the business environment, and two pedestrian bridges were constructed to link to the reception area. The taxi rank was upgraded and pathways were built to link the bridges and Ngonyama Road;
- In 2011/12, the public environment upgrade was completed along the existing Ngonyama Road;
- In 2012/13, planning and design work for the Ngonyama Road Extension to complete the link.

In 2013/14 the scope of works entailed the first phase implementation of Ingonyama Road extension, including paving of sidewalks, storm water upgrade and kerbing and road surfacing for 1.3km, planting of at least 200 new street trees, installation of 80 street lights and associated electrical reticulation infrastructure, and detailed design for phase 2. In 2014/15 this construction was continued at a cost of R40 million and in 2015/16 the project will be completed.

### **3.3.3. Implementing agent agreements**

- **Automotive Industrial Park Developments**

There are two property development projects that were initiated by the CoJ Department of Economic Development in order to promote expansion of the automotive industry cluster in Gauteng. These are the Bambanani Automotive Node in Ivory Park, and the Alex Automotive Industrial Node.

In 2008, the Department of Economic Development in partnership with and through funding support of the National Treasury undertook a comprehensive economic profiling and developed a City wide township economic development programme focussed on the Northern Cluster: Comprising Ivory Park, Ebony Park and Diepsloot – all falling with the City's Administrative Region A.



In its entirety, the Township Economic Development Programme was geared toward attracting increased private sector investment into townships; building local businesses that will expand employment; removing impediments and developing infrastructure in the township, and strengthening local institutions and public and private actors at the local level to encourage local economic development.

The projects overall conceptual objectives are:

- A strong contribution towards long term qualitative and profitable job creation
- A focus on attracting, developing and supporting viable SMME business;
- Ensuring that SMMEs from Ivory Park are the primary beneficiaries of the automotive industrial park;
- Investment in a strategic sector of the economy ( the automotive sector remains one of the strong contributors to the national economy)
- Using the development of the automotive node as a catalyst for the industrial regeneration; and
- Emphasising strong development goals/imperatives rather than quick commercial returns to the City of Joburg.

The JDA has been appointed by the City of Johannesburg (CoJ) to facilitate the implementation of the Bambanani and Alex property developments.

The City of Johannesburg has been allocated capital funding from the National Treasury through the NDPG. This amounts to just more than R102 million over three financial years.

In 2013/14 the JDA appointed a professional team to develop the detailed architectural and engineering building plans for the facilities on both sites. In 2014/15 the JDA will undertake the first phase of construction of workshop space for automotive body repairs and maintenance, mechanical/panel beating workshop, auto electrical/ battery activities, an exhaust and tyre fitment centre, a roadworthy testing centre, manufacture of registration plates, glass tinting, radio/sound and accessories, security/tracking systems, auto spares, car wash and parking. Construction will take the form of three annual phases, with a single construction contractor responsible for both sites starting in 2015/16.

- **CoJ Health Clinics Capex Programme**

The City of Johannesburg's Directorate of Health appointed the JDA to manage its capital works programme in 2011/12, 2012/13 and 2013/14. In the first year a professional team was appointed to design a model clinic that could be adapted for any site. Some work was done in preparing two clinic sites for construction, and costing was done for the budget request for future work. In the second year one clinic was refurbished and three new clinics were completed.

In 2013/14 the City of Johannesburg constructed clinics in Mountainview, Mpumelelo and Slovoville. The Slovoville clinic was completed and launched in January 2014 and the other two will be completed in 2014/15.

In 2014/15 the JDA commenced construction for another 9 clinics. The Orchards Clinic is on the Louis Botha corridor and it provides an opportunity for a property development that demonstrates the mixed use, higher density principles that are required to achieve the Corridors of Freedom. The clinics will offer an improved healthcare environment and improved accessibility to healthcare facilities for the communities in which they are located.

In 2015/16 the JDA will be implementing development projects for 10 clinics on behalf of the Directorate of Health

- **Cosmo City Fire Station**

JDA has been appointed as implementing agent to construct a new fire station in Cosmo City for Emergency Management Services. The design work is complete and the estimated cost exceeds the budget of R20 million that was allocated for 2014/15. The client department will seek additional funding before the project can proceed,

- **Golden Harvest Rehabilitation Centre**

The JDA was appointed by COJ Social Development Department to plan and design the upgrading of some of its facilities. The Golden Harvest Rehabilitation Centre is located in Randburg and can currently accommodate only 20 patients at any time. The aim of the project is to increase the capacity by providing additional facilities on the premises. The additional facilities include the provision of a new detox unit, additional accommodation and extensive refurbishments to the administrative centre.

A professional team was appointed during 2013/14 and the development concept prepared by the team was approved by COJ Social Development during March 2014. The budget available for the 2013/2014 financial year was R2m. A further R14.3 million was made available in 2014/15. Construction has begun and it is envisaged that the project will be completed in 2015/16

- **Construction of New Libraries at Stretford and Lehae and a Multipurpose Community Centre in Diepsloot,**

The JDA has been approached by the Directorate of Libraries in Community Development to act as implementing agent for the development of two new libraries, one in Lehae and one in Stretford. These are areas located in the southern peripheral regions of the City and are in need of such community facilities..

The JDA will also manage the implementation of a new Multipurpose Community Centre in Diepsloot

- **Ivory Park Linear Market**

The Department of Economic Development (City of Joburg) has appointed the JDA to manage the development of a new linear market facility for informal traders in Ivory Park. It is envisaged that this project be completed in 2015/16

### **3.4. Programme 4: Greenways**

***Programme purpose:** Manage the development of strategic mass transit services and corridors through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives.*

The **Greenways** programme seeks to reshape land use patterns to promote new mass public transport corridors and a new network of non-motorised transport infrastructure that promotes walking and cycling and the use of streets as public open space (complete streets).

The JDA will continue to serve the Department of Transportation as implementing agent for the Rea Vaya Bus Rapid Transit infrastructure. We will also seek to incorporate pathways, cycleways and pedestrian infrastructure such as shelters and lighting into all public environment upgrading projects with a series of priority implementation projects in Soweto, the inner city and Alex.

The JDA intends to implement capital works projects to the value of R884.4million in Programme 4 in 2015/16. The project list is as follows:

**Programme 4: Greenways project list**

Precinct or project R' million	Year 1	Year 2	Year 3	Total
R' million	2015/16	2016/17	2017/18	3 years
4.1 Rea Vaya BRT Citywide	864.4	916.6	1 018.7	<b>2 800.0</b>
4.2 NMT Cycling Lanes – UJ to Wits Route	20.0	0.0	0.0	<b>20.0</b>
<b>Total for Programme 4</b>	<b>884.4</b>	<b>916.6</b>	<b>1018.7</b>	<b>2820.0</b>

Note: The Rea-Vaya BRT Citywide Allocation of R864.4 million is to be distributed between each of the various component projects in this programme. The following Rea Vaya BRT Projects are to be undertaken to be undertaken by the JDA within this envelope of R864.4 million:

<b>Project Name (Section)</b>
<b><u>Phase 1 C Roads and Bridges</u></b>

-
Section 8A - Bridge over M1 (km2.6 km3.3)
Section 8B (km1.95 to km2.6 ) (Widening of Sandspruit and Marlboro drive)
Section 8C (km0.4 to km 1.95)(Sandspruit to West)
Section 8D (km0.0 to km0.4) (West and Rivonia Loop)
Section 15 Phase 1 (Louis Botha BRT Lanes only)
Section 15 Phase 2 (Louis Botha mixed Traffic and Sidewalks Roadworks 0-6kms)
Section 15G-1 (Watt Interchange Earth Works and Lateral Support)
Section 15G-2 (Watt Interchange Building and Bridge Works)
Phase 1C Landscaping
Alex NMT
Section 15H (Great walk road works and sidewalks)
Section 15I (Great Walk (pedestrian bridge & sidewalk & structures along Grayston))
<b><u>Section 1 and 2 Road Rehab</u></b>
<b><u>Phase 1A, 1B and 1C Stations</u></b>
Stations on both Louis Botha and Katherine Street and Retrofits
<b><u>BRT NMT</u></b>
-
<b>Phase 1A, 1B and 1C</b>
-
<b><u>Land</u></b>
-
<b><u>ITS</u></b>

<b><u>Depots and Terminal</u></b>
Inner City Depot
Alexandra Depot
Midrand Depot
Ivory Park Interchange
Greenstone Shopping Centre
Gandhi Square
Booyens Layover
<b><u>Complementary and Feeder Routes</u></b>
Oxford Road (CBD to Sandton)
Rivonia Road (Sandton to Sunninghill, including the Sandton Loop)
Alex to Ivory Park and Greenstone
Sandton to Randburg and Montecasino

## Programme 5: Alex Renewal Project (ARP)

**Programme purpose:** Manage the development of Alexandra through capital investments, overseeing integrated investments by other departments and entities, and facilitating community based initiatives and local economic development strategies.

Former President Thabo Mbeki announced the establishment of the Urban Renewal Programme in 2001. The Programme focused on 8 urban townships and the learning from these 8 nodes was intended to improve the manner in which government supports township renewal across the country. Alexandra Township was one of the areas identified to benefit.

The ARP has been in existence for 12 years, with funding support from the Gauteng province and the City of Johannesburg. An area development Masterplan guides the development of this historic neighbourhood and a number of housing and community development projects have been implemented. There are a number of constraints to future development including an interdict against property developments that are subject to an unresolved land claim. In 2013 Mayoral committee decided that the ARP should be amalgamated with the JDA. Projects were migrated to the JDA system as appropriate, and employees were seconded to JDA in a phased way to ensure the least possible disruption.

Key deliverables in 2015/19 include:

- The finalisation of the Alex Masterplan and implementation of a meaningful public participation process to agree on implementation priorities and collective action.
- Declaration of Alex as a Priority Housing Development Area (through the Housing Development Agency Act), and confirmation of dedicated funding for land and housing.
- Implementation of capital works projects funded by the CoJ, human settlement grants, and other intergovernmental grants.

The JDA intends to implement 11 capital works projects in Programme 5 during the 2015 MTREF period. The developments make up a capital budget of R25.8 million in 2014/15, which is funded through the City of Johannesburg and the USDG. The project list is as follows:

Precinct or project		Year 1	Year 2	Year 3	Total for 3 years
R' million		2015/16	2016/17	2017/18	
Alfred Nzo road widening New Bulk Infrastructure ALEXANDRA EXT.24 E Ward	Road to be made ready for the implementation of Bus Rapid Transit Route	0.0	8.0	4.0	12.0
Banakekeleni Hospice New Clinic ALEXANDRA EXT.38 E Ward	The construction of a Hospices Clinic as well as bulk contribution from CoJ	2.5	0.0	0.0	2.5
Development of open Space New Precinct Redevelopment ALEXANDRA EXT.53 E	Open space development for recreation	5.0	0.0	0.0	5.0

Linear Markets New Building Alterations ALEXANDRA EXT.45 E Regional	the construction of linear markets at various localities to formalize informal traders	8.0	0.0	0.0	8.0
Old Ikage housing development New Building Alterations ALEXANDRA EXT.57 E Ward	Development of 85 housing in old Alexandra	18.0	20.0	0.0	38.0
Pedestrian Bridge Vincent Tshabalala Road New Bulk Infrastructure FAR EAST BANK EXT.9 E	pedestrian bridge across Vincent Tshabalala Road (London Road)	4.0	5.0	0.0	9.0
Peoples's Court, 7th Avenue (Old Alexandra) New Heritage ALEXANDRA EXT.4 E Ward	Restoration of Historical Site	0.0	2.0	0.0	2.0
Refuse Bins New Bulk Infrastructure FAR EAST BANK EXT.9 E	purchase of 80l refuse bins for new housing developments	0.3	0.3	0.0	0.6
Thoko Mngoma Clinic – Marlboro	The refurbishment and upgrading of the Marlboro Clinic	15.0	0.0	0.0	15.0
4 <sup>th</sup> Avenue Clinic	Renewal and Refurbishment of 4 <sup>th</sup> Avenue Clinic – a specialist female clinic	25.0	0.0	0.0	25.0
Jukskei River Environmental Rehabilitation	Rehabilitation of the floodplain	0.0	0.0	7.0	7.0
<b>Totals for Programme 5</b>		<b>77.8</b>	<b>35.3</b>	<b>11.0</b>	<b>124.1</b>

## Programme 5: ARP project list and budgets

### 3.5.1 Watt Street Interchange Development

This is an iconic development at the gateway to Alexandra comprising a Multimodal Transit Facility, including Public Open Space, Retail and Residential development ( This project's budget is reflected in Programme 2: Station Precinct Development as it is related to the Louis-Botha Corridor of Freedom)

### 3.5.2 Alfred Nzo Road Widening

The Alfred Nzo Road currently has one lane in each direction between 12<sup>TH</sup> Avenue and 20<sup>th</sup> Avenue. This project will widen the road to four lanes to tie in with the rest of Alfred Nzo Road which is a major public transport route through Alexandra.

The 2014/15 funding is to undertake basic planning of the road. Thereafter relocation of families will have to be undertaken before construction can commence.

### 3.5.3 4<sup>th</sup> Avenue Clinic

This project is to upgrade and extend the existing primary health care clinic in 4<sup>th</sup> Avenue. Planning and design commenced in 2013/14 and this will be followed by construction in 2014/15.

#### **3.5.4 Old Ikage Housing**

This project entails the development of approximately 85 new BNG housing units on an old school site in Alexandra. The reason for selecting this site was to demonstrate government's intention to redevelop Old Alexandra but on a site that is not contested due to land claim issues. The scope of work for 2014/15 was to appoint professionals to undertake planning and design work and prepare this project for implementation in 2015/16

#### **3.5.5 People's Court 7<sup>th</sup> Avenue Alexandra**

This site has been identified as a heritage site as a result of its history during the period of political violence between 1976 and 1994. The scope of work in 2014/15 was to appoint a team of experts to research this matter thoroughly in order to come up with proposals to commemorate the site.

#### **3.5.6 Refuse Bins**

This is an ongoing project to distribute 240 litre refuse bins to new households in housing developments on the Far East Bank. To date the ARP has developed 5 514 new housing units in Ext 7, 8, 9, and 10 but Pikitup has not been able to supply bins to these households.

The scope of work is to purchase 650 bins in 2015/16.

#### **3.5.7 Thoko Mngoma Clinic**

Upgrading and extension of existing primary health care clinic in 4<sup>th</sup> Avenue Alexandra responds to the need for improved service delivery in Alex. Planning and design commenced in 2013/14 followed by initial construction in 2014/15, which will be continued and finalised in 2015/16.

#### **3.5.8 Pedestrian Bridge Vincent Tshabalala Road**



Pedestrian traffic crossing Vincent Tshabalala Road from Alexandra to the Johannesburg College in Kew is in conflict with vehicle traffic on this busy road. This is a dangerous situation that has led to a decision to construct a new bridge across this road.

In 2002 to 2004 Vincent Tshabalala Road was widened from two to four lanes and in the process the existing pedestrian bridge at 13<sup>th</sup> Avenue had to be demolished. It was never replaced. In 2014/15 a professional team was appointed to complete planning and design . Construction will commence in 2015/16.

### **3.5.9 Development of Open Space**

The development of open space is an ongoing programme in Alexandra. The re-instatement of Maputo Park along the Jukskei River near Florence Moposho Bridge has been identified for implementation in 2014/2015. This park was used as a construction site and accommodated a detour during the construction of Florence Moposho Road and bridge.

In 2014/15 a professional team was appointed to complete planning and design . Construction will commence in 2015/16.

### **3.5.10 Implementing Agent Assignments**

There are also 7 technical assistance projects that JDA has been assigned to implement on behalf of other Departments and Entities in Programme 5. The budget for these projects will be confirmed in 2014/15 once an intergovernmental alignment process has been completed. The projects are as follows:

- **Alex Heritage Centre**

The Alexandra Heritage Interpretation Centre is a project implemented by the National Department of Tourism. This project is incomplete but recently an agreement has been entered into with the JDA to implement and complete this project on behalf of the Department.

- **M2 Hostel Re-development**

This project converts all M2 Nobuhle Hostel rooms into self-sustainable rental housing units including the addition of new housing stock on the hostel precinct. To date a total of 460 units have been completed and delivered. Currently a contractor is on site for the completion of the last phase consisting of the balance of 642 units. Of these 72 new units have reached practical completion and a further 78 units are under conversion at present.

This contract has a completion date of June 2015.

- **Bothlabela Phase 2 Housing**

This project entailed the construction of 232 new FLISP housing units constructed on three infill sites on the Far East Bank. Construction has reached practical completion and the CoJ Housing Department is currently in the process of selecting candidates who have already or will apply for home loans with commercial banks. The scope of work in 2014/15 is the approval of the Sectional Title register and the transfer of all 232 units to approved buyers.

- **M1 Hostel Re-development**

This project is about the re-development of the entire M1 Madala Hostel in Alexandra into conventional housing of mixed tenure including other social amenities. This will ultimately result in the demolition of the hostel structures.

A Project Management Team has been appointed and to date the socio-economic survey is complete as well as a draft precinct plan and concept designs. The scope of work for 2014/2015 included planning and design work including rezoning / subdivisions / consolidations / road closures. Phase 1 construction could commence in 2015/2016.

- **Alexandra Ext 31 Housing**

This project consists of the construction of 84 new BNG housing units in 6<sup>th</sup> Avenue Alexandra in order to assist in the decanting of the M1 Hostel.

This project was under construction but could not continue due to the liquidation of the appointed contractor. Currently a procurement process is underway and it is expected to have a new contractor on site in July 2014. A nine-month construction period is anticipated.

- **Lombardy West Housing**

This project consists of the construction of 252 new BNG rental housing units on a few properties in Lombardy West as part of a High Court Order dating back to 2006 when 235 households were the subject of a private sector eviction in Wynberg.

Preliminary designs have been completed including a draft SDP. The transfer of land is being finalised at present where after a rezoning needs to be submitted and approved.

In 2014/15 a professional team was appointed to complete planning and design . Construction will commence in 2015/16.

- **Linbro Park Housing**

The Linbro Park area has been earmarked as one of four areas where Alexandra households will be relocated to. It is envisaged that approximately 5 500 BNG housing units will be developed. In order to achieve this approximately 30 properties will have to be purchased in this area.

GDHS provided R34m funding and an initial 7 properties were identified for acquisition. To date JPC has acquired three properties, another two are the subject of expropriation and in respect of the other two negotiations are in the process of being finalised.

In 2014/15 a Project Management Team was appointed to undertake detailed planning of engineering services for the Phase 1 area as well as the submission of land development applications. In 2015/16 designs will be finalised and construction will begin.

- **Alex Heritage centre**

The Department of Tourism has allocated funding to complete the Alex Heritage Centre which was partially completed in 2009 and not finalised as a result of contracting and project management problems. The Department of Community Development will be consulted to establish a programme of operations for the facility.

- **Old Alex housing redevelopment**

In anticipation that the land claim dispute will be resolved, and redevelopment work will be able to start in Old Alex by 2017/18, an intergovernmental process to allocate grant funding for this redevelopment has been underway. A Mayoral Committee Report on the declaration of Alex as a priority housing development area in terms of the Housing Development Agency (HDA) Act has been approved and the publication of the declaration will be carried out by the HDA. The Alex Masterplan will make specific recommendations about how to phase and scope these developments.

- **Linear Market Facility at Pan Africa**

In 2015/16 the JDA will be development a Linear Market facility for informal traders at the Pan Africa site in behalf of the Department of Economic Development, City of Joburg

### **3.5. Programme 6: JDA Administration and Management**

#### **3.5.1 Operational Capital Expenditure**

The JDA has motivated for budget for Operational Capital Expenditure to address the following needs

#### Facilities Resources

The JDA's mandate on its Capital Expenditure deliverables has increased substantially, and to achieve this mandate, the JDA will require an increase in its human and other resources. The funds are required to renovate the space available at the Bus Factory to accommodate the additional human resources to be employed by the JDA and to increase property and personal security.

Negative Implications should the Operational Capital Expenditure not be approved:

There is lack of space at the JDA offices at the Bus Factory and with the current human resources that is accommodated at the JDA office, it is filled to capacity. The current overcrowded space could lead to health risks and non-performance. If the JDA cannot accommodate the additional human resources required, it will not be able to deliver on its mandate.

Due to the increased mandate of the JDA, the human traffic flow at the JDA has increased substantially and the JDA reception area needs to be secured to avoid any occurrences of security related incidences. A renovation of the reception area has therefore been planned and requires approval.

Information Technology Resources

#### Capital Expenditure

The JDA has significantly grown in size with the incorporation of the Alexandra Renewal Programme. Also, the JDA has had to employ additional staff in order to increase capacity to efficiently run capital projects to full succession given the increased capital budget increase. This has therefore created a need for more laptops.

#### Servers

A proposal has been forwarded to JDA Executive management to procure a software platform that will integrate all critical functions of JDA into one central processing pool. The proposal therefore is for an ERP system that will enable all software functions of the JDA to be done from one platform. This will tighten controls, enable collective decision making based on combined information systems dashboards that reports and translate all JDA functions collectively instead of singularly.

The proposed ERP will house an application as well as a database.

#### ERP

The JDA currently has a set of various systems that talk to each function of the JDA but not entirely to each other. The JDA is a business entity and as such, the systems should inform the business as an entity and not in an integrated fashion. The idea is to have an integrated systems platform that will not only inform each other, but will enable management to have a holistic view of their function in relation to other business functions at the JDA. This will mitigate against silo management structures, and will enable risks and controls to be managed centrally instead of being pocket managed.

An ERP system is therefore proposed, and given the number of functions it will integrate, research has been done to understand the market value of such a proposal.

It is therefore proposed that the budget be approved to accommodate for the procurement and purchase of an ERP system that will enable all systems to be integrated.

Internal audit and monitoring system and Risk software

Although system controls currently exist and are monitored at the JDA, it is imperative that an electronic monitoring tool be procured to enable analytics to be centrally managed in a much more effective and efficient way.

Given the recent fraud and its impact, it is now a necessity that audit and monitoring play a much more frequent role and that monitoring be tightened.

In order for the JDA to manage and mitigate risks in a more efficient and effective manner, there is need for Risk Management Software that will facilitate the electronic capture, assessment and analysis of risks, as well as enable tracking and reporting.

It is critical for the JDA to procure an electronic tool that will enable continuous audit and monitoring of JDA functions and systems.

### SharePoint

KM for the JDA means developing an innovative and creative work environment where individuals:

- Learn from each other, through sharing knowledge and information
- Access single sources of data to promote the construction of knowledge and, in turn, wisdom;
- Access knowledge and information in a timely manner;
- Effect standard core policies, protocols or processes;
- Embrace core operating principles that deliver best practice at all levels using common definitions and terminology; and
- Communicate using unified systems.

The proposal is therefore to upgrade the current SharePoint intranet portal to accommodate for electronic records management as well as knowledge sharing. Given that this will entail scanning of all current manual files, it therefore becomes clear that there will be need for a significant amount of additional resources.

This project will be very valuable to the JDA both in the long and short term. It is therefore proposed that a further adjustment to the IT and Systems assets budget be approved.

#### Boardroom Control

The Boardroom is a centrally meeting place for active, interactive and combined decision making. It is important that meetings are captured using the right technological tools, as the critically of meetings cannot be overemphasized.

It is therefore proposed that the main boardroom be upgraded to a more enhanced audio and video platform, which will enable meeting discussions to be captured in a much more efficient, clear and secure way.

#### AD Tool

Active Directory is a critical component of user account security and therefore new and improved ways of managing Active Directory should continually be sought.

#### Telephone System

The current telephone system is not efficient. It is based on old analog technology that is neither cost effective nor flexible in terms of operation. This has led to operational handicaps, as malfunctions frequently occur and when they do they attract significant costs in both maintenance fees and spare part costs .

#### Document Management

The JDA currently has no electronic document management system in place. Information is a fundamental asset at the JDA and it is important that documents are safeguarded through electronic filing. It also helps to alleviate storage costs in terms of archiving. Operationally, it is easier for documents to be referenced as and when needed.

Negative Implications should the Operational Capital Expenditure not be approved:

There is a great need for the JDA to improve its IT Resources due to the increased Capital Budget requiring increased resources as well as a system able to handle to increased volumes. The current IT Systems have proven to be lacking in the handling of volumes and system controls to effectively manage the transactional requirements of the entity.

The additional staff requirement to assist in the increase in the Capital Projects also requires the entity to facilitate staff to effectively and efficiently perform their duties by providing them with the tools necessary to perform their duties. These tools are mostly in the form of Operational Assets, which are absolutely necessary for the effective functioning of staff.

The 3-year allocation of budget for Operational Capex is as follows:

Precinct or project	Year 1	Year 2	Year 3	Total for 3 years
R' million	2015/16	2016/17	2017/18	
Operational Capex	15.0	10.0	10.0	35.0
<b>Total Capex for Programme 6</b>	<b>15.0</b>	<b>10.0</b>	<b>10.0</b>	<b>35.0</b>

### 3.6. Programme 7: Development Facilitation, Planning and Strategy

**Programme purpose:** Provide strategic leadership, coordination capacity, and analytical and negotiating skills to promote investment, establish and communicate shared development visions, and prepare a pipeline of implementation-ready property developments and capital works projects

This was a new programme in 2013/14 which includes planning and strategy and the new development facilitation unit. The initial focus was to establish the team, prepare development plans for the corridors of freedom, and work on a series of priority property developments including the Kazerne Parkade property development (International Transit and Shopping Centre), Pikitup Selby Depot relocation and property development, Bertrams Priority Block, Chancellor house tenanting, Nasrec and the corridors of freedom.

In 2014/15 the operating budget for this programme was increased substantially to allow for the appointment of at least 6 development facilitation and urban management specialists who will work within all of the JDA development areas to popularise development plans, undertake feasibility studies and promote investment opportunities, identify property development deals by leveraging municipal owned property, lead property assembly strategy for these areas, initiate urban management and place-making partnerships and engage with stakeholders to support the achievement of the development objectives. Priority areas include the Corridors of Freedom, the Inner City and Alexandra. In 2015/16 these appointments will be concluded to fully capacitate this team

#### Programme 4: Greenways project list

Precinct or project R' million	Year 1	Year 2	Year 3	Total

R' million	2015/16	2016/17	2017/18	3 years
Corridors of Freedom – Naming and Branding and Activations Strategy				
Corridors of Freedom – Heritage and Conservation studies in each of the three priority Corridors.				
<b>Total for Programme 7</b>				

## Longer term development plans

The JDA's medium term plans are built on a ten-year infrastructure investment framework. The investment framework for Programme 1 is aligned with the Inner City Transformation Roadmap and has been developed through a broadly consultative process. In 2013/14 this plan was included in the implementation plan for the Roadmap. The Corridors of Freedom investment plans are based on the Strategic Area Frameworks approved by Council in 2014/15.

The table overleaf provides indicative estimates for longer term capital investment requirements per programme. During this period it is anticipated that the ARP and BRT construction programmes will be completed at a value of approximately R6 billion each. The ARP estimates are based on a comprehensive analysis of the housing development requirements, but these will be confirmed when the Alex Master Plan is finalized in 2015/16

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Estimates per Programme	R'm	R'm	R'm	R'm	R'm	R'm
Programme 1: Inner City Transformation	500.0	550.0	600.0	550.0	550.0	800.0
Programme 2: Station Precinct Developments	120.0	105.0	200.0	300.0	400.0	500.0
Programme 3: Priority Area Developments	50.0	50.0	50.0	50.0	50.0	50.0



Programme 4: Greenways	800.0	1 000.0	1 000.0	300.0		
Programme 5: ARP	1 500.0	1 000.0	1 000.0	1 000.0	924.3	
Programme 7: Development Facilitation	50.0	100.0	100.0	100.0	100.0	100.0
<b>Total Long Term Budget Estimates</b>	<b>3 020.0</b>	<b>2 805.0</b>	<b>2 950.0</b>	<b>2 300.0</b>	<b>2 024.3</b>	<b>1 450.0</b>

## OTHER DAY-TO-DAY OPERATIONS

### 3.7. Programme 6: Admin and management

**Programme purpose:** Provide strategic leadership and support services, including the accommodation needs and overall management of the JDA

In 2015/16 this programme will continue to ensure compliant and effective management and administration in order to achieve a clean audit. The welfare and morale of staff is a key consideration, as is the need to resource the JDA to implement rising capital budgets.

The merging of the ARP and JDA will also have to be managed with care.

**Table 3.2: Day-to-Day Programmes**

Day-to-Day	Key Performance Indicator (2013/16)	Baseline (2006/11)	Target 2015/16 financial year	2015/16 Budget (per programme)		2015/16 <i>(Tangible, measurable targets that fulfil requirements of being SMART)</i>			
				Capex	Opex	Q1	Q2	Q3	Q4
<i>Efficient financial management and administration</i>	<i>Unqualified audit every year</i>	<i>Unqualified audits each year</i>	<i>Unqualified audit</i>			<i>Internal audit and oversight reporting</i>	<i>Undertake AG audit of results</i>	<i>Implement audit plan recommendations</i>	<i>Implement audit plan recommendations</i>

## 4. RISK ASSESSMENT

The JDA Board monitors risk through the Development and Risk Committee. The Committee is responsible for evaluating development proposals with a view to making recommendations for approval to the Board. This entails examining risks associated with the proposed projects such as the risk financing, risk returns and risk profiles. Further, and primarily, the Committee bears accountability for ensuring that, there is an effective risk management process and system within the organisation. This approach does not relieve the JDA Board of its accountability and responsibility in ensuring that, an adequate and effective risk management system and process is in place, as the Board is expected to exercise the duty of care, skill, and diligence identifying, assessing and monitoring risks as presented by the Development and Risk Committee. It recommends to the Board risk strategies and policies that need to be set, implemented and monitored.

JDA's risk management strategy is guided by the principles of the enterprise-wide risk management system in terms of which all identified risk areas are managed systematically and continuously at the departmental level. The JDA has a risk register in place which is treated as a working risk management document of which the identified risks are constantly recorded and properly managed. The JDA's management monitors and evaluates the implementation and efficiency of management's controls and such actions identified as actions to improve current controls in the risk register.

The JDA provides its risk management reports to the City's Group Risk Management Committee (GRMC). The GRMC assesses all risk affecting the City and its municipal entities in a holistic manner and provides advice and recommendations to the City Manager and Council on the general effectiveness of risk management processes within the entire City.

The JDA's risk management philosophy is that risk must be managed holistically and constantly by all departments and divisions. All strategic risks are owned by the CEO and are identified and reviewed by the members of the Executive Committee, assisted by the Heads of Department, through an annual workshop. The management and mitigation of operational risks is the responsibility of the respective members of the management team.

The JDA maintains a Strategic Risk Register and an Operational Risk Register which are treated as working risk management tools. The JDA's management team monitors and evaluates the implementation and efficiency of controls and actions identified to improve current controls in the risk registers.

The registers reflect those key business risks that need to be managed at a corporate level, which, if not managed appropriately, could result in the JDA failing to achieve one or more of its key objectives, suffer financial loss, or reputation damage. The contents of the Risk Registers are reviewed at least annually to ensure their contents reflect current priorities and circumstances.

Strategic Risk Register for 2015/16

No	Risk Description	Root cause	Consequence description	Current controls	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
<b>Strategic objective 1: Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them. Strategic objective 5: • Encourage sustainable energy consumption and land-use in the city by developing strategic transit nodes and corridors.</b>								
1	Non-delivery of capital projects on time.	1) Late start of stakeholder/community communication & consultation.	1) Failure to meet JDA, transformation and empowerment targets	1) Early engagement with stakeholders at implementation phase.	CEO	1) Early engagement with stakeholders at contracting strategy phase.	EM: Marketing and Communications	Annually
		2) Clashing priorities and lack of co-operation by stakeholders (e.g. MOE's).		2) Early engagement with stakeholders at implementation phase.		2) Establish area based development technical steering committees with City departments, MOE's and stakeholders.	EM: Development Facilitation	31-Dec-15
		3) Stringent SCM and National treasury regulations		3) BEC meetings are arranged almost on a daily basis or as and when required to ensure that all bid evaluations are done timeously. Weekly BAC meetings to ensure that all appointments are done timeously.		3) Review and align current evaluation criteria used in the BEC's.	CFO (SCM)	3-Sep-15

				3) Seek clarity from National Treasury as and when required regarding SCM regulations.				
						2) Management is in the processes of reviewing its SCM processes by establishing a panel for professional services which is categorized per discipline in an effort to reduce the time spent in the evaluation of functionality for each and every bid.	CFO (SCM)	31 Sept 2015
2	Failure to deliver capital projects within budgets	1) Late confirmation of budget.	1) Late start and inadequate time for planning.	1) Approval of multi-year budgets to enforce CoJ project commitments and assist with project. Planning & Strategy division works on the CIMS register/database to include projects that	CEO	1) Strengthen and structure relationships with client depts. through monthly progress meetings or quarterly pipeline meetings.	EM: Planning	Annual 30 May
						2) Development of Individual Learning Plans (ILP) to close the skills gap 2) Develop a	EM: Development Implementation	Annually

			require funding/budget. Closer liaison with city depts. specifically the PMO, Transportation, planning and budget office.		framework to curb fee discounts from professionals.		
	2) Inadequate project management capacity and capability at the JDA.	2) Under expenditure on budget and overrun on project time	2) More stringent assessment of service providers.		3) Participate in City capital planning and strategy workshops. 3) Align capacity of development teams with increasing budgets.	EM: Planning & Strategy EM: Development Implementation	Annual 30 June
	3) Change in CoJ priorities.	3) Reduced scope of projects resulting in unfunded mandates	2) Appointment of qualified personnel and training & development to address the development team capabilities.		4) Improve engagement process	EM: Planning and Strategy	Annually
		4) Overrun on project time frames and delayed project start date	3) Continuous engagement with clients to align the JDA and CoJ priorities.		5) Establish precinct steering committees to present UDF concept and conclude SLAs with other MoE's	EM: Development Facilitation	30-Dec-15
		5) Delays in implementation of projects					

	6) Inappropriate project plan	6) Overrun on project time frames.			6) Contracting strategies to be included in performance scorecards and Development managers to monitor implementation of multi-year projects to ensure they are completed on time within budget. 6) Develop detail project plans for all projects with involvement of planning, budget officer and senior development managers.	CEO	30-Sep-15
	7) Loss of critical staff at crucial points	7) Delays in implementation of projects					
	8) Poor or inadequate performance of professionals.	8) Under expenditure and loss of revenue.	6) Contracting strategies and approval of detailed project plans to ensure that only approved and adequate project plans are implemented.	CEO	7) Implement recommendations from the salary benchmarking process. 7) Implement employee climate survey recommendations 7) Conduct employee engagements. 7) Talent retention strategy and remuneration	EM; Corporate Services	30-Aug-15

				strategy to address critical skills requirements within the development teams. 7) Ensure that retention strategy is funded.		
	9) Misrepresentation by the bidders of their capability and capacity.	9) Legal Challenges and delayed implementation of project (Cancellation of contracts).	7) Remuneration policy that addresses part of the retention strategy. 7) Salary benchmarking process conducted.	8) Development of database of non-performing professional teams for future evaluations.	CEO	Monthly
		10) Inability to meet the JDA's targets due to delayed appointments	8) Appropriately skilled SDM's and DM's are appointed to ensure effective project and team management. 8) Contracts with professionals are in place.	9) Development of database of non-performing professional teams for future evaluations. 9) Develop a framework to curb fee discounts from professionals.	SDMs	Ongoing
		11) Failure to meet JDA, transformation and empowerment targets	9) Evaluation of bidders in terms of financial capacity, capability and previous experience.	09) Training of employees on SCM processes to improve their planning ability	CEO	Annually
	10) Legal challenges and litigation from		10) Strict application of	10) Improve SCM policies and	CFO (SCM)	30-Aug-15



		unsuccessful bidders and stakeholders.		SCM processes.		processes to eliminate ambiguity and uncertainty in the application of these processes.		
								Annually
2	Inability to deliver the ARP mandate	1) Lack of consensus on development outcomes	1) Implementation delays due to objection to programs	Funding allocated to develop the Alex Master Plan b) Joint strategic planning with the planning department to ensure a seamless vision and delivery strategy. Participation in Presidential task team - ARP Challengers included in the EEMT dashboard	CEO	1) Publicize the Alex Master Plan development processes to all relevant stakeholders	CEO	Ongoing
		2) Inadequate funding from role players	2) Poor service delivery	2) Using available or other sources of funding or cross funding to finance projects in Alexandria		2) Prepare opex funding proposals	EM: CS	1-Jul-15
		3) Lack of appropriate skills in the Programme 5	3) Poor project implementation resulting in loss of community confidence	None.		3) Undertake skills (Audit) assessments and develop ILPs 3) Work closely with community media outlets to distribute on	EM: Marketing and Communications	Ongoing

					projects		
	4) Poor legacy and bad reputation	4)Lack of community confidence due unfulfilled expectations	5) Consult with Alex ward councillors and regional directors - Region E stakeholder and youth engagement forums - Allocation of Funding of Alex Master Plan		4) Finalisation of MoUs with GADF (Greater Alex Development Forum) - Inclusion of ARP as a special project in the office of the CEO - Consultation of the Master Plan processes.	EM: P&S	30-Dec-15
	5)Social and political instability in Alex	5)Delayed implementation projects due to community protests	4) Consult with Alex ward councillors and regional directors - JDA Stakeholder Manager assisting SMMEs with compliance matters - Escalation of Alex matters to the Deputy Chief Whip of Council for intervention and resolution		Finalise the ARP roles and responsibilities of The CLOs	EM:CS	30-Sep-15
	6) Court interdicts due to land claims	6)Delayed implementation of projects	6)Participation in the land task team - Engage with representatives of land claimants on specific projects				

		7) Non-integration of the ARP unit with the JDA	7)Delayed implementation of projects	7) Weekly meeting with the ARP team on project specific matters - Trained ARP team on SCM processes.		7) Continue training of the ARP unit on the JDA systems - Integrate ARP DMs and Coordinators into one office. - Implement change management processes - Appoint ARP SDM	EM:DI and EM:CS	Annually
		8) Inadequate management of inter-governmental relations (GPG)	8)Poor accountability and delayed implementation of projects	8)Constant engagement with the MMC and Development Planning		8) Escalate lack of progress to the CoJ	EM: P&S	as Necessary
<p><b>Strategic objective 2: Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas. Strategic objective 3: Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships. Strategic objective 4: Develop local economic potential in marginalized areas to promote access to jobs and markets.</b></p>								
3	Failure to optimize shared economic growth impacts resulting from JDA infrastructure investment	1) Lack of response from the market	1) Failure to achieve economic growth priorities	1) Impact assessments to determine relationship between JDA investment and economic growth	CEO	1) Area-based stakeholder forums to agree on economic development vision	EM: S & P	On-going
		2) Limited development facilitation resources	2) Negative perception of JDA's interventions	2) Capacitation of the Development Facilitation Unit		2) Partnership with Economic Development and DP to ensure that CoJ interventions are aligned	EM: S & P	On-going
		3) Pressure to deliver basic services to	3)Loss of community support for JDA interventions	3) Alignment between		3) Participate in City capital	EM: DI	Annual

		address backlogs		economic growth objectives and project objectives.		planning workshops, SIMS,COFS, BRT		
<b>Strategic objective 6: • Promote economic empowerment through the structuring and procurement of JDA developments.</b>								
4	Failure to create adequate number of short term jobs	1) Non-labour intensive projects	1) Failure to meet IDP goals of job creation	1) Designed and scoped developments and contracts to optimise EPWP jobs	CEO	1) Ensure project designs increase EPWP jobs numbers	EM:DI	On-going
		2) Delay in implementation of capital projects.	2) Failure to meet JDA's business KPIs	2) Project management (e.g. PMMs) in place. Contracts in place with penalty clauses.		2) Amend the operations manual to ensure effective project management	EM:DI	Monthly
		3) Poor project Planning	3) Failure to meet IDP goals	3) Staffing of development teams to ensure that they are adequately resourced - Staff trained in Project scheduling		3) Identify project management weaknesses from Development Managers and propose development enhancing training programs	EM:DI	Annually
		4) High or unrealistic targets for capital intensive projects	4) Failure to meet JDA's business KPIs	4) Project management processes (e.g. PMMs) in place.		4) Target setting per project when developing the contracting strategy.	EM:DI	Annually
5	Failure to meet the BBEE/SMME procurement targets.	1) Limited BEE businesses within the Industry with experience for big projects.	1) Inability to transform the construction industry.	1) Enterprise Development Programme Implemented - Managing contractor in place to ensure deliverable	CEO	1) Partnership with financial institutions to assist SMME contractors - Review EDP incubator model for SMMEs	CFO	30-Dec-15

	1) Limited SMME business within the wards with experience for big projects.	1) Inability to transform the construction industry.				
	SMMEs within wards are not adequately resourced and skilled.	1) Inability to transform the construction industry.				
	2) Ineffective contracting and contract management	2) Failure to create opportunities for small contractors leading to distrust of the JDA	2) At least 30% of work allocated to local SMME on all CAPEX projects		2) Analyze BBBEE code reform impacts and restate targets - Work closely with the CSAs (Capability Support Agents)	30-Dec-15
	3) Restrictive Regulatory compliance requirements (CIDB, MFMA)	3) Reputational damage to the JDA and the City.	3) Training of SMMEs in Compliance		3) Engage with SMMEs in a formal sitting in an endeavor to ensure compliance	30-Dec-15
	4) Lack of JDA implementation of enterprise development for emerging contractors	4) Failure to meet SMME targets.	4) Performance indicators incorporated into SDMs performance contracts to ensure effective implementation of enterprise development		Appoint a champion to (Implement) monitor and track performance across the organisation	
	Lack of understanding of the Jozi@Work program	Disruption of projects	Identify potential projects to implement Jozi@Work program and Managing contractor model		Work closely with J@W officials at the CoJ to assist in the understanding and implementation -	CFO/E M: P&S On-going

				included. J@W champions per region		JDA to Develop criteria that will assist in the implementation of J@W program		
		ineffective implementation of the Jozi@Work initiative/program						
<b>Strategic objective 7: Support productive development partnerships and co-operation between all stakeholders in these areas.</b>								
6	Failure to adequately manage stakeholder expectations	1) Inadequate and ineffective consultation before and after the completion of the projects	1) Bad reputation, damage to the infrastructure developed by JDA	1) Formal stakeholder management programme has been established.	CEO	1) Improve CoJ coordination and relations (COJ regional directors from Citizen Relations and Urban Management)	EM: Development Implementation /EM: Marketing & Communications/EM: Development Facilitation	Monthly
		2) Poor or ineffective communication about the role of the JDA	2) Delays in implementation of decisions	2) Public relations and communications to support stakeholder engagements				Monthly
		3) Unrealistic community expectations created as a result of impending local government elections.		3) Communication of the JDA's plans including job creation opportunities and SMME's		2) Stakeholder management training for development teams to engage with various stakeholders	EM: Marketing and Communications / EM: Corpora	31-Mar-16

					development.			te Service s	
<b>Strategic Objective 8: To strengthen the JDA's operations to ensure that it remains an effective, efficient and sustainable organisation. Strategic objective 6: • Promote economic empowerment through the structuring and procurement of JDA developments.</b>									
7	Failure of financial management processes	1) Lack of awareness of Policies and Procedures	1) Irregular expenditure, fruitless expenditure and unauthorized expenditure	1) Regular training of staff on financial systems and controls to ensure that all updated processes are communicated.	CEO	1) Continuous review and monitoring	CFO		Monthly
		2) Poor performance and negligence.	2) Overspending of the budget, financial loss, contraventions of laws and regulations	2) Development and training of finance staff to ensure continuous updated knowledge of the latest advancements with the GRAP standards and legislation. 2) Quarterly performance appraisals. 2) Disciplinary actions taken against negligent employees.		2) Regular training and updates on changes to the financial processes within JDA and the COJ	CFO		Annually
		3) Non adherence of approved business processes.	3) Contraventions of laws and regulations	3) Strict performance management of all teams through the quarterly performance		3) Procure a new holistic financial system with adequate built in controls.	EM: CS		31 Sept 2015

			review process. 3) Business process checklists to enforce compliance.				
	4) Inadequate controls (people, processes, technology)	3) Unreliable financial information.	4) Segregation of duties. 4) Process checklists used 4) GP, DMIS & Rengisa utilised.		4) Continuous monitoring and review where necessary. 4) Procurement of an ERP system gradually. (Modules).	CFO	Monthly
	5) Fraud by employees and service providers	4) Negative Audit opinion	5) Regular audits of systems and processes are conducted to identify internal control weaknesses within the processes. 5) Fraud tip-off hotline. 5) Fraud risk management policy 5) Risk management framework 5) Whistle blowing policy 5) Code of ethics		5) Roll out an ethics management programme	Risk & Compliance Manager	31-Dec-15
		5) Bad reputation, financial loss	5) Roles & job descriptions reviewed to ensure				



				separation of approval responsibilities as part of employee fraud prevention.				
		6) Loss of critical of staff						
8	Financial sustainability of the organisation	1) Non delivery on project targets	1) Loss of future funding and poor service delivery	1) Project management IT system. (DMIS & MS Projects) 1) Project managers. (Internal and external) 1) Monthly project management meetings.	CEO	1) Development of ILP's to address skills required to implement projects. 1) Procure project management system. 1) Tailor made programme specifically to address development needs for development managers. 1) Attraction and retention of the required skills and expertise to implement projects.	EM: Corporate Services	30-Sep-15
		2) Inability to raise adequate revenue	2) Reduced service delivery	2) Feasibility studies undertaken for more PPPs and explore other national grant funding and Cost saving strategies and efficiency gains. 2) Secured funding from		2) Develop a pipeline of property development partnerships as and when required. 2) Review of the current JDA management fee structure.		

				alternative sources				
		3) Reduction of budget for implementation of capital projects	3) Failure to pay for operating expenditure including salaries.	3) Continue to seek technical assistance assignments from other CoJ departments and explore other grant funding opportunities			EM: Planning & Strat; EM: Dev Facilitation	
9	Fraudulent and corrupt activities.	1) Weak internal control procedures	1) Financial Loss to the organisation	1) Segregation of duties. 1) Process checklists used 1) GP, DMIS & Rengisa utilised. 1) Fraud tip-off hotline. 1) Fraud risk management policy 1) Risk management framework 1) Whistle blowing policy 1) Code of ethics	CEO	5) Roll out an ethics management programme	Risk and Compliance Manager	31-Dec-15
		2) Collusion between and amongst employees and service providers	2) Receiving poor quality goods and services, employees unduly benefitting from services	5) Regular audits of systems and processes are conducted to identify internal control weaknesses within the processes. 5) Fraud tip-off hotline.		5) Roll out an ethics management programme	Risk and Compliance Manager	31-Dec-15

			5) Fraud risk management policy 5) Risk management framework 5) Whistle blowing policy 5) Code of ethics			
	3) Inadequate fraud risk management	3) Legal challenges from unsuccessful bidders, reputational damage, financial loss	3) All tender documents include the fraud hotline number to assist reporting of fraud and corruption and training on fraud prevention to all staff members to raise awareness. 3) Annual fraud risk review 3) Fraud risk management policy and strategy 3) Fraud risk awareness	3) Continuous monitoring and tracking	Risk and Compliance Manager	Quarterly
	4) Failure to declare business interests	4) Negative publicity for the organisation	4) Bidders are required to declare interests in the bid document. 4) BEC and BAC members are required to declare interests at every sitting.	4) SCM officials and end users should be required to declare interests per RFQ.	EM: CS (RCM)	Annually
	5) Submission of false tender documents	5) Appointment of unsuitable	5) Verification of submitted		EM: CS (RCM)	

			service providers.	compliance documents by the SCM officials. 5) List of bidders that have falsified information is submitted to treasury.				
		6) Internal Control Overriding by management	6) Financial losses to the entity.	6) Compliance reviews done annually by the internal audit department to identify any non-compliance.		2) Continuous fraud awareness sessions to staff members.	EM: CS (RCM)	Annually
		7) Dishonesty by employees and service providers	7) Poor service delivery and harm or loss of life as a result of poor quality work	7) Employees are required to sign a code of ethics. 7) Fraud risk management policy for internal and external stakeholders. 7) Whistle blowing policy implemented.				
10	Failure to Comply with SCM regulations and applicable laws	1) Weak internal control procedures	1) Legal challenges from unsuccessful bidders, reputational risk and ,	1) Implemented compliance checklists for document and contracts & RFQ signoff requirements. 1) Standard Operating procedure for all RFQ and RFP processes.	CEO	1) Regular training and development of staff on SCM legislation.	CFO (SCM)	Annually

	2) Collusion between and amongst employees and service providers	2) Financial loss.	2) Weekly BAC meetings are held to review all recommendations made by the BEC and within SCM policies.			CFO (SCM)	On-going
	4) Failure to declare business interests	4) Fruitless, wasteful, unauthorized and irregular expenditure,	4) Bidders are required to declare interests in the bid document. 4) BEC and BAC members are required to declare interests at every sitting.		4) SCM officials and end users should be required to declare interests per RFQ.	CFO (SCM)	On-going
	5) Submission of false tender documents.	5) Inability to implement and complete projects, cancellation of tender processes and increased project costs,	5) Verification of submitted compliance documents by the SCM officials. 5) List of bidders that have falsified information is submitted to treasury.				
	6) Internal Control overriding by management		6) Compliance reviews done annually by the internal audit department to identify any non-compliance.				
	7) Dishonesty by employees and service providers		7) Employees are required to sign a code of ethics. 7) Fraud risk				

				management policy for internal and external stakeholders. 7) Whistle blowing policy implemented.				
11	Stringent SCM and National treasury regulations	1) Evaluation of large number of bid submissions	1) Improper evaluation of bids.	1) BEC meetings are arranged almost on a daily basis or as and when required to ensure that all bid evaluations are done timeously.	CEO	1) Review and align current evaluation criteria used in the BEC's.	CFO (SCM)	31-Dec-15
		2) Lack of adequate time to review documents	Inability to deliver capital projects on time and within budget due to long lead times of evaluations	2) Weekly BAC meetings to ensure that all appointments are done timeously.		2) Management is in the processes of reviewing its SCM processes by establishing a panel for professional services which is categorized per discipline in an effort to reduce the time spent in the evaluation of functionality for each and every bid.	CFO (SCM)	30-Sep-15
				3) Seek clarity from National Treasury as and when required regarding SCM regulations.				
12	Inadequate business	1) Lack of information reporting framework.	1) Decisions based on	1) Business information	CEO	1) Provide training to staff on business	EM:CS	30-Sep-15

information management.		unreliable / income info (loss / reputation damage).	management framework established as guide to information quality and requirements.	information framework 1) Review current business information framework.		
	2) Lack of compliance with business management information processes	2) Adverse audit finding	2) Business management information framework communicated through the JDA shared drive. 2) Awareness raised during the Business Training day sessions. Framework.	2) Implement business information management framework. 2) Appointment of the records manager. 2) Training of all staff on the business information management framework.	EM: Corporate Services	Quarterly
	3) Misinterpretation of business information requirements	3) Loss of institutional knowledge and information	3) Intranet as a shared information and knowledge portal to communicate information.			
	4) Inadequate quality control checks around information management	4) Loss of knowledge and information	4) Quality of quarterly information is reviewed during the functional EXCO and project management meetings.	4) Report writing training to be held for all relevant employees or officials.	EM: Corporate Services	30-Sep-15
	5) Underutilization of the business	5) Criminal liability due to	5) Awareness created on the	5) Roll out business information system	EM: Corporate Services	30-Sep-15

		information system.	non-compliance with public info law	business information system through training.		training to all staff members		
			6) Credibility of performance management information					
13	Collapse of ICT environment.	1) Internal / External disasters (Natural/Hackers, etc.)	1) Disruption of JDA business activities.	1) Business Continuity & Disaster recovery plan. 1) IT Security Policy & Procedures – to ensure continuity of business operations and availability of information. 1) Availability of a business syndicated site.	CEO	1) Continual scheduled data restore tests	EM: CS (IT)	31-Dec-15
		2) Aging ICT infrastructure and systems	2) Loss of vital information	2) IT Strategy plan to identify weaknesses in the ICT infrastructure so as to come up with a replacement strategy.		2) SLA with Backup & DR service provider must always be in place. 2) Alignment of the IT Strategy with the organisational growth. 2) Review of the IT strategy (leasing vs buying)	EM: CS (IT)	31-Dec-15
		3) Leaking of sensitive information		3) IT Security policy developed to set up		3) Increase testing scope by the independent service	EM: CS (IT)	30-Sep-15



				procedures to continually address IT security issues and prevent leaking of sensitive information. 3) Quarterly tests by an independent service provider to ascertain the adequacy and effectiveness of the information security controls.		provider on platforms were JDA is active i.e. social media, website etc.		
						4) Continually replace obsolete infrastructure	EM: CS (IT)	as Necessary
						5) Continually run independent tests on servers to check for spyware	EM: CS (IT)	Monthly
		4) Design constraints within the JDA offices		4) Assessments of the current infrastructure to identify safer ICT developments.				
		5) Inadequate IT Systems		1) Scheduled business application refresher training to enhance user understanding of business applications. 2) SLAs for				

				hardware maintenance, software support and software development to manage IT support across all hardware and software platforms.				
14	Non-compliance with applicable laws and regulations	1) Ineffective compliance processes and monitoring	1) Financial penalties for the JDA	1) Risk and Compliance software is utilised to document and update risk assessments.	CEO	1) Improve use of the software and system	EM: CS (IT)	On-going
		2) Lack of awareness of new laws or amendments	2) Criminal liability	2) Regulatory Compliance Universe assessment assists management in prioritizing the applicable legislation that JDA must comply with.		2) More training and awareness	EM: CS (IT)	Annually
		3) Lack of understanding of the law.	3) Reputation damage for the organisation	3) Risk and compliance unit		3) Implementation of continuous monitoring and auditing	EM: CS (IT)	Monthly
		4) Employee negligence and resistance to requirements	4) Costly litigations.	4) Scheduled policy and process reviews				
			5) Liability of Board members,					

			employees and shareholder					
15	Inadequate IT Systems	1) Inadequate training on business application systems	1) Lack of full utilization of business applications	1) Scheduled business application refresher training to enhance user understanding of business applications.	CEO	Establish Business Application user forums /Shared Knowledge Forums/teams to encourage users to exchange knowledge in their specific areas of knowledge.	EM: CS (IT)	Quarterly
		2) Inadequate IT support	2) Inadequate business reporting	2) SLAs for hardware maintenance, software support and software development to manage IT support across all hardware and software platforms.				
16	Failure to attract, develop and retain skilled employees.	1) Inability to offer competitive salaries	1) Rewards and compensation lagging behind market	1) Salary benchmarking process undertaken. 1) Remuneration policy	CEO	1) Assess and implement outcomes of the salary benchmarking process. 1) Development of the retention policy.	EM: CS (HR)	Annually
		2) Poor relationship between managers and employees	2) Ad hoc practices aimed at dissuading employees from leaving.	2) Annual staff breakaway. 2) Regular meetings held within departments.				
		3) High competition in	3) High turnover	3) Salary				
						2) Communication to all staff members on the current status of affairs.	EM: CS (HR)	30-Jul-15
						3) Implement the	EM: CS (HR)	30-Sep-15

	the market for scarce skills	levels	benchmarking exercise undertaken to assess JDA salaries against the industry market.	develop talent management strategy pending Board approval.		
	4) Poor talent management	4) Inconsistencies in recognizing and appreciating talent.	4) Workplace Skills Plan assists in identifying benchmarking in internal skills and identification of future skills requirements.	4) Categorize employees into (risk) profiles or categories.	EM: CS (HR)	31-Dec-15
	5) Salary disparities within the City and low salary limits	5) Disgruntled JDA employees	5) Financial and non-financial rewards to recognize staff performance and improve staff morale.	5) Implement results of job grading and evaluation and salary benchmarking analysis	EM: CS (HR)	31-Dec-15
	6) Misalignment of individual and organisational culture fit.	6) New entrants leaving within year one.		6) Conduct a skills audit	EM: CS (HR)	31-Dec-15
	7) No benchmarking of internal skills within the market.	7) Critical Skills base unknown		7) Implement the developed remuneration strategy	EM: CS (HR)	31-Dec-15
				8) Rework the interview process and practice to ensure culture fit of new recruits.	EM: CS (HR)	31-Dec-15



## 5. FINANCIAL IMPACT

### 5.1. JDA's Operating Expenditure Estimates

The 2014 Medium Term Revenue and Expenditure Framework (MTREF) allocated an operating budget of R79.9 million to the JDA for 2014/15. This is a significant increase from the operating expenditure of R57.2 million in 2013/14. The growth in expenditure is largely related to increased staff costs as posts that were vacant in the previous financial year were now filled. The annual operating budget for the 2014/15 financial year is presented as a budget with a total revenue target of R99.1 million. Development fees make up **R70.3** million of this revenue target, which requires a total capital budget spend of 82% of the total on - and off-budget allocation.

Expenditure of R91.4 million is budgeted. This is expected to cover all of the priority costs that the JDA will have to incur in order to increase the staff establishment and establish the Development Facilitation team.

The Alexandra Renewal Programme has an operational budget of R3.4 million, funded by Development Planning. These costs include operational costs such as contracted services, repairs and maintenance and security expenses, inter alia. This operational budget is included in the expenditure allocated to the JDA, but claimable as income from Development Planning.

An operational capital expenditure budget of R5 million has been allocated to fund Information Systems upgrades as well as building facilities upgrades

In 2015/16 the JDA's adjusted operating budget is increases to **R100.1** million. This is an increase of **9.5%** on the adjusted operating budget for 2014/15 (**R91.4** million). This represents an increase of **R8.7** million. An increase employee related costs (**R3.2** million) is largely accountable for this increase. Other operational cost increases include increased depreciation costs associated with the operational capital costs mentioned above as well as repairs and maintenance on these assets. Internal charges relating to the Alexandra Renewal Programme are also taken into account as an increase in expenditure, even though the offset of these expenses are shown as revenue.

Most of this budget will be funded through revenue raised in the form of Development Management Fees, charged mostly as 5% of capital expenditure by the JDA. It is estimated that JDA will raise R70.3 million in 2014/15, **R74.6** million in 2015/16 and **R78.6** million in 2016/17. This is calculated as a percentage of the expected capital expenditure. In order to earn R70.3 million in 2014/15, the JDA will have to implement capital works to the value of R1.4 billion, or just over 80% of the allocated capital budget for the year to break-even.

Table 5.1: Summary of the 2014/15 Medium term revenue and expenditure framework for the JDA – As stipulated by the City of Joburg's Budget Office on 19 March 2015 (See overleaf)

**JOHANNESBURG DEVELOPMENT AGENCY**  
**DRAFT MEDIUM TERM OPERATING BUDGET 2015/16 - 2017/18**  
**Financial Performance (revenue and expenditure)**

Description	Current year 2014/15		2015/16 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2015/16	Budget Yr +1 2016/17	Budget Yr +2 2017/18
	R 000	R 000	R 000	R 000	R 000
<b>R thousand</b>					
<b>Revenue By Source</b>					
Property rates					
Property rates - penalties & collection charges					
Service charges - electricity revenue					
Service charges - water revenue					
Service charges - sanitation revenue					
Service charges - refuse					
Service charges - other					
Rental of facilities and equipment					
Interest earned - external investments					
Interest earned - outstanding debtors					
Fines					
Licences and permits					
Agency services	48 127	70 339	74 559	78 660	82 908
Operating grants					
Other revenue	1 010	1 010	1 010	1 141	1 203
Gains on disposal of PPE					
<b>Revenue</b>	<b>49 137</b>	<b>71 349</b>	<b>75 569</b>	<b>79 801</b>	<b>84 111</b>
Interest income (Sweeping Account)	4 000	1 000	1 065	1 130	1 191
Interest on loans (Core)					
Internal recoveries (ME's )					
Internal recoveries (Core)					
Internal capital grants (Mig)					
Operating grants & Subsidies from (COJ)	26 739	26 739	23 455	24 745	26 347
<b>Total Internal Transfers</b>	<b>30 739</b>	<b>27 739</b>	<b>24 520</b>	<b>25 875</b>	<b>27 538</b>
<b>Total Revenue</b>	<b>79 876</b>	<b>99 088</b>	<b>100 089</b>	<b>105 676</b>	<b>111 649</b>
<b>Expenditure By Type</b>					
Employee related costs	52 867	53 631	56 849	60 544	64 237
Remuneration of councillors					
Debt impairment					
Depreciation & asset impairment	1 227	1 805	1 307	1 386	1 461
Repairs and maintenance	1 125	1 625	1 723	1 979	2 086
Finance charges					
Bulk purchases					
Contracted services	3 034	6 938	5 718	3 749	3 951
Grants and subsidies					
Other expenditure	20 582	23 356	20 428	23 155	24 405
Contributions to/(from) provisions					
Loss on disposal of PPE		20	21	23	30
<b>Expenditure</b>	<b>78 835</b>	<b>87 375</b>	<b>86 046</b>	<b>90 836</b>	<b>96 170</b>
Interest (Sweeping Account)	97	3 097	3 298	3 000	3 000
Interest on shareholders loans					
Interest on mirror conduit loans					
Internal charges (ME's)	944	944	10 745	11 840	12 479
Internal charges (Core)					
Operating grants & subsidies to ME's					
<b>Total Internal Transfers</b>	<b>1 041</b>	<b>4 041</b>	<b>14 043</b>	<b>14 840</b>	<b>15 479</b>
<b>Total Expenditure</b>	<b>79 876</b>	<b>91 416</b>	<b>100 089</b>	<b>105 676</b>	<b>111 649</b>
<b>Surplus/(Deficit) before capital grants</b>		<b>7 672</b>			
<b>Transfers recognised</b>					
Capital grants					
Capital contributions					
<b>Surplus/(Deficit)</b>		<b>7 672</b>			
Taxation					
<b>Surplus/(Deficit) for the year</b>		<b>7 672</b>			

## 5.2. JDA's Capital Expenditure Estimates

In the 2014 MTREF the JDA has been allocated capital budgets of R224.7 million in 2014/15, R299.5 million in 2015/16, and R282.8 million in 2016/17 in the form of on-budget allocations. In addition, JDA has secured implementing agent assignments to roll out capital works projects to the value of **R1.8 billion in 2015/16, R1.8 billion in 2016/17 and R1.8 billion in 2017/18**. The significant increases are due to the inclusion of ARP allocations as part of the JDA budget, and an increase in the value of implementing agent assignments awarded to the JDA – largely as a result of projects within the Corridors of Freedom.

## 6. MANAGEMENT AND ORGANISATIONAL STRUCTURES

A new structure was approved by the Board in December 2014 with 69 approved positions (78 including members of the Board of Directors). The JDA's organisational structure is based on the following principles:

- An executive management committee made up of the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Executive Manager: Development Implementation, Executive Manager: Planning and Strategy, Executive Manager: Development Facilitation, and COO, Chief Audit Executive and Company Secretary
- Four specialist teams focusing on developments, each with led by a Senior Development Manager (SDM) who is responsible for overseeing all development under their portfolio assisted by a number of Development Managers (DMs), Assistant Development Managers (ADMs) and Development Coordinators. These teams report to the EM: Development Implementation
- The SDM is fully responsible for all aspects of developments, from design to implementation, while the EM: Development Implementation is responsible for strategic guidance in the conceptualization, design, implementation and handover of all JDA developments, all transverse and cross-cutting operating issues related to developments, stakeholder relations, operating systems and monitoring and quality control over development projects.
- Other administrative departments are responsible for functions such as supply chain management, finance, human resources, risk and compliance, marketing and communications, development facilitation and planning and strategy.

The figure overleaf shows the approved organisational structure for the JDA.



Figure 6.1 showing the approved JDA structure for 2015/16

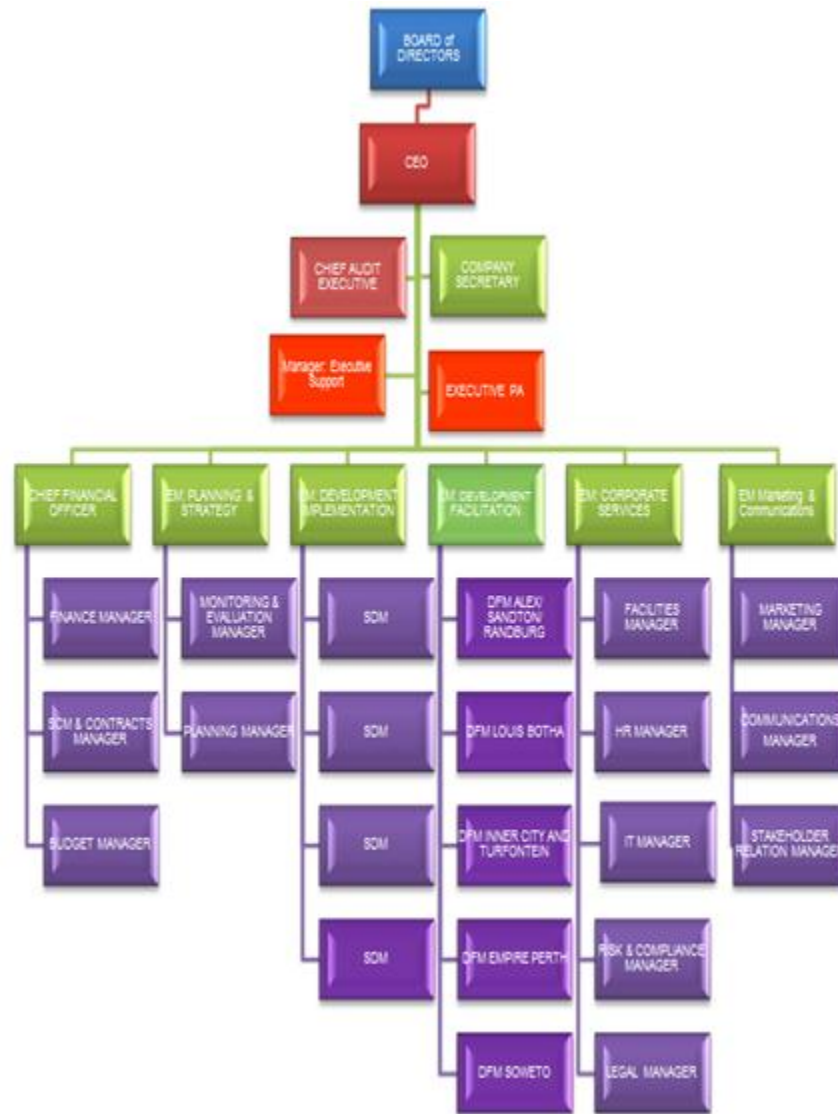


Table 6.1: Staff establishment on 13 March 2015

Description	Employees			
	2015/16			
	Approved Posts No.	Actual Employees No.	Vacancies No.	Vacancies %
Top Management	2	2	0	0%
Executive	12	10	2	17%
Senior Management	6	5	1	17%
Middle Management	26	25	1	3.8%
Coordinators and administrators (*including CLO's)	35 (excluding CLO's*)	34 (excluding CLO's) 47 (incl. CLO's)	1 (excluding CLO's)	2.9%
Housekeepers	6	6	0	0%
<b>Totals</b>	<b>87</b>	<b>95 (incl. CLO's) 82 (excl. CLO's)</b>	<b>5</b>	<b>5.7%</b>

\* 13 CLO's (Community Liaison Officers) who work in Programme 5: ARP are included in this table to reflect total headcount, although they are not directly remunerated by JDA and are not included in the total posts approved on the JDA Organogram

## 6.1. Employment Equity

The JDA is committed to the principles of equity, anti-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act (EEA). In this context, the JDA seeks to create an institution that reflects the diversity of South African society, and contributes to maximising the human resource potential of all our people.

JDA has implemented employment policies and practices designed to achieve the advancement and adequate protection of persons previously disadvantaged by unfair discrimination. In line with this, the JDA has adopted an Employment Equity Policy. In terms of this policy JDA plans its annual Employment Equity (EE) targets and reports to the Department of Labour in accordance with the provisions of the EEA.

The JDA's Employment Equity Plan (EEP) has been developed for the period 1 October 2012 to 30 September 2015.

The overall goal at the JDA with regard to human resources practice and EE is to:

- Promote an environment and culture that supports open communication where everyone is encouraged to express one's views without fear of being victimised
- Ensure fair and consistent application and implementation of all employment practices and procedures
- Whilst the JDA has far exceeded its EE targets and prides itself with having a workforce that is truly representative of the country's demographics, the JDA continuously endeavours to improve equitable representation of people from designated groups in senior management positions.
- The JDA has also introduced affirmative mechanisms targeted at addressing the development needs of previously disadvantaged individuals by providing unique opportunities for career advancement, growth and training and development.

The following principles continue to guide our employment equity initiatives:

- Appropriate structures and adequate resources have been put in place to coordinate and monitor employment equity implementation across the organisation. The JDA undertakes an annual review of its EE process and general employment practices.
- The Employment Equity Statistics – are sourced to review progress and provide direction regarding progress in the implementation of the employment equity plan.
- To ensure focus, the Executive Committee and the Board's Human Resources and Remuneration Committee also provide regular input to the strategies and initiatives regarding EE and its implementation in the organisation.

In respect of employment equity the JDA's current targets are as follows:

- Black staff percentage - the target of 80% of total staff complement
- Female staff - target of 45% of total staff complement.
- Black females in management positions, target of 35% of total number of employees in management

The JDA's Equity Forum meets on a monthly basis to review the Employment Equity Plan, skills development strategies and the annual training plan.

The JDA has been consistent in achieving the employment equity targets in the scorecard.

- The JDA currently has 95% Black staff, which exceeds the target of 80% provided in the Employment Equity Plan.
- The JDA currently has 61.5% female staff against the target of 45%.
- The JDA currently has 66% Black females in management positions.
- 40% of the Exco team members are black women against a target of 35%.

The JDA currently employs 2 employees with physical disabilities. This constitutes 4% of the total JDA staff compliment. This exceeds the City's strategic target of ensuring that at least 2% of all CoJ employees should be people within disabilities.

**Table 6.2: Breakdown of Occupational Levels 2015/16 – Including CLO's in the Alex Renewal Programme**

Occupational Levels  As at March 2015									Foreign Nationals		Total
	Male				Female				Male	Female	
	A	C	I	W	A	C	I	W			
Top management	4	0	1	1	2	0	0	0	0	0	8
Senior Management	3	2	1	2	6	1	2	0	0	0	17
Professionally qualified and experienced specialists and mid-management	12	0	0	1	4	3	1	1	0	0	22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	1	0	15	1	2	1	0	0	33
Semi-skilled and discretionary decision making	1	0	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	1	0	0	0	5	0	0	0	0	0	6
<b>TOTAL PERMANENT</b>	36	2	3	4	30	5	5	2	0	0	91
Temporary employees	2	0	0	0	2	0	0	0	0	0	4
<b>GRAND TOTAL</b>	38	2	3	4	32	5	5	2	0	0	95**

\*\* 13 CLO's (Community Liaison Officers) who work in Programme 5: ARP are included in this table to reflect total headcount, although they are not directly remunerated by JDA and are not included in the total posts approved on the JDA Organogram

## **6.2. Performance monitoring and evaluation**

In terms of local government legislation, the Member of the Mayoral Committee for Development Planning and Urban Management (as political head of the sector within which JDA is located) is held accountable by the Council for programme performance and thus is tasked with overseeing the implementation of the JDA business plan and scorecard.

In terms of the Companies' Act the Board of Directors of the JDA is also held accountable by the shareholder (represented by the Executive Mayor) for programme performance.

The JDA uses the scorecard approach to performance management in line with the group performance management framework of the City of Johannesburg. The JDA's performance management system contains the following core elements, each of which is detailed below:

### **6.2.1 Performance Planning**

This is the stage where Key Performance Area's and Key Performance Indicators are aligned to the IDP and national requirements, and targets are set.

The planning phase entails defining Key Performance Areas (KPAs), Key Performance Indicators (KPIs) and setting targets for these indicators every year.

### **6.2.2 Key Performance Areas (KPAs) and Key Performance Indicators (KPIs)**

A Key Performance Area is defined as a broad focus area, or group of objectives within the Integrated Development Plan, for example; the provision of water, sanitation and roads can be grouped under a Key Performance Area of "infrastructure development".

In the JDA's case, KPAs are aligned with the City of Joburg's Growth and Development Strategy and the Integrated Development Plan. JDA's key performance areas for 2014/15 are defined by the Budget Programmes: Inner city transformation, Station Precinct (TOD) development, Priority Area Development, Greenways and Alex Renewal.

Key Performance Indicators are measurements that indicate whether progress is being made in achieving the KPA's. Indicators are important as they:

- Provide a common framework for gathering data for measurements and reporting.
- Translate complex concepts into simple operational measurable variables.
- Enable the review of goals and objectives.
- Help provide feedback to the JDA and officials.

- Identify the gaps between IDP and the JDA Business plans of the various departments.

JDA's KPIs are framed in terms of outputs (including capital budget expenditure, construction progress against targets, and enterprise development) and impact (the ratio between public and private investment in property development in JDA areas).

### **6.2.3 Performance Targets**

Performance targets are set for each KPI, and quantified in terms of numbers, percentage, time or Rand values. Regulation 12 of the Local Government: Municipal Planning and Performance Management Regulation 2001, states the following:

- In setting targets, a Municipal entity should develop a 5-year implementation programme.
- This 5-year implementation programme should contain annual targets which are broken down into quarterly targets as required by the MFMA.
- As far as possible, targets should be SMART: Specific, Measurable, Achievable, Realistic and Time-bound.

### **6.2.4 Performance measuring and monitoring**

Performance measuring and monitoring is an on-going process to determine whether performance targets have been met or not. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process, and in the case of JDA programme performance reports are required on a quarterly and annual basis.

The following procedural points should be considered:

- a) The performance scorecard must be updated at the end of every quarter.
- b) The MFMA requires that the accounting officer must, by 25 January each year, assess the performance of the municipality for the first half of the financial year.
- c) This mid-year review serves as an early warning indicator in areas of under-performance, which provides management with an opportunity to take the necessary steps to improve performance by year end.
- d) Programme performance information must be verified by JDA and evidence of this quality control should be provided in quarterly reports. The credibility of the JDA depends on our ability to provide accurate and reliable programme performance information.
- e) The performance information management system must also reference the source of the information that can be checked by auditors to further ensure the accuracy of the system.
- f) The measures taken to improve performance are required by the Systems Act S 46 (1) (c) and must be reported on every quarter. Improvement measures should not be limited to key performance areas where there is under-performance, but for all elements of the programme.

### **6.2.5 Performance evaluation**

Performance evaluation analyses should be carried out periodically and should always be for a particular purpose. For example, the JDA has commissioned a study on the impact of its operations over 10 years. Periodic evaluations of aspects of JDA practice have also been commissioned such as the paving study. The suite of performance evaluations to be carried out by JDA should include:

- Medium term analysis of outcome trends.
- Comparisons between JDA performance indicators and relevant benchmarks.
- Analysis of the extent to which JDA achieves strategic objectives.
- Analysis of the efficiency, effectiveness, economy, equity and adequacy of JDA performance.
- Periodic evaluation of the programme performance information management system including the validity and suitability of the KPAs and KPIs, and the appropriateness of targets.

### **6.2.6 Performance review / auditing**

Performance auditing is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the JDA's internal auditing process and annually by the Auditor-General. The JDA will therefore have to establish frameworks and structures to evaluate the effectiveness of the JDA's internal performance measurement control systems

Internal auditing of performance measurements requires that:

- A municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes.
- Any auditing in terms of paragraph (a) must include assessments of the following:
  - (i) The functionality of the JDA's performance management system;
  - (ii) Whether the JDA's performance management system complies with the Act; and
  - (iii) The extent to which the JDA's performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10
- The JDA's internal auditors must –
  - (i) On a continuous basis audit the performance measurements of the municipality; and
  - (ii) Submit quarterly reports on their audits to the municipal manager and the performance audit committee referred to in sub regulation (2).

Regulation 14 of the Municipal Planning and Performance Regulations, 2001, provides direction on performance audit committees (“Audit Committee”).

- The audit committee should comprise of a minimum of three (3) members, of which the majority may not be directly involved in the JDAs affairs. (I.e. not an official or councillor).
- At least one (1) member must have experience in performance management.
- The Audit Committee must meet at least four during the financial year.
- the committee must review the quarterly reports, review the performance management system and make recommendations to The Board,

### **6.2.7 Performance Reporting**

Performance reporting involves a suite of reports to various target audiences for a range of purposes. The key elements are the quarterly performance reports to management, The Audit Committee, the Board, and the shareholder structures. In addition, there is a need to keep development partners and the general public informed of JDA results.

## **6.3 Audit findings and response**

In 2013/14 the following findings were included in the Auditor-General’s report.

The AG found that the JDA’s 2013/14 Integrated Annual Report did not provide measurable and reliable performance information. For all of the Programmes that were audited the finding was stated as follows:

Basis 1: Measurability of indicators and targets (Performance targets not measurable)

1. The FMPPPI requires that the performance targets must be measurable. We could not measure the required performance for about 1/3 of all indicators in each case, of the targets.

Basis 2: Reliability of reported performance information

2. The FMPPPI requires entities to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. Significantly important targets were not reliable when compared to the source information or evidence provided. This was due to a lack of technical indicator descriptions for the accurate measurement, recording and monitoring of performance, monitoring of the completeness of source documentation in support of actual achievements and frequent review of the validity of reported achievements against source documentation.



This finding is in respect of most of the construction progress indicators. In particular, the programme-level aggregated construction progress indicators.

The explanations provided to counter the finding were accepted in terms of the specificity of the measure, but not in terms of the measurability.

This has two dimensions:

- Firstly, the technical definition of each of the identified construction progress indicators is judged to be unclear; and
- Secondly, the calculation of the weighted average for the programme-level construction progress indicators was not shown explicitly in the business plan. The calculation of the weighted average was included in the updated Integrated Annual Report to address this, but this is regarded as a material misstatement.

In order to avoid this as a repeat finding in 2015/16, the JDA must take the following steps:

1. Use the opportunity presented by the mid-year budget adjustment to prepare a comprehensive table of **technical definitions** for each Key Performance Indicator.
2. Limit the construction progress indicators to project level indicators to avoid the difference of opinion on the calculation of a weighted average for programme-level measures.
3. Separate the project phases into separate key performance indicators to avoid any aggregation of the independently certified construction progress assessment.
4. Seek the advice of officials who work on the Government-wide Monitoring System at the Presidency to ensure that reporting in the Integrated Annual Report is compliant prior to submitting the report for auditing.

JDA's Audit Committee, assisted by Internal Audit, continues to monitor the JDA's internal control environment and ensured that management continues to implement recommendations by Internal Audit in an effort to achieve clean audits for the organisation.

## APPENDIX A:

### A) GDS 2040: Outcomes and outputs.

	1	2	3	4	5	6	7	
<b>GDS outcomes:</b>	<b>GDS outputs</b>							
<b>A</b>	Improved quality of life and development-driven resilience for all	Reduced poverty and dependency	Food security that is both improved and safeguarded	Increased literacy, skills and lifelong learning amongst all our citizens	Substantially reduced HIV prevalence and non-communicable diseases – and a society characterised by healthy living for all	A safe and secure city	A city characterised by social inclusivity and enhanced social cohesion	
<b>B</b>	Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy	Sustainable and integrated delivery of water, sanitation, energy and waste	Eco-mobility	Sustainable human settlements	Climate change resilience and environmental protection			
<b>C</b>	An inclusive, job-intensive, resilient and competitive economy that harnesses	Job-intensive economic growth	Promotion and support to small businesses	Increased competitiveness of the economy	A 'smart' City of Johannesburg, that is able to deliver quality services to citizens in an			

	the potential of citizens				efficient and reliable manner		
D	A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	An active and effective citizen focussed Global City Region	A responsive, accountable, efficient and productive metropolitan government	Financially and administratively sustainable and resilient city	Meaningful citizen participation and empowerment	Guaranteed customer and citizen care and service	
E	Other	Other					

# Draft JDA Business Plan 2015/16

## Ten Priorities and IDP Programmes

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Ten Priorities	IDP Programmes														
1	Financial sustainability and resilience	Revenue Completeness	Discipline Expenditure Management	Capital Project Management	On-going clean audits	New revenue sources	Smart and efficient procurement processes	Optimal revenue collection	Enhanced corporate governance, through 100% compliance with financial, risk and performance management guidelines	Jozi@Work					
2	Agriculture and food security	Access to food	Urban farmer support	Healthy lifestyle	Long and healthy life for all	Jozi@Work									
3	Sustainable human settlements	Transit Oriented Development - Priority areas (corridors / nodes)	Rea Vaya BRT roll out (Phase 1B: trunk from Noordgesig to Parktown)	Rea Vaya BRT roll out (Phase 1C: trunk from Parktown to Alexandra and then Sandton)	Sustainable Human Settlements Urbanisation Plan (SHSUP)	Housing opportunities in integrated and sustainable human settlements	Gravel roads	Implementation of the Inner City Road Map	Alleviation of living environment deprivation	Integrated transport planning (ITP)	Improved mobility (time and cost)	Compact, integrated and liveable urban form and spaces	Priority Intervention Areas / Zones	Alleviation of Living Environment Deprivation	Jozi@Work
4	Engaged active citizenry	Citizen participation, empowerment and citizen / customer care	Community Based Planning and Budgeting (CBP)	Intergovernmental relations	Customer Service Charter	Implementation of approved CBP catalytic projects	Jozi@Work								
5	Resource sustainability	Urban Water Management	Biodiversity conservation / protection	Air Quality	Climate Change and Energy Diversification	Integrated Waste management	River Health and Ecological Infrastructure	Jozi@Work							
6	Smart City	Access and connectivity	Integrated/intelligent smart technology	Smart Institution	Smart Citizen Programme	Jozi@Work									
7	Safer City	Winning Back the Streets	Improve the quality of policing	Creating a law abiding and regulated city	Creating a safe and resilient city	Long and healthy life for all	Single window for services to the poor and vulnerable	Improved public safety and disaster readiness	Enabling safety through urban design, management and governance	Creating a safe and resilient city	Policing Urban Spaces	Policing and management of public spaces	Ward based policing	Jozi@Work	
8	SMME and entrepreneurial support	SMME and Entrepreneurial Development	Enterprise Development	Jozi@Work											
9	Investment attraction, retention and expansion	Trade and Investment Promotion, Business Retention, Expansion and Aftercare	Buy Sell Invest and Visit Joburg	Jozi@Work											

Draft JDA Business Plan 2015/16

10	Green economy	Sector Diversification, Productivity and Competitiveness Support - Green Economy	Green Economy Technology Hub	Jozi@Work										
	Other IDP or Day-to Day programmes													

JOHANNESBURG DEVELOPMENT AGENCY DRAFT MEDIUM TERM REVENUE AND EXPENDITURE BUDGET FOR 2015/16 – 2017/18

**JOHANNESBURG DEVELOPMENT AGENCY  
DRAFT MEDIUM TERM OPERATING BUDGET 2015/16 - 2017/18  
Financial Performance (revenue and expenditure)**

Description	Current year 2014/15		2015/16 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2015/16	Budget Yr +1 2016/17	Budget Yr +2 2017/18
R thousand	R 000	R 000	R 000	R 000	R 000
<b>Revenue By Source</b>					
Property rates					
Property rates - penalties & collection charges					
Service charges - electricity revenue					
Service charges - water revenue					
Service charges - sanitation revenue					
Service charges - refuse					
Service charges - other					
Rental of facilities and equipment					
Interest earned - external investments					
Interest earned - outstanding debtors					
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Agency services	48 127	70 339	74 559	78 660	82 908
Operating grants					
Other revenue	1 010	1 010	1 010	1 141	1 203
Gains on disposal of PPE					
<b>Revenue</b>	<b>49 137</b>	<b>71 349</b>	<b>75 569</b>	<b>79 801</b>	<b>84 111</b>
Interest income (Sweeping Account)	4 000	1 000	1 065	1 130	1 191
Interest on loans (Core)					
Internal recoveries (ME's )					
Internal recoveries (Core)					
Internal capital grants (Mig)					
Operating grants & Subsidies from (COJ)	26 739	26 739	23 455	24 745	26 347
<b>Total Internal Transfers</b>	<b>30 739</b>	<b>27 739</b>	<b>24 520</b>	<b>25 875</b>	<b>27 538</b>
<b>Total Revenue</b>	<b>79 876</b>	<b>99 088</b>	<b>100 089</b>	<b>105 676</b>	<b>111 649</b>
<b>Expenditure By Type</b>					
Employee related costs	52 867	53 631	56 849	60 544	64 237
Remuneration of councillors					
Debt impairment					
Depreciation & asset impairment	1 227	1 805	1 307	1 386	1 461
Repairs and maintenance	1 125	1 625	1 723	1 979	2 086
Finance charges					
Bulk purchases					
Contracted services	3 034	6 938	5 718	3 749	3 951
Grants and subsidies					
Other expenditure	20 582	23 356	20 428	23 155	24 405
Contributions to/(from) provisions					
Loss on disposal of PPE		20	21	23	30
<b>Expenditure</b>	<b>78 835</b>	<b>87 375</b>	<b>88 048</b>	<b>90 838</b>	<b>96 170</b>
Interest (Sweeping Account)	97	3 097	3 298	3 000	3 000
Interest on shareholders loans					
Interest on mirror conduit loans					
Internal charges (ME's)	944	944	10 745	11 840	12 479
Internal charges (Core)					
Operating grants & subsidies to ME's					
<b>Total Internal Transfers</b>	<b>1 041</b>	<b>4 041</b>	<b>14 043</b>	<b>14 840</b>	<b>15 479</b>
<b>Total Expenditure</b>	<b>79 876</b>	<b>91 416</b>	<b>100 089</b>	<b>105 676</b>	<b>111 649</b>
<b>Surplus/(Deficit) before capital grants</b>		<b>7 672</b>			
<b>Transfers recognised</b>					
Capital grants					
Capital contributions					
<b>Surplus/(Deficit)</b>		<b>7 672</b>			
Taxation					
<b>Surplus/(Deficit) for the year</b>		<b>7 672</b>			

**APPENDIX B: JDA SCORECARD 2015/16**  
**Programme 1: Inner City Transformation**  
**Table 1.1 KPI Definitions**

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
<i>Priority Implementation Plan: Inner City Transformation</i>	<ul style="list-style-type: none"> <li>Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.</li> </ul>	Capital expenditure for Programme 1	% of capital budget spent	% of capital budget spent on all projects allocated to Programme 1 as determined by the list of projects and budgets allocated to them in the mid-year budget adjustment	176.07	Cumulative expenditure targets are set for each quarter
		Development Progress Per Project	% development progress against planned works	Development progress is defined by the following progress categories and milestones: (A) Concept designs approved by Exco = 10%; (B) Detailed designs approved by Exco = 25% cumulative progress; (C) Construction tender awarded = 40% cumulative progress; and (D) 50% of construction in complete on site = 70% (E) Construction completed= 100% cumulative result when planned works as defined by Bill of Quantities and construction contract are completed.		Cumulative development progress targets are set for each quarter
	<ul style="list-style-type: none"> <li>Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas.</li> </ul>		<b>Development Progress for Park Station Precinct: Inner City Commuter Links - Jack Mincer Taxi Facility Extension</b>	% of development progress achieved against the defined scope of work that includes the detailed design and first phase of construction work to extend the Jack Mincer taxi facility.	30.0	Cumulative development progress targets are set for each quarter
			<b>Development Progress for Hillbrow Tower precinct</b>	% of development progress achieved against the defined scope of work that includes public environment upgrading for Goldreich and Nugget streets. This includes paving, lighting (street and pedestrian), and street furniture:	30.0	Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
	Develop local economic potential in marginalised areas to promote access to jobs and markets.			including benches, bins and bollards and landscaping.		
			Development Progress for <b>Inner City core public environment upgrade</b>	% of development progress achieved against the defined scope of work that includes the creation of a pedestrian friendly and walkable urban environment through the establishment of a network of public spaces. The project area is defined as De Villiers Street in the North, Commissioner Street in the South, Sauer Street in the West, and End Street in the East.	10.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Kazerne property development Phase 1</b>	% of development progress achieved against the defined scope of work that includes design, piling and a first phase of construction.	100.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Johannesburg Art Gallery Upgrade</b>	% of development progress achieved against the defined scope of work that includes building improvements to the JAG.	2.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Intelligent Operations Centre</b>	% of development progress achieved against the defined scope of work that includes construction of an Intelligent Operations Centre	4.07	Cumulative development progress targets are set for each quarter
		Programme 1: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 1 construction contracts	Number of individuals employed on construction projects in Programme 1		Cumulative employment targets are set for each quarter based on 8 jobs per R' million



IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
						spent
		Programme 1: Economic Empowerment Programme 1: Productive Development Partnerships	BBBEE expenditure share as a % of total capex	% of expenditure attributed to BBBEE Level as certified by an accredited certification authority		% per quarter in Quarterly reports and % per year in Annual report
		Programme 1: Economic Empowerment Programme 1: Productive Development Partnerships Programme 1: Productive Development Partnerships	SMME expenditure share as a % of total Capex	% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant		% per quarter in Quarterly reports and % per year in Annual report
		Programme 1: Economic Empowerment Programme 1: Productive Development Partnerships Programme 1: Productive Development Partnerships	Of which: Jozi@Work SMME expenditure share as a % of total Capex	% of expenditure attributed to Jozi@Work SMME companies as verified by CSA appointed by CoJ or JDA in accordance with Jozi@Work principles.		% per quarter in Quarterly reports and % per year in Annual report
		Programme 1: Economic Empowerment Programme 1: Productive Development Partnerships Programme 1: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in the Johannesburg Inner City	% of positive and neutral media reports out of the total number of media reports on Inner City development areas		Annual target reported every quarter
	·Promote economic empowerment through the structuring and procurement of JDA developments.	Programme 1: Economic Empowerment Programme 1: Productive Development Partnerships Programme 1: Productive Development Partnerships	Number of property developments facilitated by the JDA in the Johannesburg Inner City	Lease signed for at least one Precinct property development and feasibility study completed for at least one Precinct property development		Completion target date is set for report and lease agreement

**Table 1.2 Targets**

KPA	KPI	2015/16 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target
Capital expenditure for Programme 1	% of capital budget spent	100%	2%	40%	50%	100%
Development Progress per Project	% development progress against planned works.					
	Development Progress for <b>Park Station Precinct: Inner City Commuter Links /Jack Mincer Taxi Facility Extension</b>	100%	10%	40%	60%	100%
	Development Progress for <b>Hillbrow Tower precinct</b>	100%	20%	40%	70%	100%
	Development Progress for <b>Inner City core public environment upgrade</b>	100%	20%	40%	50%	100%
	Development Progress for <b>Kazerne property development</b>	100%	20%	40%	70%	100%
	Development Progress for <b>Johannesburg Art Gallery (2015/16 upgrade)</b>	100%	0%	0%	40%	100%
Programme 1: Economic Empowerment	Development Progress for <b>Intelligent Operations Centre (IOC)</b>	100%	0%	10%	40%	100%
	Number of Short Term EPWP job opportunities created through Programme 1 construction contracts.	1057	22	8 jobs per R'm capex. Estimate based on cash flow projection = 423	8 jobs per R'm capex. Estimate based on cash flow projection = 529	8 jobs per R'm capex. Estimate based on cash flow projection = 1057
	BBBEE expenditure share as a % of total capex over the same time period	100%	121%	100%	100%	100%
	SMME expenditure share as a % of total Capex over the same time period	30%	26%	30%	30%	30%
	Of which: Jozi@Work SMME expenditure share as a % of total Capex over the same time period	5%	-	5%	5%	5%
Programme 1: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in the Johannesburg Inner City	90%	92%	90%	90%	90%
	Number of property developments facilitated by the JDA in the Johannesburg Inner City	2	0	0	0	2

**Programme 2 Station Precinct Developments**  
**Table 2.1 KPI Definitions**

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
<i>Programme 2: Station Precinct (Transit oriented node) development</i>	· Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.	Capital expenditure for Programme 2	% of capital budget spent	% of capital budget spent on all projects allocated to Programme 2 as determined by the list of projects and budgets allocated to them in the mid-year budget adjustment	279	Cumulative expenditure targets are set for each quarter
		Development progress per project	% development progress against planned works	Development progress is defined by the following progress categories and milestones: (A) Concept designs approved by Exco = 10%; (B) Detailed designs approved by Exco = 25% cumulative progress; (C) Construction tender awarded = 40% cumulative progress; and (D) 50% of construction in complete on site = 70% (E) Construction completed= 100% cumulative result when planned works as defined by Bill of Quantities and construction contract are completed.		Cumulative development progress targets are set for each quarter
			Development Progress for <b>Nancefield Station Precinct</b>	% development progress achieved against the defined scope of work that includes the completion of road upgrades and bulk services and Stormwater infrastructure.	30.0	Cumulative development progress targets are set for each quarter
	· Promote economic growth by creating efficient and competitive business environments that cluster industries	Development Progress for <b>Jabulani Node</b>	% development progress achieved against the defined scope of work that includes the Bolani Link Road.	18.5	Cumulative development progress targets are set for each quarter	

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
	and functions in these areas.					
	Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.		<b>Development Progress for Orlando East Station Precinct Phase 2.1</b>	% development progress achieved against the defined scope of work that includes identifying and securing a site for an integrated property development that demonstrates mixed use, high density transit-oriented development principles, and the design and first phase of construction.	25.0	Cumulative development progress targets are set for each quarter
			<b>Development Progress for Westbury Precinct Development</b>	% development progress achieved against the defined scope of work that includes a public environment upgrade including roads, sidewalks and bulk infrastructure upgrade, and other community facilities	11.2	Cumulative development progress targets are set for each quarter
			<b>Development Progress for Westbury Development: Westbury Bridge</b>	% of development progress achieved against the defined scope of work that includes design and construction of cycle lanes and pedestrian links between Westbury and other economic opportunities	10.0	Cumulative development progress targets are set for each quarter
			<b>Development Progress for Knowledge Precinct: UJ Cycle Lanes</b>	% of development progress achieved against the defined scope of work that includes design and construction of cycle lanes and pedestrian links between UJ, Wits and the Inner City	15.5	Cumulative development progress targets are set for each quarter
			<b>Development Progress for Knowledge Precinct: Campus Square Bridge (Detailed design)</b>	% of development progress achieved against the defined scope of work that includes detailed design for a new bridge and park across the Empire and University street interchange	45.0	Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
			Development Progress for <b>Knowledge Precinct: Milpark Owl Street Precinct</b>	% of development progress achieved against the defined scope of work that includes defined scope of work comprising a public environment upgrade including roads, sidewalks and bulk infrastructure upgrade, and other community facilities	0.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Rotunda Park Precinct</b>	% development progress achieved against the defined scope of work that includes preparation of an Urban Development Framework and capital works priority implementation plan. It is anticipated that initial construction work will include public environment upgrading and preparations for social housing developments.	30.0	Cumulative development progress targets are set for each quarter
	· <b>Develop</b> local economic potential in marginalised areas to promote access to jobs and markets.		Development Progress for <b>Randburg CBD</b>	% development progress achieved against the defined scope of work that includes a transport impact assessment, detailed design work for public environment upgrading, and a first phase of construction to develop the CBD as a transit precinct.	30.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>Corridors of Freedom Sports Facilities: Union Stadium</b>	% of development progress achieved against the defined scope of work that includes design and construction for upgrades to Union sports stadium	9.7	Cumulative development progress targets are set for each quarter
			Development progress for <b>Pennyville Community Hall</b>	% of development progress achieved against the defined scope of work that includes an upgrade to the Community hall	0.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>Corridors of Freedom: Patterson Park (Funded by Community Development)</b>	% development progress achieved against the defined scope of work for development of Patterson Park	17.5	Cumulative development progress targets are set for each quarter
			Development progress for <b>Corridors of Freedom: Patterson</b>	% development progress achieved against the defined scope of work for	18.0	Cumulative development progress

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
			<b>Park (Co-Funded by Dept. of Development Planning)</b>	development of Patterson Park		targets are set for each quarter
			Development progress for <b>Balfour Park</b>	% of development progress achieved against the defined scope of work that includes defined scope of work comprising a public environment upgrade including roads, sidewalks and bulk infrastructure upgrade, and other community facilities	0.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>Orlando Ekhaya New Community Centre</b>	% development progress achieved against the defined scope of work for construction of a new multipurpose centre and sports facility	4.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Brixton Social Cluster</b>	% development progress achieved against the defined scope of work for building upgrades for identified social facilities cluster in Brixton	1.5	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Noordgesig Social Precinct Redesign</b>	% development progress achieved against the defined scope of work for building upgrades for identified social facilities cluster in Noordgesig	1.5	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Westdene Dam Precinct Upgrade</b>	% of development progress achieved against the defined scope of work that includes defined scope of work comprising a public environment upgrade including roads, sidewalks and bulk infrastructure upgrade, and other community facilities	5.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Pocket Places on Louis Botha Corridor</b>	% of development progress achieved against the defined scope of work including creation of hard open spaces at strategic locations along the Louis Botha Rea-Vaya Route	0.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Louis Botha Co-Production Zone for Social Interventions</b>	% of development progress achieved against the defined scope of work including refurbishment and future	0.0	Cumulative development progress targets are set for each

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
				construction of social development centre		quarter
			<b>Development Progress for Perth/Empire Corridor Co-Production Zone for Social Interventions (Westbury Transformation Zone)</b>	% of development progress achieved against the defined scope of work including refurbishment and future construction of social development centre	6.0	Cumulative development progress targets are set for each quarter
	Promote economic empowerment through the structuring and procurement of JDA developments.	Programme 2: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 2 construction contracts	Number of individuals employed on construction projects in Programme 2		Cumulative employment targets are set for each quarter based on 8 jobs per R' million spent
BBBEE expenditure share as a % of total capex			% of expenditure attributed to BBBEE Level as certified by an accredited certification authority in the same time period		% per quarter in Quarterly reports and % per year in Annual report	
SMME expenditure share as a % of total Capex			% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant in the same time period		% per quarter in Quarterly reports and % per year in Annual report	
Of which: Jozi@Work SMME expenditure share as a % of total Capex			5% of expenditure attributed to Jozi@Work SMME companies as verified by CSA in the same time period		% per quarter in Quarterly reports and % per year in Annual report	
Support productive development partnerships and co-operation between all stakeholders in these areas.	Programme 2: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in the Station Precincts	% of positive and neutral media reports out of the total number of media reports on Station Precinct Developments		Annual target reported every quarter	
		Number of property developments facilitated by the JDA in the Station Precincts	Feasibility Study completed for Randburg Civic Precinct		Completion target date is set for report	

**Table 2.2 Targets**

KPA	KPI	Annual target	Q1 target	Q2 target	Q3 target	Q4 target
Capital expenditure for Programme 2	% of capital budget spent	100%	6%	26%	50%	100%
Development progress per project	% development progress against planned works					
	Development Progress for <b>Nancefield Station Precinct</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Jabulani Node</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Orlando East Station Precinct Phase 2.1</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Westbury Precinct Development</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Westbury Development: Westbury Bridge</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Knowledge Precinct: UJ Cycle Lanes</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Knowledge Precinct: Campus Square Bridge</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Knowledge Precinct: Milpark Owl Street Precinct</b>	This project to be funded in 2017/18				
	Development Progress for <b>Rotunda Park Precinct</b>	100%	0%	40%	60%	100%
	Development Progress for <b>Randburg CBD</b>	100%	50%	70%	100%	100%
	Development progress for <b>Corridors of Freedom Sports Facilities: Union Stadium</b>	100%	10%	20%	40%	100%
	Development progress for <b>Pennyville Community Hall</b>	This project to be funded in 2017/18				
	Development progress for <b>Corridors of Freedom: Patterson Park (Funded by Community Development)</b>	100%	10%	20%	40%	100%
	Development progress for <b>Corridors of Freedom: Patterson Park (Co-Funded by Dept. of Development Planning)</b>	100%	10%	20%	40%	100%
	Development progress for <b>Balfour Park</b>	This project to be funded in 2017/18				
	Development progress for <b>Orlando Ekhaya New Community Centre</b>	100%	0%	20%	40%	100%
	Development Progress for <b>Brixton Social Cluster</b>	100%	0%	20%	40%	100%
	Development Progress for <b>Noordgesig Social Precinct Redesign</b>	100%	0%	20%	40%	100%
	Development Progress for <b>Westdene Dam Precinct Upgrade</b>	100%	0%	20%	40%	100%
	Development Progress for <b>Pocket Places on Louis Botha Corridor</b>	This project to be funded in 2017/18				
	Development Progress for <b>Louis Botha Co-Production Zone for Social Interventions</b>	100%	0%	20%	40%	100%
	Development Progress for <b>Perth/Empire Corridor Co-Production Zone for Social Interventions</b>	100%	0%	20%	40%	100%



KPA	KPI	Annual target	Q1 target	Q2 target	Q3 target	Q4 target
Programme 2: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 2 construction contracts	1 559	94	8 jobs per R'm capex. Estimate based on cash flow projection = 406	8 jobs per R'm capex. Estimate based on cash flow projection = 780	8 jobs per R'm capex. Estimate based on cash flow projection = 1559
	BBBEE expenditure share as a % of total capex in Programme 2	100%	121%	100%	100%	100%
	SMME expenditure share as a % of total Capex in Programme 2	30%	40%	30%	30%	30%
	Of which: Jozi@Work SMME expenditure share as a % of total Capex in Programme 2	5%	-	5%	5%	5%
Programme 2: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in the Station Precincts	90%	100%	90%	90%	90%
	Number of property developments facilitated by the JDA in the Station Precincts	1	0	0	0	1

**PROGRAMME 3 GMS Priority Areas**

**Table 3.1 KPI Definitions**

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
Programme 10: GMS priority area based planning and implementation	<ul style="list-style-type: none"> <li>Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.</li> <li>Promote economic growth by creating efficient and competitive business environments that cluster industries</li> </ul>	Capital expenditure for Programme 3	% of capital budget spent	% of capital budget spent on all projects allocated to Programme 3 as determined by the list of projects and budgets allocated to them in the mid-year budget adjustment	331.5	Cumulative expenditure targets are set for each quarter
		Development progress per project	% development progress against planned works	Development progress is defined by the following progress categories and milestones: (A) Concept designs approved by Exco = 10%; (B) Detailed designs approved by Exco = 25% cumulative progress; (C) Construction tender awarded = 40% cumulative progress; and (D) 50% of construction in complete on site = 70% (E) Construction completed= 100% cumulative result when planned works as defined by Bill of Quantities and construction contract are completed.		Cumulative development progress targets are set for each quarter
		Development progress for <b>Kliptown Precinct Re-Development</b>	% of development progress achieved against the defined scope of work that includes landscaping, paving, lighting, fencing and waterproofing in order to create more green space and improve access to the WSSD.	30.0	Cumulative development progress targets are set for each quarter	
		Development progress for <b>Diepsloot Development Ngonyama Road Upgrade</b>	% of development progress achieved against the defined scope of work that includes completion of final phase of construction	5.0	Cumulative development progress targets are set for each quarter	

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
	and functions in these areas.					
	<ul style="list-style-type: none"> <li>· Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.</li> </ul>		Development progress for the <b>Automotive Industrial Park Projects –Alexandra</b>	% of development progress achieved against the defined scope of work that includes construction of the industrial nodes at Alexandra	54.9	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Cosmo City Fire Station</b>	% of development progress achieved against the defined scope of work that includes construction of a new fire station in Cosmo City	30.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Diepsloot Community Centre</b>	% of development progress achieved against the defined scope of work that includes construction of a community centre in Diepsloot	4.9	Cumulative development progress targets are set for each quarter
	<ul style="list-style-type: none"> <li>· Develop local economic potential in marginalised areas to promote access to jobs and markets.</li> </ul>		Development progress for <b>CoJ Clinics: Protea South</b>	To be funded in 2016/17	0.0	To be funded in 2016/17
			Development Progress for <b>Stretford New Library</b>	To be funded in 2017/18	0.0	To be funded in 2017/18
			Development Progress for <b>Lehae New Library</b>	% of development progress achieved against the defined scope of work that includes construction of a new library in Lehae	10.0	Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
			Development Progress for <b>Rabie Ridge Multi-Purpose Centre</b>	% of development progress achieved against the defined scope of work that includes construction of a Multi-purpose centre in Rabie Ridge	9.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: New Turffontein</b>	Detailed designs are to be completed. 100% achievement of target will be reported when the designs are approved by the client department.	1.0	Target date is set for approval of designs
			Development progress for <b>CoJ Clinics: Zandspruit (design only)</b>	% of development progress achieved against the defined scope of work that includes identification of a suitable site for the development of a new clinic in Zandspruit. Once a site is secured, the team will focus on the development concept.	0.3	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: Noordgesig (co-funded by Dept. of Health and Development Planning)</b>	% of development progress achieved against the defined scope of work that includes a phase of construction for the clinic building	25.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: Orchards (co-funded by Dept. of Health and Development Planning)</b>	% of development progress achieved against the defined scope of work that includes a phase of construction for the clinic building	39.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: Parkhurst</b>	Detailed designs are to be completed. 100% achievement of target will be reported when the designs are approved by the client department.	1.0	Target date is set for approval of designs
			Development progress for <b>CoJ Clinics: Westbury</b>	% of development progress achieved against the defined scope of work that includes a phase of construction for the clinic building	20.4	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics Claremont</b>	Detailed designs are to be completed. 100% achievement of target will be reported when the designs are approved	1.0	Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
				by the client department.		
			Development progress for <b>CoJ Clinics: Ennerdale</b>	% of development progress achieved against the defined scope of work that includes completion and handover of the clinic building.	6.5	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: River Park</b>	% of development progress achieved against the defined scope of work that includes completion and handover of the clinic building.	6.5	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: Ebony Park</b>	% of development progress achieved against the defined scope of work that includes completion and handover of the clinic building.	1.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: Esselen Street</b>	% of development progress achieved against the defined scope of work that includes a phase of construction for the clinic building	18.9	Cumulative development progress targets are set for each quarter
			Development progress for <b>CoJ Clinics: Florida</b>	Detailed designs are to be completed. 100% achievement of target will be reported when the designs are approved by the client department.	0.7	Target date is set for approval of designs
			Development progress for <b>Golden Harvest Rehabilitation Centre</b>	% of development progress achieved against the defined scope of work that includes a phase of construction for the rehabilitation centre	21.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>Sol Plaatjie</b>	% of development progress achieved against the defined scope of works which include Construction of Bulk Roads & Stormwater and Internal Roads & Stormwater	14.4	Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
			Development Progress for the <b>Ivory Park Linear Market</b>	% of development progress achieved against the defined scope of work that includes a phase of construction of informal trading stalls in Ivory Park	8.0	Cumulative development progress targets are set for each quarter
			Development progress for <b>Langlaagte Pharmacy Depot</b>	% of development progress achieved against the defined scope of work including upgrading of the Langlaagte Pharmacy Depot and associated offices to facilitate improved distribution of supplies to the City's Clinics. Design and layout of Pharmacy Depot, construction of buildings	23.0	Cumulative development progress targets are set for each quarter
	<ul style="list-style-type: none"> <li>Promote economic empowerment through the structuring and procurement of JDA developments.</li> </ul>	Programme 3: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 3 construction contracts	Number of individuals employed on construction projects in Programme 3		Cumulative employment targets are set for each quarter based on 8 jobs per R' million spent
			BBBEE expenditure share as a % of total capex in Programme 3	% of expenditure attributed to BBBEE Level as certified by an accredited certification authority through Programme 3 contracts in the same time period		% per quarter in Quarterly reports and % per year in Annual report
			SMME expenditure share as a % of total Capex in Programme 3	% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant through Programme 3 contracts in the same time period		% per quarter in Quarterly reports and % per year in Annual report
			Of which: Jozi@Work SMME expenditure share as a % of total Capex	5% of expenditure attributed to Jozi@Work SMME companies as verified by CSA		% per quarter in Quarterly reports and % per year in Annual report
	<ul style="list-style-type: none"> <li>Support productive development partnerships and co-operation between all stakeholders in these areas.</li> </ul>	Programme 3: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in the GMS Priority Areas	% of positive and neutral media reports out of the total number of media reports on GMS priority development areas		Annual target reported every quarter
			Number of property developments facilitated by JDA in GMS priority areas	Completion of urban management plan for WSSD in Kliptown		Completion target date is set for report

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
			including			

**Table 3.2 Targets**

KPA	KPI	Annual target	Q1 Target	Q2 estimate	Q3 estimate	Q4 estimate
Capital expenditure for Programme 3	% of capital budget spent	100%	6%	14%	50%	100%
Development progress per project	% development progress against planned works					
	Development progress for <b>Kliptown Precinct Re-Development</b>	100%	10%	20%	40%	100%
	Development progress for <b>Diepsloot Development Ngonyama Road Upgrade</b>	100%	10%	20%	40%	100%
	Development progress for the <b>Automotive Industrial Park Projects –Alexandra</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Cosmo City Fire Station</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Diepsloot Community Centre</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Protea South</b>	To be funded in 2016/17				
	Development Progress for <b>Stretford New Library</b>	To be funded in 2017/18				
	Development Progress for <b>Lehae New Library</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Rabie Ridge Multi-Purpose Centre</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: New Turffontein</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Zandspruit (design only)</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Noordgesig (co-funded by Dept. of Health and Development Planning)</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Orchards (co-funded by Dept. of Health and Development Planning)</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Parkhurst</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Westbury</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics Claremont</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Ennerdale</b>	100%	10%	20%	40%	100%
Development progress for <b>CoJ Clinics: River Park</b>	100%	10%	20%	40%	100%	
Development progress for <b>CoJ Clinics: Ebony Park</b>	100%	10%	20%	40%	100%	

KPA	KPI	Annual target	Q1 Target	Q2 estimate	Q3 estimate	Q4 estimate
	Development progress for <b>CoJ Clinics: Esselen Street</b>	100%	10%	20%	40%	100%
	Development progress for <b>CoJ Clinics: Florida</b>	100%	10%	20%	40%	100%
	Development progress for <b>Golden Harvest Rehabilitation Centre</b>	100%	10%	20%	40%	100%
	Development progress for <b>Sol Plaatjie</b>	100%	10%	20%	40%	100%
	Development Progress for the <b>Ivory Park Linear Market</b>	100%	10%	20%	40%	100%
	Development progress for <b>Langlaagte Pharmacy Depot</b>	100%	10%	20%	40%	100%
Programme 3: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 3 construction contracts	1856	8 jobs per R'm capex. Estimate based on cash flow projection = 112	8 jobs per R'm capex. Estimate based on cash flow projection = 260	8 jobs per R'm capex. Estimate based on cash flow projection = 929	8 jobs per R'm capex. Estimate based on cash flow projection = 1856
	BBBEE expenditure share as a % of total capex in Programme 3	100%	103%	100%	100%	100%
	SMME expenditure share as a % of total Capex in Programme 3	30%	44%	30%	30%	30%
	Of which: Jozi@Work SMME expenditure share as a % of total Capex	5%	-	5%	5%	5%
Programme 3: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in the GMS Priority Areas	90%	100%	90%	90%	90%
	Number of property developments facilitated by JDA in GMS priority areas including	1	0	0	0	1



**PROGRAMME 4 GREENWAYS****Table 4.1 KPI definitions**

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
<i>Sustainable Services Cluster Sub-programme 4: Greenways</i>	<ul style="list-style-type: none"> <li>· Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.</li> <li>· Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas.</li> <li>· Turn around declining investment trends in these areas by upgrading public</li> </ul>	Capital expenditure for Programme 4	% of capital budget spent	% of capital budget spent on all projects allocated to Programme 4 as determined by the list of projects and budgets allocated to them in the mid-year budget adjustment	864.4	Cumulative expenditure targets are set for each quarter
		Development Progress Per Project	% development progress against planned works	Development progress is defined by the following progress categories and milestones: (A) Concept designs approved by Exco = 10%; (B) Detailed designs approved by Exco = 25% cumulative progress; (C) Construction tender awarded = 40% cumulative progress; and (D) 50% of construction in complete on site = 70% (E) Construction completed= 100% cumulative result when planned works as defined by Bill of Quantities and construction contract are completed.	(to be funded within total BRT Re-Vaya Funding Envelope of R864.4 million)	Cumulative development progress targets are set for each quarter
		Development progress for <b>Phase 1C Section 15 Phase 1</b>	% of development progress achieved against the defined scope of work that includes the design and construction of a phase of dedicated bus way on Louis Botha Avenue	Cumulative development progress targets are set for each quarter		
		Development progress for <b>Phase 1C Section 15 Phase 2</b>	% of development progress achieved against the defined scope of work that includes the design and construction of a phase of dedicated bus way on Louis Botha Avenue	Cumulative development progress targets are set for each quarter		
Development progress for <b>Alex Urban Upgrade - Phase 1</b>	% of development progress achieved against the defined scope of work that includes the design and construction of NMT infrastructure and public environment upgrading in Alexandra.	Cumulative development progress targets are set for each quarter				

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
	space, generating shared visions for future development, and encouraging urban management partnerships.  ·Develop local economic potential in marginalised areas to promote access to jobs and markets.		Development progress for <b>Phase 1C Section 8 (Alex to Sandton) Section C</b>	% of development progress achieved against the defined scope of work that includes the design and construction of a phase of dedicated bus way between Alex and Sandton		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1C Sandton CBD Loop</b>	% of development progress achieved against the defined scope of work that includes the design and construction of a phase of dedicated bus way in the Sandton CBD		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1A NMT Station Precincts.</b>	% of development progress achieved against the defined scope of work that includes the design and construction of NMT infrastructure in Orlando East, Noordgesig, Thokoza Park, Basothong and Boomtown station precincts.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Edith Cavell BRT Pavement Strengthening</b>	% of development progress achieved against the defined scope of work that includes upgrading Edith Cavell roadway.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1A NMT Feeder Routes</b>	% of development progress achieved against the defined scope of work that includes the design and construction of NMT infrastructure in Soweto.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1C Great Walk</b>	% of development progress achieved against the defined scope of work that includes the design and construction of NMT infrastructure between Alex and Sandton.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Alex Spur and Great Walk Bridge Phase 1</b>	% of development progress achieved against the defined scope of work that includes the design and a phase of construction of upgraded roads in Alex and a new pedestrian bridge across the M1.		Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
			Development progress for <b>Rehabilitation of Section 1</b>	% of development progress achieved against the defined scope of work that includes the design and strengthening of layerworks to repair flooding damage on Klipspruit Valley Road.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Section 2 Road Widening</b>	% of development progress achieved against the defined scope of work that includes the widening and completion of a roadway on 1B trunk route.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1C NMT (Alex urban upgrade -Phase 2)</b>	% of development progress achieved against the defined scope of work that includes the design and construction of a phase of NMT infrastructure in Alex.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Upgrading of Jukskei Bridge NMT links</b>	% of development progress achieved against the defined scope of work that includes the design and construction of an extension to the existing bridge over the Jukskei River.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1B Station Precincts</b>	% of development progress achieved against the defined scope of work that includes the design and construction of NMT infrastructure and public environment upgrading in Station Precincts on Trunk Route 1B		Cumulative development progress targets are set for each quarter
			Development progress for <b>Phase 1C Stations NMT</b>	% of development progress achieved against the defined scope of work that includes the design of Stations on Trunk Route 1C (Louis Botha)		Cumulative development progress targets are set for each quarter
			Development progress for <b>Station Signage</b>	% of development progress achieved against the defined scope of work that includes the design and installation of signage at stations		Cumulative development progress targets are set for each quarter
			Development progress for <b>Bus Depots : City</b>	% of development progress achieved against the defined scope of work that includes the acquisition of land and detailed design for the City Depot.		Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
			Development progress for <b>Bus Depots: Land Acquisition</b>	% of development progress achieved against the defined scope of work that includes the acquisition of land for bus depots.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Bus Depots: Alex Layover Facility</b>	% of development progress achieved against the defined scope of work that includes the design of the Alex layover facility		Cumulative development progress targets are set for each quarter
			Development progress for <b>Bus Depots: Midrand/Ivory Park</b>	% of development progress achieved against the defined scope of work that includes the design and land acquisition for a depot in Midrand/Ivory Park.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Watt Street Interchange</b>	% of development progress achieved against the defined scope of work that includes the design of the Watt Street interchange.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Ghandi Square Interchange</b>	% of development progress achieved against the defined scope of work that includes the design of the Gandhi Square interchange		Cumulative development progress targets are set for each quarter
			Development progress for <b>Greenstone Terminal</b>	% of development progress achieved against the defined scope of work that includes the design of the Greenstone terminus.		Cumulative development progress targets are set for each quarter
			Development progress for <b>Emthonjeni Terminal</b>	% of development progress achieved against the defined scope of work that includes the design and a phase of construction of the Emthonjeni Terminus		Cumulative development progress targets are set for each quarter
			Development progress for <b>Station ITS</b>	% of development progress achieved against the defined scope of work that includes the commissioning and installation of intelligent transit information systems in the Stations.		Cumulative development progress targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
			Development progress for Phase 1A and B Retrofit	% of development progress achieved against the defined scope of work that includes the retrofitting of infrastructure and systems into the existing stations.	(to be funded within total BRT Rea-Vaya Funding Envelope of R864.4 million)	Cumulative development progress targets are set for each quarter
	Promote economic empowerment through the structuring and procurement of JDA developments.	Programme 4: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 4 construction contracts	Number of individuals employed on construction projects in Programme 4		Cumulative employment targets are set for each quarter based on 4 jobs per R' million spent
BBBEE expenditure share as a % of total capex in Programme 4			% of expenditure attributed to BBBEE Level as certified by an accredited certification authority through Programme 4 contracts in the same time period		% per quarter in Quarterly reports and % per year in Annual report	
SMME expenditure share as a % of total Capex in Programme 4			% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant through Programme 4 contracts in the same time period		% per quarter in Quarterly reports and % per year in Annual report	
Of which: Jozi@Work SMME expenditure share as a % of total Capex			% of expenditure attributed to Jozi@Work SMME companies as verified by CSA appointed by CoJ or JDA in accordance with Jozi@Work principles.		% per quarter in Quarterly reports and % per year in Annual report	
Support productive development partnerships and co-operation		Programme 4: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA Rea Vaya construction work	% of positive and neutral media reports out of the total number of media reports on Rea Vaya infrastructure and the JDA		Annual target reported every quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R'm)	Reporting Period
	between all stakeholders in these areas.	Programme 4: Productive Development Partnerships	Number of property developments facilitated by the JDA at Rea Vaya Stations	Watt street interchange development approved by CoJ		Completion target date is set for Mayoral committee report

**Table 4.2 Targets**

KPA	KPI	Annual target	Q1 Target	Q2 target	Q3 target	Q4 target
Capital expenditure for Programme 4	% of capital budget spent	100%	2%	40%	50%	100%
Development Progress Per Project	% development progress against planned works					
	Development progress for <b>Phase 1C Section 15 Phase 1</b>	100%	49%	60%	80%	100%
	Development progress for <b>Phase 1C Section 15 Phase 2</b>	100%	8%	20%	50%	100%
	Development progress for <b>Alex Urban Upgrade - Phase 1</b>	100%	-	0%	40%	100%
	Development progress for <b>Phase 1C Section 8 (Alex to Sandton) Section C</b>	100%	0%	0%	40%	100%
	Development progress for <b>Phase 1C Sandton CBD Loop</b>	100%	0%	0%	40%	100%
	Development progress for <b>Phase 1A NMT Station Precincts.</b>	100%	74%	80%	100%	100%
	Development progress for <b>Edith Cavell BRT Pavement Strengthening</b>	100%	0%	0%	40%	100%
	Development progress for <b>Phase 1A NMT Feeder Routes</b>	100%	0%	40%	60%	100%
	Development progress for <b>Phase 1C Great Walk</b>	100%	0%	0%	40%	50%
	Development progress for <b>Alex Spur and Great Walk Bridge Phase 1</b>	100%	0%	0%	40%	50%
	Development progress for <b>Rehabilitation of Section 1</b>	100%	0%	0%	40%	100%
	Development progress for <b>Section 2 Road Widening</b>	100%	0%	0%	40%	100%
	Development progress for <b>Phase 1C NMT (Alex urban upgrade -Phase 2)</b>	100%	0%	0%	40%	100%
	Development progress for <b>Upgrading of Jukskei Bridge NMT links</b>	100%	0%	0%	40%	100%
	Development progress for <b>Phase 1B Station Precincts</b>	100%	0%	0%	40%	100%
	Development progress for <b>Phase 1C Stations NMT</b>	100%	0%	0%	40%	100%
	Development progress for <b>Station Signage</b>	100%	0%	0%	40%	100%
	Development progress for <b>Bus Depots : City</b>	100%	0%	0%	0%	100%
	Development progress for <b>Bus Depots: Land Acquisition</b>	100%	0%	0%	0%	100%
Development progress for <b>Bus Depots: Alex Layover Facility</b>	100%	0%	0%	0%	100%	
Development progress for <b>Bus Depots: Midrand/Ivory Park</b>	100%	0%	0%	0%	100%	
Development progress for <b>Watt Street Interchange</b>	100%	0%	0%	0%	100%	

KPA	KPI	Annual target	Q1 Target	Q2 target	Q3 target	Q4 target
	Development progress for <b>Ghandi Square Interchange</b>	<b>100%</b>	0%	0%	0%	100%
	Development progress for <b>Greenstone Terminal</b>	<b>100%</b>	0%	0%	0%	100%
	Development progress for <b>Emthonjeni Terminal</b>	<b>100%</b>	0%	0%	0%	100%
	Development progress for <b>Station ITS</b>	<b>100%</b>	0%	0%	0%	100%
	Development progress for <b>Phase 1A and B Retrofit</b>	<b>100%</b>	0%	0%	0%	100%
Programme 1: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 4 construction contracts	<b>4 jobs per R' m capex. Estimate based on cash flow projection = 3458</b>	70	4 jobs per R' m capex. Estimate based on cash flow projection = 1383	4 jobs per R' m capex. Estimate based on cash flow projection = 1729	4 jobs per R' m capex. Estimate based on cash flow projection = 3458
	BBBEE expenditure share as a % of total capex in Programme 4	<b>100%</b>	121%	100%	100%	100%
	SMME expenditure share as a % of total Capex in Programme 4	<b>30%</b>	26%	30%	30%	30%
	Of which: Jozi@Work SMME expenditure share as a % of total Capex	<b>5%</b>	-	5%	5%	5%
Programme 1: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA Rea Vaya construction work	<b>90%</b>	92%	90%	90%	90%
	Number of property developments facilitated by the JDA at Rea Vaya Stations	<b>1</b>	0	0	0	1

**PROGRAMME 5 ALEX RENEWAL PROGRAMME**

**Table 5.1 KPI definitions**

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
<i>Programme 10: GMS priority area based planning and implementation</i>	· Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.	Capital expenditure for Programme 5	% of capital budget spent	% of capital budget spent on all projects allocated to Programme 5 as determined by the list of projects and budgets allocated to them in the mid-year budget adjustment	92.1	Cumulative expenditure targets are set for each quarter
		Development Progress Per Project	% development progress against planned works	Development progress is defined by the following progress categories and milestones: (A) Concept designs approved by Exco = 10%; (B) Detailed designs approved by Exco = 25% cumulative progress; (C) Construction tender awarded = 40% cumulative progress; and (D) 50% of construction in complete on site = 70% (E) Construction completed= 100% cumulative result when planned works as defined by Bill of Quantities and construction contract are completed.		Cumulative development progress targets are set for each quarter
			<b>Development Progress on 4th Avenue Clinic Alexandra</b>	% of development progress achieved against the defined scope of work that includes upgrading and extension of existing primary health care clinic in 4th Avenue.	25.0	Cumulative development progress targets are set for each quarter
			<b>Development Progress on Banakekeleni Hospice Clinic</b>	% of development progress achieved against the defined scope of work that includes construction of a new hospice clinic in Alexandra.	2.5	Cumulative development progress targets are set for each quarter



IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
	<ul style="list-style-type: none"> <li>· Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas.</li> <li>· Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.</li> <li>· Develop local economic potential in marginalised areas to promote access to jobs and markets.</li> </ul>		Development Progress on <b>Jukskei River Environmental Upgrading and Rehabilitation Alexandra</b>	To be funded in 2017/18	0.0	To be funded in 2017/18
			Development Progress for the <b>Old Ikage housing development Alexandra</b>	% of development progress achieved against the defined scope of work that includes development of approximately 85 housing units in Old Alexandra	18.0	Cumulative development progress targets are set for each quarter
			Development Progress for <b>Peoples' Court, 7th Avenue (Old Alexandra) New Heritage ALEXANDRA EXT.4 E Ward</b>	To be funded in 2016/17	0.0	To be funded in 2016/17
			Purchase of new <b>Refuse Bins for New Housing on Far East Bank</b>	100% achievement of target will be reported when 680 new refuse bins have been purchased.	0.3	Cumulative construction targets are set for each quarter
			Development Progress for <b>Thoko Mngoma Clinic Marlboro</b>	% of development progress achieved against the defined scope of work that includes upgrading of existing primary health care clinic	15.0	Cumulative construction targets are set for each quarter
			Development Progress for <b>Development of Open Space</b>	% of development progress achieved against the defined scope of work that includes development of open space for recreation	5.0	Cumulative construction targets are set for each quarter
			Development Progress for <b>Pedestrian Bridge Vincent Tshabalala Road</b>	% of development progress achieved against the defined scope of work that includes construction of pedestrian crossing	4.0	Cumulative construction targets are set for each quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period	
			Development progress for <b>Alex Heritage Centre</b>	% of development progress achieved against the defined scope of work that includes repairs and upgrading to complete the Alex Heritage Centre.	13.0	Cumulative development progress targets are set for each quarter	
			Development Progress for <b>Alfred Nzo Road Widening</b>	To be funded in 2016/17	0.0	To be funded in 2016/17	
			Development progress for <b>Linear Markets at Pan Africa</b>	% of development progress achieved against the defined scope of work that includes design and a first phase of construction of linear markets in Alex.	8.0	Cumulative development progress targets are set for each quarter	
	Promote economic empowerment through the structuring and procurement of JDA developments.	Programme 5: Economic Empowerment		Number of Short Term EPWP job opportunities created through Programme 5 construction contracts	Number of individuals employed on construction projects in Programme 5		Cumulative employment targets are set for each quarter based on 8 jobs per R' million spent
				BBBEE expenditure share as a % of total capex	% of expenditure attributed to BBBEE Level as certified by an accredited certification authority		% per quarter in Quarterly reports and % per year in Annual report
				SMME expenditure share as a % of total Capex	% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant		% per quarter in Quarterly reports and % per year in Annual report
				Of which: Jozi@Work SMME expenditure share as a % of total Capex	5% of expenditure attributed to Jozi@Work SMME companies as verified by CSA		% per quarter in Quarterly reports and % per year in Annual report
	Support productive development	Programme 5: Productive		Positive media reports as a % of the total number of media reports on the	% of positive and neutral media reports out of the total number of		Annual target reported every quarter

IDP Programme	JDA Programme Objective	KPA	KPI	KPI Definition	Value (R' million)	Reporting Period
	partnerships and co-operation between all stakeholders in these areas.	Development Partnerships	JDA in Alex	media reports on Alex		
			Number of property developments facilitated by JDA in Alex	Completion of urban management plan for Great Walk		Completion target date is set for report

**Table 5.2 Targets**

KPA	KPI	Annual target	Q1 Target	Q2 target	Q3 target	Q4 target
Capital expenditure for Programme 5	% of capital budget spent	100%	2%	20%	50%	100%
Development Progress Per Project	% development progress against planned works					
	Development Progress on <b>4th Avenue Clinic Alexandra</b>	100%	10%	20%	40%	100%
	Development Progress on <b>Banakekeleni Hospice Clinic</b>	100%	10%	20%	40%	100%
	Development Progress on <b>Jukskei River Environmental Upgrading and Rehabilitation Alexandra</b>	To be funded in 2017/18				
	Development Progress for the <b>Old Ikage housing development Alexandra</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Peoples' Court, 7th Avenue (Old Alexandra) New Heritage Facility</b>	To be funded in 2016/17				
	Purchase of new <b>Refuse Bins for New Housing on Far East Bank</b>	100%	50%	70%	100%	100%
	Development Progress for <b>Thoko Mngoma Clinic Marlboro</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Development of Open Space</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Pedestrian Bridge Vincent Tshabalala Road</b>	100%	10%	20%	40%	100%
	Development progress for <b>Alex Heritage Centre</b>	100%	10%	20%	40%	100%
	Development Progress for <b>Alfred Nzo Road Widening</b>	To be funded in 2016/17				
	Development progress for <b>Linear Markets at Pan Africa</b>	100%	10%	20%	40%	100%
Programme 5: Economic Empowerment	Number of Short Term EPWP job opportunities created through Programme 5 construction contracts	160	0	0	0	8 jobs per R' m capex. Estimate based on cash flow projection = 160

KPA	KPI	Annual target	Q1 Target	Q2 target	Q3 target	Q4 target
	BBBEE expenditure share as a % of total capex	100%	-	100%	100%	100%
	SMME expenditure share as a % of total Capex	30%	-	30%	30%	30%
	Of which: Jozi@Work SMME expenditure share as a % of total Capex	5%	-	5%	5%	5%
Programme 5: Productive Development Partnerships	Positive media reports as a % of the total number of media reports on the JDA in Alex	90%	0%	90%	90%	90%
	Number of property developments facilitated by JDA in Alex	1	0	0	0	1

## PROGRAMME 6

Table 6.1 KPI Definitions

JDA Programme Objective	KPA	KPI	KPI Definition	Reporting Period
Programme 6: Human Resources		% Black employees	Number of black employees out of total employees as a %	Target is set for the year and performance is reported quarterly
		% Female employees	Number of female employees out of total employees as a %	Target is set for the year and performance is reported quarterly
		% Black Female senior managers	Number of black female senior managers out of total senior managers (SDMs and Functional Exco) as a %	Target is set for the year and performance is reported quarterly
		Staff Turnover	Number of terminations (for any reason) out of total number of employees on 1 July as a %	Target is set for the year and performance is reported quarterly
		HIV voluntary testing opportunities	Number of HIV voluntary testing opportunities offered to employees	Target is set for the year and performance is reported quarterly
		Compliance with Occupational Health and Safety Act at the Bus Factory	% compliance with OHS Act as assessed by an independent consultant	Target is set for the year and performance is reported quarterly

JDA Programme Objective	KPA	KPI	KPI Definition	Reporting Period
		Investment in training	% of payroll spent on training and staff development	Target is set for the year and performance is reported quarterly
	Programme 6: Financial management and corporate governance	Unqualified audit reports	Audit opinion expressed by Auditor-General must be unqualified or better	This is an annual result
		Overspending against operating budget	% of opex that exceeds approved budget	Target is set for the year and performance is reported quarterly
		IT network availability - external	% of time that external network is available to employees	Target is set for the year and performance is reported quarterly
Promote economic empowerment through the structuring and procurement of JDA developments.	Programme 6: Economic Development	BBBEE expenditure share as a % of total Opex	% of expenditure attributed to BBBEE Level as certified by an accredited certification authority	Target is set for the year and performance is reported quarterly
		SMME expenditure share as a % of total Opex	% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant	Target is set for the year and performance is reported quarterly
		Of which: Jozi@Work SMME expenditure share as a % of total contracted services and repairs and maintenance	5% of expenditure attributed to Jozi@Work SMME companies as verified by CSA	Target is set for the year and performance is reported quarterly
	Programme 6: Operating expenditure	Programme 6: % of operating budget spent (cumulative for the year to date)	% of operating expenditure against approved expenditure target	Cumulative operating expenditure targets are set for each quarter

**Table 6.2 Targets**

KPA	KPI	Annual target	Q1 Target	Q2 estimate	Q3 estimate	Q4 estimate
Programme 6: Human Resources	% Black employees	80%	94%	80%	80%	80%
	% Female employees	45%	52%	45%	45%	45%

KPA	KPI	Annual target	Q1 Target	Q2 estimate	Q3 estimate	Q4 estimate
	% Black Female senior managers	35%	33%	35%	35%	35%
	Staff Turnover	<10%	3%	5%	7%	<10%
	HIV voluntary testing opportunities	0	0	1	0	1
	Compliance with Occupational Health and Safety Act at the Bus Factory	80%	80%	80%	80%	80%
	Investment in training	3%	3%	3%	3%	3%
Programme 6: Financial management and corporate governance	Unqualified audit reports	Clean Audit				
	Overspending against operating budget	0%	0%	0%	0%	0%
	IT network availability - external	98%	100%	98%	98%	98%
Programme 6: Economic Development	BBBEE expenditure share as a % of total Opex	100%	110%	100%	100%	100%
	SMME expenditure share as a % of total Opex	40%	9%	40%	40%	40%
	Of which: Jozi@Work SMME expenditure share as a % of total contracted services and repairs and maintenance	10%	-	0%	10%	10%
Programme 6: Operating expenditure	Programme 6: % of operating budget spent (cumulative for the year to date)	100%	12%	30%	60%	100%

**PROGRAMME 7**

**Table 7.1 KPI Definitions**

IDP Programme	JDA Strategic Objectives	KPA	KPI	KPI Definition	Value R' million	Reporting Period
	<ul style="list-style-type: none"> <li>Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.</li> </ul>	Capital Expenditure Project for Programme 7	% of Capital Budget Spent	% of Capital Budget Spent	25.8	Cumulative expenditure targets are set for each quarter
		Development Progress Per Project	% development progress against planned works	Development progress is defined by the following progress categories and milestones: (A) Concept designs approved by Exco = 10%; (B) Detailed designs approved by Exco = 25% cumulative progress; (C) Construction tender awarded = 40% cumulative progress; and (D) 50% of construction in complete on site = 70% (E) Construction completed= 100% cumulative result when planned works as defined by Bill of Quantities and construction contract are completed.		Cumulative development progress targets are set for each quarter
			Development Progress for Corridors of Freedom Naming and branding	% of Development progress achieved against the defined scope of work that includes design, manufacture and installation of gantry signs, street furniture and public art along 3 Corridors of Freedom.	0.6	Cumulative development progress targets are set for each quarter
			Construction Progress for Corridors of Freedom strategic area frameworks and heritage plans	1 Strategic Area Framework per Corridor and 1 Heritage Plan per Corridor to be completed. 100% Achievement of target will be reported when these plans are approved by the client department.	5.0	Target is achieved when plans are approved by client department
	<ul style="list-style-type: none"> <li>Promote economic empowerment through the</li> </ul>	Programme 3: Economic Empowerment	BBBEE expenditure share as a % of total capex	% of expenditure attributed to BBBEE Level as certified by an accredited certification authority through Programme		% per quarter in Quarterly reports and % per year in

IDP Programme	JDA Strategic Objectives	KPA	KPI	KPI Definition	Value R' million	Reporting Period
	structuring and procurement of JDA developments.			7		Annual report
			SMME expenditure share as a % of total Capex	% of expenditure attributed to SMME companies as certified by an accredited authority or confirmed by a certified accountant		% per quarter in Quarterly reports and % per year in Annual report
			Of which: Jozi@Work SMME expenditure share as a % of total Capex	5% of expenditure attributed to Jozi@Work SMME companies as verified by CSA		% per quarter in Quarterly reports and % per year in Annual report

**Table 7.2 Targets**

KPA	KPI	Annual target	Q1 Target	Q2 target	Q3 target	Q4 target
Capital Expenditure Project for Programme 7	% of Capital Budget Spent	100%	0%	0%	30%	100%
Development Progress Per Project	% development progress against planned works					
	Development Progress for Corridors of Freedom Naming and branding	100%	20%	40%	60%	100%
	Construction Progress for Corridors of Freedom strategic area frameworks and heritage plans	100%	20%	40%	60%	100%
Programme 3: Economic Empowerment	BBBEE expenditure share as a % of total capex	100%	-	100%	100%	100%
	SMME expenditure share as a % of total Capex	30%	-	30%	30%	30%
	Of which: Jozi@Work SMME expenditure share as a % of total Capex	5%	-	5%	5%	5%