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**To: The Executive Mayor  
City of Johannesburg  
PO Box 1049  
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**Attention: Ms Lennette Fouche  
Email: [Lennettef@joburg.org.za](mailto:Lennettef@joburg.org.za)**

Dear Sir

**CITY OF JOHANNESBURG: INTEGRATED DEVELOPMENT PLAN 2012/16**

We represent the following company and organisations:

- iProp Limited (iProp) ([www.iprop.co.za](http://www.iprop.co.za)) the owner, investor and developer of extensive areas of centrally located land in Johannesburg;
- SOJO Business and Tourism (SOJO) ([www.sojo.co.za](http://www.sojo.co.za)) a non-profit organisation established in the south of Johannesburg to promote tourism and related business in recognition of the many economic opportunities that exist in the natural and man made tourism, recreation, and sporting facilities located in the south of Johannesburg and Soweto; and
- KlipSA (Klipriviersberg Sustainability Association) ([www.klipsa.org.za](http://www.klipsa.org.za)) a community-based voluntary association and registered Non-Profit Organisation established to protect, promote and enhance the value of the natural assets in the southern areas of Johannesburg through appropriate social and economic development.

We wish to thank you for the opportunity to participate and be involved in the development and preparation of the Joburg Integrated Development Plan 2012/16 (IDP).

This submission is based on the draft IDP published for public comment. We trust that this submission will be of value and contribute to the appropriate allocation of resources to contribute to the long-term sustainable development and management of Johannesburg. We would welcome the opportunity to discuss any of these proposals and submissions with representatives of your Council.

In essence, this submission recognises many of the critical challenges, issues and opportunities that have been identified. It proposes and motivates interventions, proposals and responses with particular reference to the mine-impacted areas of the East-West Development Corridor (EWDC) and the southern areas of the city. These are made with a view to promoting and realising sustainable economic and social development that will contribute to the protection, promotion and enhancement of the natural assets of the area.



It should be noted that this submission builds on the comprehensive participation, engagement and submission that was made during the development of the Joburg GDS 2040. This document should be seen as a foundation and provide background and context for the nature of the submissions made in this IDP review process.

## **1. General Comments and Proposals**

### **1.1. Context of this submission**

Following our participation and involvement in the Joburg GDS 2040 strategy process, we welcome the approach that has been taken with regard to the future development of the city.

In particular, the importance and recognition of environmental context within which Johannesburg will have to base its long-term sustainable future. Many unique environmental qualities of the Metropolitan area that are of vital importance need to be taken into consideration through appropriate and responsible development and management interventions.

The importance of development being about building "the bridges between people, their respective cultures and faith ... It is also about social-economic development and transformation" as noted by the Executive Mayor is acknowledged and supported. However, the bridge and linkage with natural assets and resources and sustainable environmental management is also of importance. As noted in the GDS 2040 "Environmental sustainability is often viewed as an afterthought, but should, in essence, drive the City's developmental and growth agenda" (GDS2040, pg 64).

We would support the City in changing the mindset of all stakeholders to realise environmental sustainability is not only about protecting, promoting and enhancing our natural assets but also involves rehabilitating, revitalising, transforming and uplifting existing urban environments through appropriate social and economic growth and development.

We support the strong recognition and intention of the City to develop the Gauteng City Region taking into cognizance the various social, economic and environmental linkages that exist across the municipal boundaries.

Furthermore, we are in full support of the recognition for the establishment of partnerships between residents, communities, organised business and civil society and the different spheres of government in fulfilling appropriate and meaningful social, economic and environmental developmental interventions. In this regard, we look forward to our participation and involvement.

### **1.2. Southern areas of Johannesburg**

Due to the nature of our interest and the location of our activities, the analysis of the level of development and challenges in the southern areas of Johannesburg, with a particular focus on Region F and adjacent Regions D and G, identifies important characteristics which are highlighted below as being:

- high population densities with a need for urban and social upliftment,
- high unemployment, poverty and deprivation and the need to encourage skills development and job creating opportunities,
- high levels of food insecurity with associated health implications,
- opportunities for social and economic development and transformation,
- opportunities to lead with environmentally responsible and sustainable development which focuses on the natural resources of the city "including [ridges], wetlands, rivers and parks" (IDP 2012/16, page 22 – "ridges" should be included)
- centrally located and accessible areas of land, particularly previously mine impacted areas, available for development through rehabilitation and revitalisation,
- opportunities for supporting sustainable delivery and management of infrastructure and services relating to water, energy, integrated waste management, identified and centralised urban development and transportation.



It is our contention that the various partnerships, development initiatives and interventions that are currently being addressed and implemented by iProp, SOJO, and KlipSA could be of value to the City in addressing the identified issues and realising opportunities.

### **1.3. Institutional arrangements and governance**

While we are obviously not fully appraised of the detailed analysis and evaluation of the institutional review we would however wish to make the following observations and suggestions for consideration:

- 1.3.1. The proposal to integrate environmental policy, strategy and regulation with infrastructure service provision is of some concern. We would suggest that the environmental policy strategy and regulation should be an independent element of the institution to ensure objective guidance, assessment and enforcement.
- 1.3.2. We note that Joburg Tourism Company (JTC) is to be discontinued and integrated back into group marketing and communications. SOJO has established a strong working relationship with the JTC particularly concerning the promotion and marketing of the SOJO Tourism Trail that has been supported and endorsed by the City. We would request that this working relationship be continued and strengthened in view of the economic and social development opportunities of tourism being identified as a unique to the southern areas of Johannesburg.
- 1.3.3. We would request clarification of three of the portfolio names that appear differently in the diagram on Page 29 and table on Page 30 of the IDP document.
- 1.3.4. We welcome the establishment of the Clusters for the internal leadership, guidance and oversight of the implementation of coordinated and integrated service delivery for the City. In its quest to ensure community in stakeholder participation, we would like to suggest that the Council considers establishing appropriate and parallel stakeholder clusters. An example of this could be the Johannesburg Business Forum within which senior representatives of business and consumer organisations meet with the senior leadership of the Council to address mutual issues and realise economic and development opportunities for the City.

We note that the Johannesburg Business Forum has not been included in the special forums noted on Page 51 of the IDP document.

- 1.3.5. On a Regional basis, initial meetings and discussions have already taken place with MMC Ross Greeff and the management of Region F to initiate a community based structure that would be an interface with the Regional management. The purpose of this structure would be to address the problems and promote opportunities relating to sustainable services, economic growth, human and social development and good governance. The nature of this structure and the model on which it is being founded are the processes of collaboration which have allowed SOJO to improve the management and maintenance of the southern Johannesburg urban areas through proactive participation and engagement with business, community and authorities as noted in the Joburg GDS 2040 (GDS 2040, pg 80).

### **1.4. Creation of Urban Development Zones (UDZ)**

We welcome the City's recognition of the national government outcome relating to the support and creation of UDZs for tax incentive measures for public and private investment to address particular areas of social, economic and environmental development. In this regard, we would like to suggest the consideration of the following:



#### 1.4.1. Rehabilitation and development of mine impacted areas

The EWDC has been identified for many years as a zone of opportunity for social and economic development that is highly accessible and centrally located particularly to areas of higher density, unemployment, poverty and deprivation. The mine-impacted areas under public and private ownership, offer a unique opportunity for the provision of appropriate economic development that would provide job opportunities close to where people are living. In addition, these areas form the backbone of the East West Public Transportation Management Areas identified in the Spatial Development Framework (SDF) of the IDP.

It is suggested that areas be identified which could be recognised as UDZs through which essential services infrastructure is provided and special rating zones created which will encourage economic development through public and private investment. This will ensure the establishment of decent employment through inclusive economic growth.

One particular area that could be initially considered, and which is in line with the Provincial priorities is the Smart City at Nasrec. For many years, through the guidance and management of the Johannesburg Development Agency (JDA), a Nasrec Land Owners Forum (NLOF) existed and was instrumental in the preparation and development of the Council approved Nasrec Urban Development Framework (NUDF). The NUDF was also the basis for the investment of infrastructure for the Soccer City for 2010 World Cup Soccer event.

It is recommended that the NLOF be resuscitated and reconstituted to include the major stakeholders in the area to focus on the delivery of the Smart City and the establishment of a UDZ that will encourage and coordinate public and private investment in the area that will take advantage of the existing infrastructural development.

#### 1.4.2. Klipriviersberg Economic and Ecosystem Development Zone (KEEDZ)

We believe that the southern areas of Johannesburg offer unique opportunities for the realisation of economic and social development that will protect promote and enhance the natural assets of the area. As noted above the area offers opportunities for the development of tourism, exhibitions, recreation and sporting facilities to attract public and private investment to realise job creating opportunities for local communities. This has been recognised by the City through the launch and support of the SOJO Tourism Trail.

In addition, the Klipriver Valley, which used to be the "breadbasket" for Johannesburg, still offers high agricultural developmental potential. It is our contention that the use of modern and innovative intensive agricultural technologies and methodologies could provide an opportunity to improve rural services and employment and address food security needs and requirements.

As a primary industry initiative agricultural development with its associated agri-processing, agri-tourism and related beneficiation and support services and industries could provide opportunities for economic growth and development and job creation promoting a green economy in marginalised areas. This could incorporate a range of initiatives from community farming, emerging black farmers, co-operatives and commercial farming, pack houses, processing and packaging and logistics.

The related agricultural based industrial and commercial development opportunities could be focused in the southern areas along the southern portion of the North South Development Corridor (NSDC) and the developing economic corridor along the R59. Both of these corridors being located in close proximity to areas of high employment, poverty and impoverishment.



In line with the revival and focus on the Gauteng City Region, the area of KEEDZ should incorporate the northern and western areas of Midvaal that also contain areas of agriculture and tourism potential.

KlipSA has initiated investigations through a partnership with the University of Johannesburg into the economic and social development potential and opportunities of KEEDZ. In addition and in accordance with the development priorities and initiatives of the Gauteng Legislature Economic Development Summit, SOJO and KlipSA tabled the establishment of a special economic development zone to make a substantial contribution to the different sectors of economic development through partnerships with stakeholders.

The focus will be enhancing job creation, social development and environmental sustainability through inclusive economic growth focusing on integrated tourism and urban agricultural development.

We believe that this would be an ideal opportunity for the establishment of an UDZ on public and private land. The UDZ would make a substantial contribution to job creation, alleviation of poverty and addressing food security in the southern areas of Johannesburg. In addition, we believe that with careful planning, design and management there would be opportunities to protect, promote and enhance environmental biodiversity assets and natural resources in this part of Gauteng.

## **1.5. Budget Allocations**

While we are obviously not fully appraised of the details in the preparation of the capital and operational budgets, we would however wish to make the following observations and suggestions for consideration:

### **1.5.1. Unfair expectation of economically active residents**

We accept that there is a critical requirement that the City policy must address poverty alleviation the provision of free basic services for an already large and ever increasing percentage of the city residents.

However, it is important that the resulting consequence of the above inflation increases continuing to rise at an alarming rate with the result that a few will be relied upon to bear the full cost of the service provision for all. As a percentage of disposable income this will ultimately result in a complete imbalance in funding by the city residents with middle income residents (who have the most vulnerable disposable income buffer) continuing to take the largest financial load and consequence. The very rich will be able to afford the capital expenditure to "go off grid" thereby avoiding the increases in operational costs.

We would recommend that the budget allocations and fees and tariff increases policy must be reconsidered before we deplete the reserves of the middle class who after all are the engine of economic and social growth with what would normally be an increasing disposable income for growth in consumption and the resultant GDP growth associated therewith.

It would be interesting to have an understanding of the percentages of the population who are participating in free and reduced costs services and the percentages of the city residents who are actually paying for the services billed. This would enable the determination of the tipping point in the model if we have not already reached that point (solid waste disposal – running at below cost – possibly being an example of this).

### **1.5.2. Justification of tariff increases**

The breakdown of the expenditure on purchase of electricity from Eskom and water from Rand Water is critical in being able to determine what the effective increase in these MOE's



net income will be. It would appear that the % increase over and above the actual increase imposed by the bulk suppliers could have the effect of around 12% additional increase in income to the MOE's resulting in around a 25% effective increase in the MOE's nett income.

If this is required it is essential that we are fully appraised of the detailed spend of the MOE's on expenses other than the bulk purchases of water and electricity. Should these show all of the additional income is allocated to maintenance and capital expenditure on system improvements then we would be seeing an improved management of the MOE's. However, should this show that there is not a commensurate increase in these improvements but rather that the money is allocated to above inflation salary increases, inappropriate entertainment or travel expenses and the like, we cannot then accept the proposed increases.

### 1.5.3. Participation and engagement with stakeholders regarding the Budget

We again raised the issue of a total lack of meaningful participation which is now a stated key priority of the Council. Apart from a single meeting called by the MMC Finance on 19 April 2012, there has been no opportunity for detailed discussions to take place. Furthermore, no documentation or detailed presentations, which were requested at that meeting, has been made available.

We cannot accept, that with such limited information being made available, that any meaningful comment can be submitted in such a short time, which also spanned a number of public and religious holidays.

We must petition that further opportunity is made available, after all the relevant budget information is made available to the public, for detailed discussions with key stakeholder representatives to take place to enable more meaningful comment on the proposals.

Once again we must reiterate that the City has failed to maintain the Johannesburg Business Forum meetings which was one of the active and productive forums for the City to be able to obtain meaningful input from, at least, the business community in regard to the proposed City Budget and the resultant rates increases which have now been tabled. We would suggest that this shows a lack of commitment to any meaningful participation by the City with the business sector.

In view of the lack of opportunity for opinions on these matters to be properly obtained, reviewed and incorporated into the proposed budgets and rates and tariffs increases we would strongly request the tabled proposals to be held over to allow for substantial public comment and critical debate.

## 2. Response to 2012/16 Key Flagship Programmes

In reviewing the draft IDP document it became apparent that iProp, SOJO and KlipSA will be able to make a meaningful contribution towards the realisation of a number of the programs that are being proposed for implementation. These have been identified as follows with the possible participation and involvement being noted:

### 2.1. Key Flagship Program 3: Integrated Waste Management

SOJO and KlipSA have been in discussion with the management of Region F concerning the development design and roll out of a waste management and separation programme. This would include education and awareness campaigns and the initiation of areas where waste separation can be undertaken involving local communities, businesses and existing formal and informal waste collection and separation service providers.



## **2.2. Key Flagship Programme 4: Green Ways and Mobility**

Mention is made of the New Canada Dam which is located on land owned by iProp. Further information and details regarding this project is requested as this area is currently part of an area of mining activity and is being considered for future urban development.

## **2.3. Key Flagship Programme 6: Urban Water Management**

Again, New Canada Dam is mentioned and further details concerning the proposed project relating to stormwater management is requested.

## **2.4. Key Flagship Programme 7: Citizen Participation and Empowerment**

As mentioned above, we are active participants in the Johannesburg Business Forum, the establishment of the Region F community stakeholder interface and other partnerships with community-based organisations and communities. We will continue to participate in these partnerships and engagements and welcome the opportunity for further engagement with the City and its various structures.

## **2.5. Key Flagship Programme 8: Strategic Communications and Marketing**

SOJO and its members are actively promoting and branding trade, business and leisure tourism in the southern areas of Johannesburg and will continue to do so in partnership with the City. The opportunity for greater growth and reinforcement of these activities will be welcomed.

## **2.6. Key Flagship Program 10: A safe, secure and resilient City that protects, serves, builds and empowers communities**

The re-engineering of community forums in the short-term to be able to address service delivery issues and social and economic development is supported. As noted above, SOJO is already in preliminary discussions with the management of Region F regarding the establishment of a community based stakeholder interface with the City.

With regard to the food security and urban agriculture, we believe the opportunities and possibilities concerning the above-mentioned KEEDZ should be investigated, evaluated and considered in detail. We believe this area will offer short, medium and long-term opportunities for local and surrounding communities to grow the agricultural and tourism economic sectors to address poverty and provide improved access to formal and informal job opportunities.

We also believe that there may be opportunities within the EWDC which could be considered and investigated for urban agriculture opportunities. These may only be of a temporary or interim nature for the short and medium term until long-term solutions and opportunities are identified and developed.

## **3. Response to IDP sub-programs for implementation**

Similarly, in reviewing the draft IDP document it became apparent that iProp, SOJO and KlipSA will be able to make a meaningful contribution towards the realisation of a number of the sub-programs that are being proposed for implementation. These have been identified as follows with the possible participation and involvement being noted as to where we would be able to "play our part" with appropriate engagement:



### **3.1. Human and Social Development Cluster**

#### **3.1.1. IDP Sub-programme: Food resilience and food security**

As noted above, opportunities in the southern areas and KEEDZ as well as the EWDC could be investigated for short, medium and long-term opportunities.

#### **3.1.2. IDP Sub-programme: Long and Healthy life for all**

SOJO and KlipSA promote the adoption of healthier lifestyles and living approaches through the arranging of special events and programs relating to sustainable urban living and sustainable business practices to inform and educate residential and business communities. This includes the Green Business Platform in partnership with other organisations to help inform and educate local business representatives to realise improved and more profitable business practices.

In addition, we are actively promoting a healthier lifestyle to communities through active and passive sporting and recreational activities making use of the many resources located in the southern areas of Johannesburg. We are aware that many citizens from other parts of the city and region regularly use the sports and recreation facilities and take part in frequently organised formal events and competitions. The Klipriviersberg Nature Reserve, being a major attraction offering a unique natural lifestyle experience, is located in the middle of a major metropolitan conurbation and needs to be supported and promoted.

### **3.2. Sustainable Services Cluster**

#### **3.2.1. IDP Sub-programme: Integrated Planning, Policy Development and Standard Setting Programme**

In view of the role that we play in the development and growth of the southern areas of Johannesburg we would welcome the opportunity for active involvement and participation in the development of the various statutory plans and frameworks that are being contemplated. We look forward to being invited to participate in the development or review of these plans and policies.

#### **3.2.2. IDP Sub-programme: Land Management and Acquisition Programme**

We would request that urgent consideration be given to strategic land management and acquisition for areas of land relating to the growth and expansion of the Klipriviersberg Nature Reserve. For a number of years KlipSA and the Klipriviersberg Nature Reserve Association (KNRA) have been in discussion with Joburg Property Company (JPC) regarding strategic acquisition and land exchange opportunities. We would request that these be finalised urgently to secure land which is currently being considered for development by the different landowners. If we do not secure these areas soon they will be lost forever.

In fulfilling the developmental needs for the revitalisation of urban areas, densification and concentration of human settlement in centrally located in areas which are easily accessible to job opportunities and infrastructure; we would strongly suggest that the City embarks on an active program of land acquisition in areas undergoing urban degeneration. Strategic and well-managed land acquisition and development initiatives will then address not only the regeneration and revitalisation of these areas but also enable the fulfilment of service delivery and developmental objectives.



Through such a programme of regeneration and "brownfield" urban development, areas that are of environmental and natural value can be protected, promoted and enhanced to provide for the needs of local communities as integrated and managed passive and active open space, biodiversity corridors and even where appropriate urban agriculture.

### 3.2.3. IDP Sub-programme: Urban Water Management

KlipSA, in partnership with municipal, provincial and national government departments and agencies and other key stakeholders, has initiated the preparation of an integrated management plan for the Klip River wetland area along the southern boundary of Johannesburg. This has arisen from the numerous problems relating to illegal dumping and abuse of the wetland area and the opportunity to realise a sustainable management solution which will address these issues and problems. Due to the location of these wetlands involving three municipal areas where there are many challenges relating to management and enforcement. The project has been initiated through a number of stakeholder meetings and a proposal is currently being drafted for consideration.

A key component of this project could be a need for the preparation and implementation of a catchment management plan.

In addressing urban water management it is suggested that the City considers the preparation and implementation of catchment management plans for all the major catchment areas of the rivers and streams whose sources are located within the Metropolitan area. This will not only address problems within the Joburg municipal area but also realise wider implications and opportunities for the management of water resources in the Gauteng City Region.

### 3.2.4. IDP Sub-programme: Green Ways and Mobility

The promotion of eco-mobility is supported particularly along the various rivers and ridges located within the Metropolitan area. Not only can these be used for the movement of people with the appropriate promotion and enablement of behavioural change but will also provide valuable biodiversity corridors linking important environmental areas of the City.

The southern areas of Johannesburg provide many such opportunities and we would wish to be active participants in the early identification and protection of these corridors ahead of the realisation of other economic and social development. This will fulfil the City priority to maintain the ecological integrity of the city's natural resources and ensure that environmental sustainability will drive the City's developmental and growth agenda.

### 3.2.5. IDP Sub-programme: Integrated Waste Management Programme

As mentioned previously, SOJO and KlipSA have had initial discussions with the management of Region F for a programme regarding separation at source and changing consumer behaviour in relation to waste management.

In addition, iProp, SOJO and KlipSA promote responsible waste management through the development of urban areas by incorporating appropriate guidelines and conditions in urban and township development programmes and projects and amongst business and residential communities. The promotion of green development and buildings is recognised as being important and is encouraged.

### 3.2.6. IDP Sub-programme: Shift to Low Carbon Economy Programme

iProp is in discussions with investors and developers for the development of alternative energy generation projects using innovative technology. We would request support from the City for these projects which will realise a number of opportunities regarding energy and waste management.



KlipSA has established a Development Integration Team which is proactively engaging developers and investors in the southern areas of Johannesburg. The purpose of this is to promote the implementation of sustainable green urban development and management in new, and where possible, existing townships and buildings. This takes into consideration waste, energy and water alternatives and management and the preparation and implementation of environmental management plans, including the establishment of conservancies and the adoption of the Biodiversity Stewardship Programme of Gauteng Department of Agricultural and Rural Development (GDARD).

### 3.2.7. IDP Sub-programme: Building Resilience for Climate Change Programme

The primary focus of KlipSA is the protection, promotion and enhancement of the natural assets of the southern areas of Johannesburg through appropriate and sustainable social and economic development. This involves a number of programs, projects and interventions focusing on promoting urban growth and development with natural resource management in a rapidly changing urban landscape.

With SOJO, KlipSA is actively involved in the promotion of residential and business resilience and ensuring sustainability through changes in lifestyle and business management practices as noted above.

## 3.3. Economic Growth Cluster

### 3.3.1. IDP Sub-programme: Sector diversification, productivity and competitiveness support

A program that seeks to attract crucial private sector investment that will accelerate economic growth, job creation has to be founded on efficient and effective land development and management.

At this time, many difficulties and challenges are adding cost and time to the delivery of serviced township land in Johannesburg. It is of critical importance that productivity through efficient and effective management of the land delivery mechanisms of the City is addressed as a matter of urgency.

iProp has experienced difficulty in attracting substantive investment to the city due to delays in time and additional costs not experienced in other municipal areas. Johannesburg needs to become development and investor friendly and competitive.

### 3.3.2. IDP Sub-programme: Utilisation of the City's regulatory instruments and administrative processes to drive economic development

SOJO is actively involved in the establishment and maintenance of an environment which is conducive for economic activities to thrive. Current inadequacies in the City's administrative processes, regulation and enforcement are producing an environment which is attracting inappropriate activities and actions which is compounding the challenges to realise sustainable economic and social development.

SOJO, in collaboration with other community organisations and the City, focuses on creating an environment which is supporting economic growth and development.

### 3.3.3. IDP Sub-programme: Resuscitation of declining and decaying economic nodes

Following on the above sub-programme, many urban residential and employment areas are undergoing rapid decline and decay due to a lack of management and enforcement resulting in disinvestment and further degeneration and lawlessness. Existing businesses and residents are experiencing great difficulties due to the decline and decay of surrounding areas.



SOJO is in partnership with other community based organisations and agencies for the preparation and development of a strategy looking at the upliftment and resuscitation of the Rosettenville area. Preliminary discussions have been held with the University of the Witwatersrand to initiate a research and development programme.

In addition, as noted above these areas provide ideal opportunities for 'brownfield' development and for the realisation of urban development strategies relating to infill, densification and intensification close to existing social and economic infrastructure and services.

#### 3.3.4. IDP Sub-programme: Leveraging on City owned assets

We would like to suggest that the leveraging of City owned assets should also look to realising social and environmental development and management. In a number of recent development proposals in the southern areas, we have participated with a view to assisting the City in realising sustainable revenue generation and funding for the establishment and management of non-revenue generating social and environmental facilities and services required by local communities.

Too often we are seeing the disposal of assets in such a manner that the long-term sustainable value and opportunity is lost.

As mentioned above, discussions with JPC regarding a land exchange to expand the KNR have been on going for a number of years. This proposal presents an ideal opportunity for using City assets to secure environmentally important areas.

A further project initiated by KlipSA is the planning design and development of an educational and environmental resource centre in the southern areas of Johannesburg. Preliminary discussions have been held with stakeholders including JPC and JCP regarding the use of land and buildings near the KNR for the establishment of such a facility including the Klipriviersberg recreation centre. Preliminary workshops have been held and a project proposal is being prepared.

#### 3.3.5. IDP Sub-programme: Facilitation of area based economic initiatives

We would welcome the opportunity to explore possibilities in the establishment of area based economic initiatives in the southern areas of Johannesburg, in particular the EWDC, NSDC and KEEDZ. We believe that these different corridors and spatial economic development zone are extremely well located to boost economic growth and development and provide job creation to reduce poverty and inequality in adjacent areas requiring minimal transportation infrastructure investment.

#### 3.3.6. IDP Sub-programme: Economic and financial modelling and revenue maximisation utilising the City's property portfolio

iProp has been actively involved through submissions regarding the development of policies such as the rates and tariffs policies for the City. We believe that there are many opportunities, which have been incorporated in these submissions, for the city to become attractive to economic development and investment, which is not the case at the moment. As a major landowner and investor would welcome the opportunity to explore how these could be developed to maximise sustainable investment and revenue opportunities for the City.

#### 3.3.7. IDP Sub-programme: Multi-Level Skills Development

In working with the City, SOJO actively collaborates to position Joburg as a premier business and leisure tourism destination. Further engagement and participation with the City in this regard is ensured.



Furthermore, SOJO and its members are currently exploring opportunities with the University of Johannesburg School of Tourism and Hospitality to assist with Work Integrated Learning programmes and Internship programmes to foster skills development in the tourism industry.

### **3.4. Good Governance Cluster**

#### **3.4.1. IDP Sub-programme: Gauteng City Region institutionalisation**

We are in total support of the development, research and concepts being consolidated into a position paper to take the process forward. However, we would strongly request that the formulation of this position paper includes meaningful engagement and participation with the City's stakeholders at an early stage rather than, as is normally experienced, towards the end of process.

We would certainly request recognition as a participant and contributor to the development of the position paper.

#### **3.4.2. IDP Sub-programme: Integrated planning and Monitoring and Evaluation (M&E)**

While we welcome the opportunity to participate in community-based planning and participatory budgetary processes we would like to suggest that the timing of these programs is reviewed to provide adequate time to participate and engage in what is being developed and prepared. This will support the development of a culture of community participation and engagement which can be of value to the City and to business and residential communities in building trust and partnerships.

We have been regular contributors to many of the City planning and budgetary processes and would also welcome the opportunity to be more involved with monitoring and evaluation.

#### **3.4.3. IDP Sub-programme: Innovation and knowledge sharing**

Although not explicit and apparent from the description given in the draft document, it is hoped that the innovation and knowledge sharing will not only be within the Council. We believe that it is important that this will also include collaboration and partnerships with outside organisations and stakeholders who frequently have expressed a willingness to improve innovation and knowledge systems and processes.

#### **3.4.4. IDP Sub-programme: Strategic Communications and Marketing**

SOJO is particularly interested in the aspect of this sub-programme which focuses on tourism brand building and strategic events to promote the city. Existing relationships and interventions which have been established to promote collaboration between SOJO and the City should be recognised and developed to support this aspect.

## **4. Response to Spatial Development Framework (SDF)**

A review of the Spatial Development Framework (SDF) contained in the IDP document has resulted in a number of suggestions which are noted below. We would however welcome the opportunity to engage with the City concerning further review and detailing of strategies, policies and interventions relating to the metropolitan and regional spatial development frameworks.



## **4.1. SDF Strategies**

### **4.1.1. Strategy 1: Supporting an Efficient Movement System**

Due to the title of this strategy, the focus tends to be on transportation systems and the opportunities and potentials improving efficient movement within the city through spatial land management, though mentioned, is not strongly recognised.

It is our contention that the importance of encouraging the establishment and investment in employment opportunities and job creating land uses in areas adjacent to where people are living is inadequate. We would therefore suggest that this title is changed to "Supporting Efficient Movement". This will allow for wider and innovative thinking regarding possible interventions.

### **4.1.2. Strategy 3: Supporting sustainable environmental management**

In the light of the reprioritisation of environmental sustainability to drive the City's developmental growth agenda, it is suggested that the emphasis in the wording of the strategy should be strengthened. This should recognise the importance of environment in leading land management processes. This will assist in addressing the challenges related to changing mind-sets and realising proactive development environmentally focused programs and interventions.

### **4.1.3. Strategy 4: Initiating and implementing corridor development**

It is noted that strategic land banking has been identified as an important consideration to strengthen the development corridors. As has been noted before in previous IDP reviews and submissions, the strategic securing of land for major infrastructure such as the N17 is of vital importance to the city. It is strongly recommended that appropriate measures be taken to secure the land for this important corridor before it is used for urban development which would jeopardise development of this vital piece of infrastructure.

### **4.1.4. Strategy 5: Managing urban growth and delineating and urban development boundary**

As has been noted previously we would support the City in realising infill and "brownfield" developments to abate urban sprawl on the periphery of the city. We believe that greater investment by the City in such interventions is required.

With particular reference to the southern areas of Johannesburg and in the light of the suggestions and proposals above, this strategy should support appropriate social and economic development which will protect promote and enhance the rural character of these areas and associated natural resources and assets.

In particular, we wish to note our concern arising from our understanding that professional teams appointed by the Council are investigating the development of large tracts of the southern areas of Johannesburg outside the urban development boundary contrary to approved strategies and policies.

## **5. Response to Capital Investment Framework**

In reviewing this component of the IDP we note the capital budget allocation to the various projects and interventions. However, we believe it is important that an evaluation of previous capital budget allocations is also undertaken to form a basis for future allocations.

We believe that this is important to establish an understanding and measurement of successful capital budget expenditure in realising the identified priorities and ensuring that the investment has brought value to the city and its communities.



To avoid repetition of our participation and involvement in the various projects to which capital has been allocated, we would request suitable opportunities to participate in the allocation and evaluation of capital budget and expenditure in those projects which we have noted earlier. We would look to assisting the City to ensuring optimal value of their investment wherever possible through collaboration and partnerships.

For example, this could include:

- the rehabilitation of the New Canada Dam;
- strategic land purchases such as for "brownfield" development, securing of land for the expansion of the KNR and future development of the N17;
- marketing, branding and promotion of tourism within the city with a particular focus on the southern areas of Johannesburg for tourism, exhibitions, sports and recreation integrated with the protection promotion and enhancement of the natural assets;
- establishment of waste buyback centre, waste management, recycling and separation at source programs and interventions;
- bridge construction and road widening and upgrading in the EWDC, with a particular request for Crownwood Road, a project which has been recognised as a priority for nearly a decade and yet has still not been implemented due to the diversion of allocated budget to other projects;
- investigation and establishment of urban agriculture projects and related agro-processing and agro-tourism opportunities;
- replacement of stolen, broken or damaged services infrastructure such as manhole covers metres and fittings;
- integrated stormwater master planning and management;
- establishment of waste to energy projects;
- projects involving and associated with Westgate and the Gautrain Marlboro station precincts including urban development and services infrastructure;
- improved freight movement and logistics particularly within the City Deep area;
- development and implementation of facilities for alternative transportation modes such as walking and cycling;
- demand and supply side management of projects relating to water and energy in existing and new urban development areas;
- development and preparation of various spatial development, infrastructure and environmental management, biodiversity and carbon management policies, plans and projects;
- establishment and participation in stakeholder workshops and processes including the institutionalisation of the Gauteng City Region, cluster, sector and regional forums and stakeholder structures and citizen participation and engagement.

## **6. Response to City's risk and disaster management Capital Investment**

We note with interest the "COJ top 15 inherent strategic risks" noted on Page 193 of the IDP document. We would suggest and acknowledge that this is a very honest assessment which we appreciate. However, again due to a lack of involvement and participation in the preparation and availability of details it is difficult to provide meaningful comment on the proposals that are tabled. However we would offer the following observations:

### **6.1.1. Is anything different?**

We would suggest that this IDP period is probably the most important in the history of Johannesburg. The items identified as strategic risks have to be addressed to avoid the City collapsing any further in terms of management and service delivery. The fact that financial, leadership, stakeholder involvement are identified as being of higher risk ahead of service delivery failure is extremely relevant and should be of the highest priority in resolving and addressing.



One can only ask the question as to whether measures being taken in the proposed IDP to address these risks are different and adequate to ensure that the potential consequences of their realisation do not occur.

If there is no meaningful change in the manner in which these higher order risks are to be addressed in the short and medium term, the severity of the potential impact and consequences will be to the greatest detriment of the city communities.

From our observations and review of what has been presented, in what we have noted above as being an inadequate process of consultation and participation, we wish to note our concern that we do not see any real potential for change or new answers to existing critical problems.

We trust that the above contribution will be of value to the City and the preparation of 2012/16 Integrated Development Plan.

Please contact us should you require any further information or clarification regarding any of the points made in this submission.

Yours sincerely



**ANDREW CW BARKER**