

INTRODUCTION: THE NEED FOR A JOBURG GDS

This document is the City of Johannesburg's Growth and Development Strategy 2006 (*Joburg GDS*). It presents the City's understanding of the longer term strategic direction it should take, and the future efforts, undertaken jointly with social partners, needed to accelerate economic growth and enhance development in a way that *both* benefits all residents of Johannesburg *and* contributes to the further transformation of South Africa as a whole.

The City of Johannesburg has put together this Growth and Development Strategy for four main reasons:

- There is a growing trend for larger cities, in many different parts of the world, to develop long-term City strategies to inform their medium- and short-term planning;
- The City has an existing body of strategy, developed during the 2000-2006 term of office, that for various reasons needs to be consolidated and refined;
- Over the last few years the need for all spheres of government to harmonise and align their strategies with one another has been emphasised. In addition, a number of key strategies have recently been developed by national and provincial government which provide coordinates for Johannesburg to realign its strategy towards; and
- Last, but not least, the ANC's Election Manifesto for the 2006 local government elections specifically calls for all metropolitan municipalities to define strategic initiatives to accelerate growth and reduce poverty. This must be done jointly with social partners.

A TREND TOWARDS LONG-TERM CITY STRATEGISING

In South Africa, municipalities are required by law to develop both medium-term Integrated Development Plans and annual Business Plans. Integrated Development Plans (IDPs), required by the Municipal Systems Act, are comprehensive plans that align activities across the municipality around clear medium-term priorities and objectives. Business Plans, required by the Municipal Finance Management Act, are detailed operational plans that say what each part of the municipality will accomplish on a year by year basis.

Both these kinds of plans are essential to ensure the proper deployment of available administrative capacity, prudent allocation of financial resources, and the effective measurement and management of performance.

However, over the last few years it has become apparent that large cities would also benefit greatly from having longer term strategies to inform their IDPs and annual Business Plans.

Reasons for having a city strategy

The case for 'City Strategy', sometimes also called City Development Strategy (CDS), has been made by various cities around the world¹ (including a number of South African cities),² by learning networks such as the South African Cities Network (SACN),³ and by international technical assistance agencies that focus on urban development issues.⁴

There are a number of reasons why long-term City strategies have been gaining prominence, both internationally and locally. Briefly,⁵ these reasons include:

- The accelerated growth of urban settlements and populations in the developing world has led to the realisation that national planning frameworks must be supplemented with local level strategies that speak to the particular urban development challenges within individual cities;
- In part driven by currents in planning theory, and in part by the accumulation of cities' own practical urban development experience, it has been concluded that traditional masterplans, dealing primarily with spatial design and physical infrastructure extension, do not provide adequate answers to increasingly complex social and economic development challenges;
- Closely related to this is the understanding that cities are not 'built from above' by professional planners, but 'from below' by the discreet activities of a myriad of local actors. Plans cannot control the city. More open-ended strategic frameworks, that forge a rough citywide consensus through participatory planning processes, are more likely to reflect what this multiplicity of actors actually wants, and are therefore, ironically, often more robust and effective at directing development;
- The end of the 20th Century saw a growing perception that as capital becomes more mobile across the world, cities as well as countries compete for investment. This inevitably led to the understanding that cities can and should be seen in 'comparative and competitive perspective', and therefore need strategies to 'position themselves' vis-à-vis other cities, nationally and internationally;
- There is now a growing awareness of the need for balance between city-leaders' concerns with 'competitiveness' and residents' concerns with 'liveability issues', that is with social and urban environmental conditions in the areas where people live; security; dignity and rights; quality of community-life in 'decent' neighbourhoods; access to social amenities; and even with urban culture. This balance needs to be carefully struck, and this has called forth the need for more sophisticated strategies that enable decision makers to weigh increasingly difficult choices about how best to allocate scarce resources;
- There is a deepening understanding of the function of cities in the evolution of a country's population, space economy, social structure and, more recently, knowledge base. Life-cycle processes like demographic transitions and shifts in national settlement patterns play out over many decades. They cannot easily be managed within a medium-term planning horizon. Strategies with a much wider and longer term view, that take account of large and protracted structural processes shaping the context within which cities operate, are essential; and



- Last, as global environmental risks have become better understood and as public concern with the impact that urban activities have on the envelope of natural resources sustaining life has grown, a consciousness has developed around the need to plan for the long-term future sustainability of cities. Already some cities have developed sustainability strategies with 100 year planning horizons.

The role of city strategy

In view of these considerations, it is argued that long-term City strategies are required to:

- Properly understand the trends and dynamics likely to shape the city's future. This strategic perspective on the future is needed to clarify what complex challenges the city will have to confront and negotiate, and what emerging opportunities the city could position itself to take advantage of;
- In the light of future challenges and opportunities, outline a robust argument for how to think about and plan for the most appropriate future development path. This argument must be specific to the unique development circumstances of the city.⁶ It must assist decision makers to clearly see the future development possibilities available to the city, and to decide between options for what should be prioritised;
- Outline a future 'idea of the city' – a vision – that all stakeholders can buy into and commit their energies and resources towards; and
- Shape the life-cycle development of the city by making and sticking to a clear set of long-term strategic choices. A City Strategy is needed to clarify what future goals must be pursued, and what interventions must be implemented to reach these goals over the longer term.

This GDS has been formulated bearing in mind this thinking on the reasons for and role of City strategies.

"Long termism' needed: This report has underlined the point that individual cities' economies arrived where they are today as a result of long-term interactions between their particular combinations of specialisms and wider external forces. It shows not only that history matters but also how long it takes for a city to develop along a particular path. This reinforces the need for similarly long-term perspectives and policies to make changes in those development paths."

[UK Office of the Deputy Prime Minister (March 2006), State of the English Cities Report, Vol 2, p143.]

BUILDING ON AND CONSOLIDATING OTHER JOHANNESBURG STRATEGIES

During the 2000-2006 term of office, the City of Johannesburg developed a number of key citywide strategies. This body of strategy work has guided the City well over the last few years, and it all remains relevant. In addition, the interconnected parts by-and-large reinforce one another. However, there are compelling reasons to revisit this strategy work at this point in time.

Joburg 2030

The most important of these is Joburg 2030, approved in late 2001 as the City's core city strategy. Joburg 2030 has generated a number of directly associated plans and policies. These include a City Safety Strategy, an Inner City Development Strategy, an Informal Trader Development Programme, and so on. Joburg 2030 has also informed a number of other key planning documents, notably the Spatial Development Framework and the Integrated Transportation Plan.

One reason that Joburg 2030 and its linked strategies must be revisited now is that time has shown up one or two weaknesses in this core strategy. Joburg 2030 argued, in essence:

1. The desired long-term future for Johannesburg is a 'world-class city' that provides residents with standards of living equivalent to those 'in the foremost cities of the developed world';
2. A decent standard of living will result first and foremost from expanded employment. Sustained economic growth that creates more and more jobs is therefore the key to a world-class city by 2030;
3. Sustained economic growth, and in turn greater employment, will result from more economic investment, either from the establishment of new firms or the expansion of existing firms. To achieve its desired future the optimal course of action for the City is therefore to facilitate much higher levels of economic investment;
4. However, the propensity of firms to invest is blocked by a wide range of 'micro-economic constraints' that leads investors to assume that it might be too risky, or insufficiently profitable, to expand investments at this time;
5. Hence, if it is to see the kind of employment-producing growth it wants to lift standards of living, the City must work to address those constraints that either now or in future may inhibit the propensity of businesses to invest in growth and employment-enhancing activities; and
6. It is possible to isolate those factors that place the greatest constraints on the willingness of Johannesburg-based businesses to invest. The most significant constraints on investment are currently the lack of skills required by a fast-modernising economy and the high cost of crime. Other constraints include: an inefficient urban form and therefore a relatively high cost of utilities; poor public transport; increasingly overburdened freight transport; high cost of telecommunications; and weak supportive conditions for SMME development. Addressing these constraints requires a range of dedicated municipality-led programmes that take the City well beyond its historical core business of service delivery.



The broad logic of this approach remains clear and intact. Very importantly, elements of the approach has been given added weight by national government's Accelerated and Shared Growth Strategy for South Africa (ASGISA), released in February 2006. ASGISA also sets out to identify and address the 'binding constraints' holding back investment.

However, at another level Joburg 2030 does not address all development concerns.

- Shortly after it was published, the President of South Africa pushed to centre stage the idea that the country has 'two economies', where the opportunities for and benefits of growth in the first economy are not being shared with people still eking out livelihoods in the second economy, in large part because the two economies do not connect. The President challenged the country to address the fact that the ladders between the two floors of the economic house are broken. Joburg 2030, published before the President introduced the 'two-economy thesis', did not address this concern. Joburg 2030 therefore anticipates ASGISA's focus on 'accelerating' growth, but not its equally important emphasis on 'sharing' growth. In practice, the City has done a lot in the last few years to target the second economy. But its core strategy does not reflect this emerging practice clearly;
- Joburg 2030 was based on the best available data at the time. But it has become apparent that there were a few key gaps in its information base. For example, Joburg 2030 was approved before the results of the 2001 national census were released. It therefore had to rely on demographic projections which suggested a population growth rate of under 1% per annum. When it was published, the census data instead showed that the population growth rate was over 4% per annum, and the household formation rate was even faster. These gaps, now apparent, certainly do not invalidate Joburg 2030's focus or core conclusions. But they indicate the need for updating; and
- The four years since Joburg 2030 was published have seen rapid shifts in development circumstances, leaving the City's core strategy appearing a little out of date. The major part of Joburg 2030's strategic analysis remains accurate and relevant, but there are also key new trends that it did not anticipate. For example, Joburg 2030 asserts that:

"It has been demonstrated that local demand, which has all but stagnated, is unable to provide sufficient local demand to enable the City to grow at a required rate of approximately 6 percent per annum. As such Johannesburg's economy will need to rely strongly on external demand from foreign countries".

Since February 2002 South Africa has seen a domestic consumption-driven boom. This new trend implies the need to re-evaluate some of Joburg 2030's foundational assumptions, and therefore in turn its reading of the most important strategic challenges and opportunities.

The Human Development Strategy

A second reason is that the City of Johannesburg's recent attempts to address some of Joburg 2030's weaknesses have resulted in some blurring of its strategic course. In December 2004, the City approved a new Human Development Strategy (HDS). The HDS explicitly picked up on the concern that the Johannesburg economy currently does not benefit all residents.

The Human Development Strategy acknowledges that interventions to reduce micro-economic constraints may well encourage economic investment, and that this will certainly benefit the city in the long term. But it emphasizes that poverty, inequality and exclusion are immediate concerns that cannot wait for the benefits of growth to eventually reach all residents. It therefore argues that interventions targeting human development are essential in the short to medium term if all Johannesburg residents are to enjoy higher standards of living in future.

The HDS promotes three courses of action:

1. *Safeguarding & supporting*: The HDS argues for an improved safety net to tackle household poverty. Specifically it proposes an expanded 'social package' of subsidised basic services and rates-rebates for lower income property owners. It also proposes measures to facilitate the access of Johannesburg residents to social grants administered provincially;
2. *Championing rights & opportunities*: Recognising that specific interventions are needed to enable a larger proportion of Johannesburg's population to share in future development gains, the HDS proposes: (a) measures to address the unequal access of would-be entrepreneurs and work-seekers to emerging economic opportunities; (b) measures to address poor households' disproportionate burden of costs as a result of unsustainable human settlement design; and (c) most importantly, measures to address women and children's unequal access to the future benefits of city life because of gender and intergenerational poverty effects. To tackle the latter the HDS argues for a massive investment in early childhood development (ECD);
3. *Building prospects for social inclusion*: Noting the social exclusion often experienced by particular vulnerable groups or uniquely disadvantaged communities, the HDS highlights the need for measures to: enhance social inclusion of youth and migrants; create public space; build community trust in the city; and support civic life through partnerships with community organizations.

At one level the HDS neatly complements Joburg 2030. However, at another level it raises the key question of whether Joburg 2030 still provides by itself the central strategic line that the City is following. The City of Johannesburg believes that it is necessary to revise its core city strategy in order to clarify and convey one central and over-arching strategic message about the development course being followed. The GDS serves this purpose.



Strategic gaps

While it addressed certain gaps, the release of the HDS also highlighted a further weakness in Joburg 2030. This is that the City's core strategy focuses on economic development to the exclusion of some other very important matters that a metropolitan municipality is constitutionally and legally bound to look after. In truth, Joburg 2030 takes a fairly broad view. It does either directly or indirectly address matters such as spatial development, transportation, infrastructure development and maintenance. But there also some obvious gaps. It does not speak at all to issues of housing, health, the environment or community development.

To some extent these areas are covered by other policies and plans, and some of these are indeed informed by Joburg 2030. But it is not always clear to citizens or stakeholders how these fit together into a single coherent strategic framework. The HDS therefore implicitly highlighted that the City needs a long-term strategy that consolidates other existing strategies and completes the strategic picture where there are obvious gaps. This Growth and Development Strategy will try to provide this coherence and completeness.

HARMONISATION AND ALIGNMENT

The City of Johannesburg has also prepared this Growth and Development Strategy to ensure greater harmonisation and alignment with the strategies and plans of both national and provincial spheres of government.

There are two main considerations here:

- First, the area within which the City of Johannesburg operates does not 'belong' to the municipality. In the municipal area, the City of Johannesburg exercises some powers in relation to functions allocated to the local sphere of government by the Constitution. Within this same area, the national and provincial spheres exercise other powers over functions given to them, albeit at a scale wider than just this municipality. In accordance with the principles of co-operative governance the three spheres of government operate separately but interdependently in the same area;

The fact that the three spheres of government function separately means that the City of Johannesburg may run certain initiatives that do not align with what national and provincial government may choose to do. Potential misalignment may result in a wasting of scarce public resources and a blunting of the development effort within the Johannesburg area. It is therefore vital to align the City's strategies with those of national and provincial government, and vice versa to the extent that this is possible; and

- Second, the Constitution says clearly that all municipalities must participate in national and provincial development programmes. As a developing world country with large challenges and enormous potential, South Africa cannot afford to have different parts of the state pulling in different directions. The development efforts of all spheres of government need to be harmonised so *that they collectively contribute to the development of the whole country*. This is especially true in the country's large cities, and even more so in

Johannesburg, South Africa's largest city at the core of its primary economic region. The country and region depend on the contribution that the City can make to national and provincial development objectives and initiatives.

This GDS has been harmonised and aligned with the strategies of national and provincial government. This is not an artificial alignment, where key national and provincial plans are mentioned up-front, with limited follow-through in terms of picking up key initiatives that the City can contribute to. Throughout all parts of this GDS the City has made a concerted effort to take into account, engage with, reflect, reinforce and/or support the principles and strategic imperatives highlighted in:

- The National Spatial Development Perspective (as well as a December 2004 Cabinet report on harmonising and aligning the NSDP, Provincial GDSs and Municipal IDPs);
- The Medium-Term Strategic Framework (MTSF) of national government;
- National government's Programmes of Action (as updated 2006);
- The Accelerated and Shared Growth Initiative of South Africa (ASGISA);
- The Gauteng Provincial Government's 2005 Growth and Development Strategy (GDS);
- The Gauteng Global City Region Strategic Perspective;
- Other Gauteng strategic documents (for example the Gauteng Strategic Agenda for Transport; policy outcomes of the 2005 Infrastructure Summit, etc); and
- The City strategies and IDPs of municipalities adjacent to Johannesburg, notably those of the Tshwane and Ekurhuleni Metropolitan Municipalities.

At this stage harmonisation and alignment amounts to incorporating the direction provided by these plans into the strategic choices made by this GDS. Over time harmonisation and alignment will be further strengthened by working with other spheres and municipalities to ensure that they are also aware of and are able to support the direction spelt out in this GDS.

"The closely associated phenomena of poverty and unemployment represent the foremost challenges we face as a country. Hence government's new electoral mandate is based on the core objectives of increasing employment and reducing poverty. Achieving these common objectives and outcomes will, however, require of government to work together as one. In addition to this the performance of the State will need to be improved so as to put South Africa on a higher growth and development path. This can only be achieved through focused implementation and better integration and alignment across all spheres."

[Office of the President of South Africa, Policy Coordination & Advisory Services, Harmonising and Aligning: The National Spatial Development Perspective, Provincial Growth and Development Strategies and Municipal Integrated Development Plans, Report to Cabinet, 10 December 2004.]



A GDS SUMMIT TO ENSURE EVERYONE PULLS IN THE SAME DIRECTION FOR ECONOMIC GROWTH & POVERTY REDUCTION

In its Election's Manifesto for the 2006 local government elections, the ANC made it a political priority for each metropolitan and district municipality to begin to frame just such a 'City Strategy'. The Manifesto says:

"To ensure that everyone pulls in the same direction in building better communities, every district and metro will hold a Summit for Growth and Development within one year of the elections. These Summits will bring together social partners – government, business, labour and community organizations – to develop concrete steps towards higher rates of local economic growth and poverty reduction."

This firm political commitment recalls the idea, noted above, that one of the principal reasons for City strategies in the first place is the need to reflect the interests and wishes of a multiplicity of City actors in planning frameworks that can achieve much more public consensus than spatial or infrastructure masterplans. City strategy is not simply a plan for local government within the City, but also an agenda for concerted action that can be shared with communities, civil society and business stakeholders.

Much of Johannesburg's previous body of City Strategy was consulted on in the process of formulation, and various strategies have been widely communicated since adoption. However, it is not clear that this strategy has provided a framework enabling government, business, labour and community organizations to work together as social partners, sharing a common vision of better communities, and jointly taking concrete steps together towards shared goals.

At the start of May 2006, the City of Johannesburg launched a participatory planning process to bring together social partners to discuss this Joburg GDS. An Alliance Summit gave the ruling party's key political partners an opportunity to contribute to strategy proposals. Nine major Sector Workshops were held, bringing together representatives from communities, other spheres of government, adjacent municipalities, academic institutions and civil society organisations into focused discussion on goals and objectives in specific sectoral areas. In addition, a range of smaller, more targeted consultations were held with business and government on key aspects of the strategy.

This process culminated in Johannesburg's Summit for Growth and Development on 12 May 2006. Over 1 500 representatives of other organisations, as well as ordinary members of the community, participated in discussions at the Summit to agree on steps going forward.

The conclusions reached at the Summit were used to consolidate the final version of the Joburg GDS. This GDS, together with the City's Integrated Development Plan for the 2006-2011 term of office, therefore stands as a record of the concrete steps agreed between social partners to jointly accelerate growth, decisively reduce poverty, build sustainable settlements and empower communities.

OVERVIEW OF APPROACH AND STRUCTURE

APPROACH

Relationship between GDS, IDP and Business Plans

This *Joburg GDS* does two things.

- It consolidates and refines existing strategy to present a clear statement of the long-term future development path that the City of Johannesburg plans to follow; and
- It identifies some of the major strategic decisions that need to be made now if the City is to move forward rapidly along its chosen development path. This means that the *Joburg GDS* is not a document that will only become relevant at some point in the future. It frames programmatic choices in the medium term and operational choices in the short term.

This *Joburg GDS* stops short of giving significant detail on these medium-term programmes and short-term operational activities. A conscious decision has been made to position the GDS side-by-side with the Integrated Development Plan (IDP) that the Municipal Systems Act says all South African municipalities must produce. The City's GDS and its 5-Year IDP for the 2006-2011 term of office have been developed together through a single integrated process. Whereas the GDS charts the long-term strategic course, and makes some of the bigger, overarching decisions about what to emphasise if the City is to accelerate growth and development, the IDP defines where we want to be after five years, and how we intend to get there. The programmes of action that the City will implement in order to action its GDS are therefore presented in detail in the IDP. In this sense the GDS is implemented through the IDP. For this reason the two documents are being released together, and must be read together.

Together, the GDS and IDP frame the ongoing operational activities of Departments and Municipal Owned Entities (MOEs). These are outlined in detailed Business Plans that in turn, following the requirements of the Municipal Finance Management Act (MFMA), are consolidated into an annual Service Delivery and Budget Implementation Plan (SDBIP).

Regular cyclical revision of the GDS

This GDS consolidates and refines the City of Johannesburg's existing body of long-term strategy. As explained above, it does so in view of some rapid shifts in development circumstances over the last few years, some new information that brings into question original assumptions and priorities, as well as some new policy co-ordinates from national and provincial government that should now be aligned to. Put simply, the ground on which the City has built its strategy has shifted dramatically in just a few years, causing cracks in the edifice. Some refurbishment, even reconstruction, is essential if the strategy house is to hold together.

However, it would be naive to imagine that the ground on which this new Growth and Development Strategy is built will now stay stable over the next few years.

The dynamics in South African cities are fast, complex and challenging. The development context is changing at such speed, and sometimes in such bewildering



ways, that it is impossible to know exactly what the future will bring and how municipal government will have to respond. New information on the economy, society and the environment is becoming available all the time. Sometimes this new information is profound, stimulating altogether different perspectives on what needs to be done to more rapidly advance development. Furthermore, the policy and strategy experience in other spheres of government, and in adjacent municipalities, is deepening day by day. This will mean periodic statements of new strategic approaches that the City will have to take into account.

All this means that no long-term City Strategy will ever 'stand the test of time'. This GDS has been prepared in such a way as to provide as much certainty as possible to future strategic direction, but it too will eventually be made anachronistic.

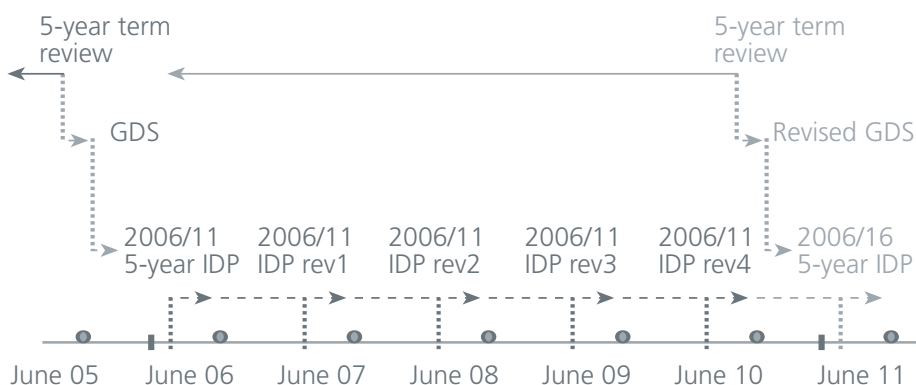
For this reason, the GDS consciously and deliberately writes into itself a limited lifespan. It is envisaged that the City will re-evaluate its Growth and Development Strategy at the end of the next five-year term of office. It will assess whether this document still provides a clear statement of the future development path being followed. It will re-affirm what remains relevant, and will adjust what is no longer accurate or appropriate.

This approach also ensures that the GDS does not stand outside or above the other planning required of the City by law. Instead, the process by which the GDS is revised will become an integral step in a clear cycle that links long-term strategy and medium-term integrated development planning, and beyond this annual business planning and budgeting.

The City therefore envisages that the current process of formulating the GDS and IDP together will become a regular and predictable set of steps every five years. Before the start of every new term of office, the City will:

1. Do a five-year review of the previous term;
2. Assess and re-orientate the Growth and Development Strategy; and
3. On the basis of these two steps, chart the course forward for the next term through the formulation of a 5-Year IDP.

Diagrammatically this regular, predictable cycle of integrated long-term and medium-term planning can be represented as follows.



Status of the GDS in relation to other strategy

The GDS represents the City of Johannesburg's consolidation and, where necessary, refinement of the key long-term strategies produced during the previous term of office. As noted above, this does not mean that this GDS displaces all strategy currently on the table. The GDS will inform the reformulation of some sectoral strategies, policies, frameworks and plans that will not accord with its new direction. In particular, some strategies will have to be re-examined in the light of the revised Vision and the Development Paradigm principles. However, the GDS also assimilates and retransmits many of the core messages of strategies that the City has developed in the 2000-2005 term of office.

STRUCTURE

Components of the GDS package

The Growth and Development Strategy is a *package* of four inter-related components:

- **A long-term strategic perspective:** This provides a perspective on what the future may hold, on the basis of a strategic analysis of current and future trends and the development challenges and opportunities implied by these;
- **A development paradigm:** This presents a normative argument for how the City should approach development challenges and opportunities. It is essentially a statement of values to be adhered to in any and all future development efforts. It boils down to six core principles that light the way on the development path ahead;
- **A vision:** This is a statement of what an ideal city will look like 25 to 30 years from now; and
- **A clear set of strategic choices,** for what the City should aim to accomplish over the longer term, and what sustained effort will be needed to achieve this. These choices consist of:
 1. **Long-Term Goals;** and
 2. **Long-Term Strategic Interventions** for achieving the Goals.

These Long-Term Goals and Long-Term Strategic Interventions constitute one half of a set of **Sector Plans**. These are found in the Integrated Development Plan released simultaneously with this GDS. The Sector Plans bridge the GDS and IDP. Whereas the Long-Term Goals and Strategic Interventions emerge from the GDS, they are carried over into this 2006-11 IDP to frame:

3. **5-year objectives,** specifying the outcomes to be achieved over the next term of office; and
4. **IDP programmes** (made up of initiatives, projects, new policies etc), which state exactly what must be done in the next five years if the identified 5-Year Objectives are to be achieved.



Relationship between the four parts of the package

These four component parts of the GDS are closely inter-related.

The Development Paradigm is made up of six core 'principles'. These six principles are rooted in the context analysed in the Long-Term Strategic Perspective. But they also in turn sharpen the analysis by helping to clarify what trends must be taken into account and understood more deeply. They therefore help to ensure that the analysis is *strategic*.

The Development Paradigm principles also cut across to underpin the City Vision, and to inform the Long-Term Goals and Strategic Interventions. The six principles in the Development Paradigm therefore work as value propositions, helping to understand and make clear strategic choices in the other three parts of the GDS.

Twelve sector areas to organise the LTSP, vision, goals and interventions

The Long-Term Strategic Perspective, Vision and Long-Term Goals and Strategic Interventions are all organised into 12 separate 'sector areas'. While the six Development Paradigm principles cut across to inform the rest of the strategy, each sector area works in an integrated way. In any one sector area, the analysis of trends in the area informs the future vision and in turn the Long-Term Goals and Strategic Interventions that have been decided.

Through an extended process of internal discussion within the City, 12 sector areas have been isolated. These are aligned to the Mayoral Committee portfolios. A new institutional structure for the City has been solidified around these sector areas.

The 12 sector areas are:

1. Economic development
2. Human & community development
3. Housing
4. Infrastructure & basic services
5. Environment
6. Spatial form & urban management
7. Transportation
8. Health
9. Safety
10. Financial sustainability
11. Governance
12. Corporate & shared services.

Each of these sector areas is covered by a full Sector Plan in the Integrated Development Plan. As indicated, the Sector Plans draw through the Long-Term Goals and Long-Term Strategic Interventions clarified by this GDS, and combine them with the IDP's 5-Year Objectives and 5-Year Programmes to arrive at a fully integrated set of strategic choices covering both the long and medium term.

This approach can be described visually as follows:

