

VISION ELEMENTS

This section of the Growth and Development Strategy presents a Vision for Johannesburg, segmented across each of the twelve sector areas. These 'Vision Elements' are brought together at the end of the section into a consolidated 'City Vision Statement'.

Together with the analytical conclusions reached in the Long-Term Strategic Perspective, as well as the principles outlined in the Development Paradigm, these Vision Elements and consolidated City Vision Statement guide our long-term strategic choices. They sketch the kind of city we are trying to reach towards in future. As such they provide an outline map of our destination over the longer term, which we can begin to fill in with Long-Term Goals, and detail still further with Long-Term Strategic Interventions.

ECONOMIC DEVELOPMENT

In the future Johannesburg will have:

A city economy that plays a role as the key economic hub on the continent, and a national economic-growth leader, by ensuring sustainable shared growth that benefits all.

The Johannesburg of the future will retain its position as South Africa's premier business city. Other towns and cities elsewhere in the country, and the extended urban region of which Johannesburg is a part, will all benefit from periods of economic expansion. But Johannesburg will lead with sustained and balanced economic growth.

The Johannesburg economy of the future will be balanced. While retaining roots in the resource industries that first drove growth in the country, and while maintaining a strong manufacturing and construction sector, the city will see the increased relative importance of finance, trade and services. The future Johannesburg will be a regional trading hub. It will be known as one of the core finance centres in the developing world. And despite its relatively isolated position, telecommunications technology advances will see it playing a not insignificant role in globally outsourced business services. Over time, it will also become a growing tourist destination in its own right, as well as the key access point to tourism destinations across the sub-continent.

"It would also be fair to state that visions are often seen as 'pie in the sky' Utopian shopping lists, to be noted and filed without real consideration for their impact on broader decision making. ... (However) Chang makes the point that a vision – if properly constructed and doggedly striven towards – is not a feelgood glossy brochure rolled out at marketing events. A good vision, he says, is a powerful economic tool that can direct resources in the City and support growth by decreasing risk and uncertainty. The production of such a vision is therefore an intervention for growth in and of itself. As such, the weight of the document, the manner in which its contents are disseminated and its status in the private and public sector should not be underestimated."

[City of Johannesburg, (2002), Joburg 2030, pp97-98]

The Johannesburg economy will also be balanced in other ways. It will be well connected to the continental and global economies, whilst also having a strong domestic sector that caters to robust and sustainable local demand. Older industries will be stable and competitive, able to weather the inevitable storms of global economic change. But the local economy will also support the continuous generation of new enterprises. In this city of opportunity new small firms will spring up every day, taking full advantage of a culture open to business risk-taking, conditions conducive to small enterprise growth, and an environment strongly supportive of research and development for new products and services.

Above all, the local economy will be balanced by a far more equitable sharing of the benefits of growth. All economic actors will have access to economic opportunities in a more open and competitive market. All job-hunters will have a reasonable chance of finding decent employment. All workers will be fairly remunerated for their contribution to the economic value created. All parts of the city will have a fair spread of economic activity, and residents living in one part will easily be able to access work in every other part.

Reduced poverty, inequality and exclusion will ensure an environment for business free of social and political uncertainty. Investment will therefore no longer be constrained by the real or perceived impact of crime and violence, by potential social instability or by the risk of unexpected policy shifts that may suddenly change the equation of economic risk and return. This will therefore be a competitive environment for doing business, not in the narrow sense of business costs being artificially subsidised by state efforts to suppress social expectations. The local economy will be competitive in the broader sense of supporting generative economic interactions between economic actors, and enabling the continuously re-energising participation of all residents as investors, producers, consumers, traders or innovators.

HUMAN DEVELOPMENT

In the future Johannesburg will be:

A city where community development and personal growth and social mobility are enhanced, so that challenges of poverty and vulnerability, inequality and social exclusion are fundamentally addressed.

A business city like Johannesburg will never be a genteel place. In this rough and tumble city of industry and trade there will inevitably be economic winners and losers. But in the future not being a winner on any given day will no longer equate to a life-sentence of poverty, disadvantage and exclusion.

Johannesburg will have met its own targets in respect of national commitments to halve poverty by 2014. In the years beyond this poverty will be reduced still further. There will still be poorer people and richer people in the Johannesburg of the future. But being poor will not mean being forced to live in squalor, with only minimal access to services and urban amenity. Nor will it mean that children are condemned by their parents' circumstances to limited life prospects.

There will still be a system of social safety nets for the foreseeable future. But the relative extent and costs of this will diminish over time in inverse relation to the



growth of a more balanced economy that more equitably shares its value gains and opportunities. Social support will be better targeted, with innovative mechanisms to ensure that all residents have a transactional relationship with the City enabling some measure of subsidy and support if necessary.

In the City of the future all children will be able to access affordable and quality early childhood development education and care. This will give all a better start in life. Similarly, all will enjoy a healthy and safe environment, with the City working tirelessly to give special attention to those social risk factors that impact on the health and safety of women and children.

A future Johannesburg will be an inclusive city, which proactively shapes its human settlements to ensure that anyone, anywhere can access the social amenities, cultural facilities and structured sports and recreation activities that make for quality community life. Over and above this, orphans, the aged, street children, asylum seekers and refugees, and other vulnerable groups, will receive special attention to ensure that their unique circumstances do not translate into structural exclusion and, in turn, poverty.

HOUSING

In the future Johannesburg will be:

A city which is a home for all to stay and grow – where different housing needs are met in sustainable human settlements providing a range of well-located, good quality, adequately serviced, safe and affordable accommodation opportunities.

The Johannesburg of the future will ensure that all residents have access to homes in which to stay and grow. This does not mean that everyone will have a free-standing house in the suburbs. Not everyone will want this. And not everyone who does want this will be able to afford it immediately. Providing different accommodation opportunities, suitable for different households at different stages of their life cycle, and for different income brackets, is part of the function of cities. It ensures the availability of both first-entry residential neighbourhoods able to cater for the needs of newcomers without significant resources, as well as better neighbourhoods able to cater for aspirations of residents with more established lives and careers. It is in part through the provision of an appropriate, well-functioning housing ladder that all cities work to absorb poor people and structure processes of social mobility.

Regardless of where future Johannesburg residents find themselves on this housing ladder, all will be able to access conveniently located quality accommodation. Within a decade, informal settlements and inner city slums will be a thing of the past. No one will find themselves trapped in a racially-based or class-based ghetto, cut off from the rest of the city and mainstream social and economic life. Residents who do not envisage permanent tenure in the city, or whose life circumstances and choices are such that they do not yet want to own their own home, will be able to access affordable *rental* accommodation. For those who want *home ownership*, there will be many different options, both publicly and privately provided, in central and decentralised locations, in either higher or lower densities.

Regardless of where people choose to locate, all residents will find themselves in decent, well integrated and adequately serviced residential areas, living in housing that is sustainable in that it is built to minimise unnecessary resource input requirements and waste outputs. Wherever they are residents will be within easy reach of social infrastructures. They will feel safe. They will be able to share vibrant community life with other residents proud of their neighbourhoods. They will never be far from green and public open space. And they will have easy access to a world-class transportation system able to take them quickly and efficiently anywhere in the city, and beyond this the extended urban region, that they might want to go.

INFRASTRUCTURE AND BASIC SERVICES

In the future Johannesburg will be:

A city with a backbone of efficient and well-maintained service infrastructure, extended to all, so that all citizens and stakeholders can access an expanding package of innovative, safe, reliable and affordable services.

The basic service backlogs that so pre-occupied the City in the first decade of democratic local government will soon be a thing of the past. In a future Johannesburg all residents will take for granted their access to quality networked infrastructure providing reliable power, water and waste removal.

This does not mean that every resident will have access to exactly the same level of service at the same price. Residents with different levels of affordability will consume either more or less, through infrastructure tailored to their typical consumption requirements. Those who consume more will pay relatively more for every unit consumed, and this system will seamlessly and sustainably subsidise the consumption of those who can afford less, but whose public health and well-being depends on a basic level of access. Regardless of who is able to afford what level of access, all infrastructure will be of a high standard.

All infrastructure will be maintained and managed at the highest possible levels of efficiency and customer care. Service disruptions will occur occasionally, but this will be a very rare exception. Payment systems will be flawlessly efficient, and responsiveness to customer queries and complaints will be quick and courteous.

Over a period of time, Johannesburg's knowledge and experience in solving its service delivery challenges will accumulate. The City will explore and test solutions to complex technical and systems problems, and thereby, in the medium to long term, prove itself as a world leader in the development of locally-relevant innovations to developing-world infrastructure provision and service system management challenges. These innovations will be actively shared with other cities.



ENVIRONMENT

In the future Johannesburg will be:

An environmentally sustainable city, that anticipates, manages and reduces its vulnerability to potential global and local environmental shocks, and works consistently to reduce the impact of its own built environment and urban processes on the broader envelope of natural resources.

In this city, the daily processes of production and consumption that make up our economy, constitute our way of life and shape our built environment, will function in harmony with nature. Our quality of life will no longer be at the expense of degraded environments somewhere else, out of sight and out of mind, or at the potential expense of our children and grandchildren, whose future quality of life could so easily be endangered by our thoughtless excesses.

This will be a city much less exposed to global environmental shocks and risks, broadly conceived.

The impact of the inevitable end of cheap oil – an historical moment that will fundamentally alter the way humanity has lived over the last century – will have been anticipated and managed. Johannesburg will be known as a city that recognised its own vulnerability well in advance, and that made the necessary hard choices to secure its sustainability. It will have contributed to scientific advances that enable a switch to appropriate energy substitutes. But much more importantly it will have fundamentally changed its patterns of settlement and the practices and rhythms of daily life both to reduce reliance on private, motorised vehicles and to limit unnecessary consumption of power.

A future Johannesburg will have boldly acted to bring consumption of water into line with the reality that South Africa is a water constrained country. It will also have contributed as much as possible to minimising climate change and its impacts.

This will be a city whose waste outputs will be reduced to a minimum. Scientific advances, but much more importantly changes in outlook and awareness of all citizens and businesses, will enable us to reduce pollution to a minimum. The city will confidently meet the targets of the Polokwane Declaration, which commits us to ensuring zero waste to landfill by 2020. It will also have reduced its environmental footprint in other respects by minimising pollution of land, air and water.

Easy access to green spaces will no longer be the preserve of richer neighbourhoods. All residential areas will have well-planned and well-maintained green open space. And Johannesburg will be internationally known for having the largest urban forest in the world, a unique environmental asset it will continue to protect and expand.

SPATIAL FORM AND URBAN MANAGEMENT

In the future Johannesburg will have:

A spatial form that embraces the principles of integration, efficiency and sustainability, and realizes tangible increases in accessibility, amenity, opportunities and quality of life for all communities and citizens.

A future Johannesburg will look and feel very different from the city of the early 21st Century. A massive and sustained wave of construction and regeneration will have all but washed away the apartheid spatial legacy. This new construction and renewal will have been largely driven by the private sector, but it will have been firmly steered by the public sector into areas and forms carefully planned to eliminate the inefficient and inequitable spatial structures of the past.

This new Johannesburg will be a polycentric city, part of a larger polycentric urban region. Strongly defined, high-intensity nodes, incorporating both residential and commercial land uses, will complement a regenerated central city that will remain as the heart of Johannesburg. These nodes, large and small, will anchor the spatial structure of the city. They will be well-connected with a network of mobility spines, allowing for easy movement of both privately-owned vehicles and a viable and efficient public transport system. They will rise like islands from a sea of green – with the urban forest and well-maintained open public space having been extended to all low-density suburban areas.

A future Johannesburg will be known worldwide as a model of efficient and appropriate land-use management. Its solutions to the challenges of post-apartheid social integration will offer the world real examples of how vibrant and functional mixed-use, mixed-income areas can be built in practice. It will be one of the cities able to claim that it realised the ideal of a compact city, arresting outward sprawl through a strong nodal structure and through a built environment that makes denser urban living a preference of a majority of residents.

A future Johannesburg will not allow the built environment of poorer neighbourhoods to be any less appealing than that of its wealthier suburbs. The City will ensure a quality urban fabric everywhere. Strong urban design principles will be enacted to guide development. And robust and flexible urban management will prevent any deterioration in the built environment.

The Johannesburg of the future will no longer be a city of predominantly private spaces. Over the years, attractive and vibrant public spaces, where citizens can gather to exercise their need for urban life, culture and community, will become a normal feature of the Johannesburg urban landscape.

“Humanity has indeed been given a second chance: we now need to build new urban areas yet again that are at least equivalent in size to the cities that we have already built, we need to do it better, and we need to do it in a very short time.”

[Angel, S. et al (2005), The Dynamics of Global Urban Expansion, World Bank: Transport and Urban Development Department, September 2005, p102]



TRANSPORTATION

In the future Johannesburg will be:

A city with a safe and efficient transportation system with a public transport focus, and a well-developed and well-maintained roads and storm water infrastructure, able to connect businesses, people and places in a sustainable and cost effective manner, and thereby enhancing the standard of living and quality of life for all inhabitants as well as the overall competitiveness and growth of the local economy.

The more compact and integrated urban form of a future Johannesburg will be anchored on an efficient public transport system, and a world-class network of transport infrastructure.

Public transport will be safe, fast, reliable and convenient. Over time, more and more people will use the public system to get around the city, and the share of commuters choosing private cars will reduce. It is virtually inevitable that congestion will increase in the medium to long term, but the full impact of this will be mitigated by the greater expense of running privately-owned vehicles, and the growing appeal of public transport.

The privately-owned public-transport industry will be restructured over time, with new industry players supported to access opportunities. Bus routes will be more rationally organised to reflect the actual daily travel needs of commuters. The minibus taxi industry of the future will be an integral part of the city's overall transport system, but will receive more government support to become safer and more stable.

Anchored on the Gautrain and a complete refurbishment of current infrastructure, rail will be a mode of choice for many people moving around the city.

Johannesburg will function as a 'gateway city'. Its freight transport and logistics industry will continue to grow from strength to strength, and its inland port and rail freight infrastructure will develop in line with the demands of a fast-growing economy.

HEALTH

In the future Johannesburg will be:

A city with a high-quality, efficient, accessible and equitable health system for all, that has adequate and flexible capacity to meet the changing health challenges facing Johannesburg.

Working with many other public and private sector players, the City of Johannesburg will strive over the years to ensure universal access to quality health care.

Public health risks and potential outbreaks will be anticipated and actively prevented, resulting in the City seeing no major health disasters.

HIV & AIDS will continue to affect the city's residents for the foreseeable future. But over time the incidence of new infections will diminish rapidly, and the negative impact on the welfare and quality of life of residents will be mitigated through strong and innovative household and community support.

SAFETY

In the future Johannesburg will be:

A city where life, property and lifestyles are safe and secure, so that residents and businesses can live and operate free of crime, threats to public safety, personal emergencies and disasters.

A future Johannesburg will no longer be perceived as a city scarred by crime and violence. Through innovative and firm prevention and enforcement measures, many implemented in partnership with other entities, the City will steadily reduce the incidence of crime over time.

Johannesburg will also see safety dramatically improved in other respects. Safety risks in the urban built environment will be systematically addressed through strong urban management and by-law enforcement. The risks of major disasters will be proactively anticipated and planned for, so that even if some or other disaster does happen, the negative impact will be minimal. Emergency services will be systematically improved over the years, so even if a personal tragedy should strike a family, or fire or flood should affect a property, residents and business will rest assured that the response will be rapid and effective.

FINANCIAL SUSTAINABILITY

In the future, the community of Johannesburg will continue to entrust its local government affairs to:

A customer-focused City that is able to finance affordable and equitable delivery and development, and that maintains financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding sources.

A future Johannesburg will be a financially sustainable city. Few cities in the world have the luxury of knowing that available resources comfortably cover the needs and expectations of citizens and stakeholders – Johannesburg will not be one of these cities for the foreseeable future.

This does not mean that the City's revenue base will not continue to grow. A fast developing local economy, whose benefits are shared more equitably, will mean that a future Johannesburg will have stable and expanding revenue streams, as well as a reduced burden of subsidised services. However, over the longer term, the City will be known for its ability to commit as much expenditure as it can to development, while maintaining an admirable record of balanced and prudent budgeting.

A future Johannesburg will also be widely respected for its innovative efforts to make its available public resources stretch further. Other cities will look to it for leadership on appropriate partnership arrangements that bring other capacity – whether from communities, the private sector, or other spheres of government – to bear on development challenges and opportunities. It will also be known as a city whose unit-cost efficiency in service delivery matches or surpasses the performance of many benchmark cities around the world, even those with less challenging development contexts.



GOVERNANCE

In the future, the community of Johannesburg will continue to entrust its local government affairs to:

A citizen-focused City that continuously improves its government, evolving the techniques and capacities to govern in order to improve its position in the national, regional and global space economy, to ensure good governance, and to work with other spheres of government, business, civil society and international partners to meet emerging development challenges.

Johannesburg will work consistently in the coming decades to build in practice the ideal of participatory local governance established in the Constitution, and defined in more detail in the Municipal Systems Act. In the future, the City will not only have all the necessary systems and procedures in place to allow participation by citizens and communities in its planning and decision-making processes. It will also have found innovative ways to enable and empower citizens and communities to participate more effectively.

A future City of Johannesburg will proudly claim a record of clean and ethical governance. It will be known as a municipality that meets its constitutional and legal obligations without fail.

Perhaps most importantly, the City of Johannesburg will be widely recognised as a municipality that led in the ongoing processes of forging a system of co-operative governance with other spheres of government, and in finding innovative ways of working in partnership with a range of stakeholders. This practice of co-operative governance and partnership will be built systematically over time, with the successes of small innovations and pilots being rapidly internalised, scaled up and turned into standard practice across the organisation. In the long term, this will reflect in a consistently more impressive development impact than would seem possible with the City's limited budget.

CORPORATE AND SHARED SERVICES

In the future, the community of Johannesburg will continue to entrust its local government affairs to:

A City with an effective and efficient strategic support service, meeting the needs of all business units at the highest standards expected of a World-Class African City for all.

Service delivery and development by the future City of Johannesburg will be based on the most solid of administrative foundations. The City will be outwardly dynamic, projecting a can-do approach to solving seemingly impossible challenges. This dynamism will depend on internal systems, processes and procedures that are coherent, efficient and stable. This does not mean a lumbering bureaucracy. The City administration will also be marked by a culture of openness to internal debate about the best way to do things, a nimbleness in response to changing pressures, and a thriving practice of innovation. But this flexibility will be in the interests of forging ever more steady and reliable institutional arrangements.

This City administration will have both capable management and committed staff. Staff development and proactive talent retention will ensure that the City of Johannesburg is the employer of choice for anyone interested in working in local government. This will be an organisation that both continually attracts new blood, and through strong career-pathing and merit-based promotion provides the basis for a strongly professional local public service.

This professional public service will consistently adhere to the principles of customer responsiveness, courtesy and respect, and efficiency. A culture of dedication, commitment and performance will reflect in the improved quality of services and greater value for money in all delivery and development efforts.

“A thirty-year time horizon is the minimum conceivable time period within which it is possible to shift an economy onto a new growth trajectory – and a new growth trajectory for Johannesburg is the only viable option on which to base sustainable growth. ... If one is too short-sighted and too eager for short-term miracle cures, vision documents become nothing more than idealised shopping lists, which can never realised because no resources are channelled into their projects and interventions. The credibility, integrity and usefulness of a vision demand that resources be applied to achieving its aims.”

[City of Johannesburg, (2002), Joburg 2030, pp97-98]

CITY VISION

From these Vision Elements a consolidated City Vision Statement has been derived. This City Vision captures the essence of Johannesburg as a city that has led wealth and opportunity creation in South Africa for over a century. But it also highlights the need to work boldly to transform Johannesburg from a city where only some currently get to enjoy the benefits of a high standard of living.

In the future, Johannesburg will continue to lead as South Africa’s primary business city, a dynamic centre of production, innovation, trade, finance and services. This will be a city of opportunity, where the benefits of balanced economic growth will be shared in a way that enables all residents to gain access to the ladder of prosperity, and where the poor, vulnerable and excluded will be supported out of poverty to realise upward social mobility. The result will be a more equitable and spatially integrated city, very different from the divided city of the past. In this world-class African city for all, everyone will be able to enjoy decent accommodation, excellent services, the highest standards of health and safety, access to participatory governance, and quality community life in sustainable neighbourhoods and vibrant urban spaces.