

Long-Term Goals and Strategic Interventions

INTRODUCTION

This section of the Growth and Development Strategy draws together the analysis in the Long-Term Strategic Perspective, the Development Paradigm, and the Vision, to arrive at a clear set of strategic choices for the long term.

These strategic choices are organised into the 12 sector areas: Economic development; Human & community development; Housing; Infrastructure & basic services; Environment; Spatial form & urban management; Transportation; Health; Safety; Financial sustainability; Governance; Corporate & shared services.

Long-term goals and long-term objectives

The strategic choices outlined in this section of the GDS consist of two things in each sector. On the one hand is a number of Long-Term Goals. These goals are destination points to be reached at some stage in the future. It is by trying to reach all of the goals in each of the sector areas that the Vision of a future Johannesburg, described above, will be steadily realised.

On the other hand are a number of Long-Term Strategic Interventions associated with each Goal. Long-Term Goals are envisaged destination points; Long-Term Strategic Interventions are areas of sustained effort – routes to be followed in a sense – to get to a specific Goal.

How long is long term

Joburg 2030 designated a specific point in time as the marker of 'long term'. In this GDS, Long-Term Goals and Strategic Interventions are not understood in terms of a specific date. Broadly speaking, Long-Term refers to anything beyond the five-year term of office. In some cases 'long term' may imply sustained 'Strategic Intervention' lasting well beyond 2030. In others, not reaching a certain Long-Term Goal by as early as 2014 may amount to a failure to adequately contribute to clearly specified national development and delivery commitments.

One half of the sector plans in the IDP

The Long-Term Goals and Strategic Interventions outlined below are short on detail as to what will concretely be done to move forward. There are no specific programmes, projects or policy changes listed. As explained in the Introduction & Overview, this is deliberate. This section must be read together with the full Sector Plans in the 2006/11 Integrated Development Plan. These Sector Plans integrate the Long-Term Goals and Long-Term Strategic Interventions with a clear set of 5-Year Objectives and 5-Year Programmes/Programme Components. The IDP therefore concretises the proposed GDS strategic choices by spelling out what will actually be done by the City, together with its social partners, over the short to medium term.

ECONOMIC DEVELOPMENT

LONG-TERM GOALS

The economic vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **five economic development** goals:

1. Diversification of the local economy so that it rests on a broad base of economic sectors, rapidly forming emerging industries and continuously regenerating older industries;
2. A local economy with strong links to the national, regional and global economy;
3. A robust and growing domestic market for locally produced goods and services, and *sustainable* expansion of household demand;
4. Equitable sharing of the value gains from economic growth and geographic spread of economic activities; and
5. For increased competitiveness of City firms, continuous improvement in the general business environment.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these five economic development goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Diversification of the local economy so that it rests on a broad base of economic sectors, rapidly forming emerging industries and continuously regenerating older industries.

Long-term strategic interventions:

- Expand the base of Johannesburg economy through support to targeted sectors and industries with greatest potential for growth and labour absorption;
- Assist existing established sectors to add value backwards and forwards along the value chain, and promote opportunities for smaller firms by facilitating beneficiation;
- Support emerging industries by helping them to negotiate start-up costs;
- Facilitate restructuring of manufacturing and other sunset industries; and
- Provide an ideal environment for innovation and entrepreneurship by enhancing research and development within the city.



Long-term goal 2:

A local economy with strong links to the national, regional and global economy.

Long-term strategic interventions:

- Facilitate the connection of the local economy with the national and international economies by promoting inward investment and export penetration where possible; and
- Within a diversified economy, harness Johannesburg's comparative and competitive advantage as a premier centre of finance, business services and trade.

Long-term goal 3:

A robust and growing domestic market for locally produced goods and services, and sustainable expansion of household demand.

Long-term strategic interventions:

- Where possible, help promote the quality and marketability of locally produced goods and services;
- Promote savings and household security through, for example, retail bonds;
- Reduce unnecessary costs borne by households, especially poorer households, in areas such as housing, health and transport; and
- Facilitate social mobility through, for example, youth development, skills development, and enabling an active township residential property market through which residents can realise economic value of their housing assets.

Long-term goal 4:

Equitable sharing of the value gains from economic growth and geographic spread of economic activities.

Long-term strategic interventions:

- Encourage wider opportunities for 'empowerment firms' of all sizes previously excluded from economic activity;
- Support informal and community sector ventures to stabilise and grow businesses, and to access market opportunities;
- Address economic inequality by enabling people previously denied opportunities because of skills gaps to participate in economic activity and/or start and grow their businesses; and
- Reduce spatial economic disparity across the city and enhance the social and economic integration of previously disadvantaged areas into the wider city region.

Long-term goal 5:

For increased competitiveness of city firms, continuous improvement in the general business environment.

Long-term strategic interventions:

- Reduce the costs of doing business in the city by addressing unnecessary regulatory burdens, and providing appropriate economic infrastructure and service inputs at a competitive standard and price;
- Reduce crime and mitigate community conflict to ensure that there are no significant real or perceived risks to investment; and
- Ensure that the city has an appropriate mix of high-skilled, semi-skilled and low-skilled labour that can flexibly meet the changing skills needs of the city.

HUMAN AND COMMUNITY DEVELOPMENT**LONG-TERM GOALS**

The human and community development vision for the City is:

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

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **three human and community development** goals:

1. Household poverty is addressed through safeguarding and supporting poor and/or vulnerable households;
2. Inequalities are addressed through the championing of rights and opportunities; and
3. Social exclusion is addressed through the building of prospects for social inclusion amongst all Johannesburg communities.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these three human and community development goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Household poverty is addressed through safeguarding and supporting poor and/or vulnerable households.

Long-term strategic interventions:

- Improve access by poor and vulnerable households to social support mechanisms and safety nets provided by the City, and where possible reduce household dependence on City-provided social support over the longer term;



- Promote access to and uptake of social grants for all qualifying residents; and
- Either directly, or through the conduit of civil society institutions and community groups, run additional non-financial poverty-alleviation projects to assist poor and vulnerable households and communities.

Long-term goal 2:

Inequalities are addressed through the championing of rights and opportunities.

Long-term strategic interventions:

- Enhance the quality of Early Childhood Development care through the provision of institutional support to ECD facilities across the city;
- Promote the inclusion and development of women;
- Improve reproductive & women's health, specifically to reduce maternal mortality from potentially preventable causes;
- Reduce the per capita incidence of social crime and the impact of these crimes on individuals and communities, with a special focus on ensuring a safer environment for women;
- Promote spatial equality through the creation of sustainable human settlements; and
- Address economic inequality by enabling people previously denied opportunities because of skills gaps to participate in economic activity and/or start and grow their businesses.

Long-term goal 3:

Social exclusion is addressed through the building of prospects for social inclusion amongst all Johannesburg communities.

Long-term strategic interventions:

- Improve the opportunities for citizen interaction through attractive and accessible public spaces;
- Build citywide social cohesion through arts and culture and heritage;
- Build citywide social cohesion through sports and recreation;
- Promote the inclusion and development of youth;
- Address xenophobia and the effects of human trafficking;
- In an integrated way across other sector areas, promote improved access and inclusion for the aged and people living with disabilities; and
- Build mutually supportive partnerships with civil society (NGOs, CBO, Faith-Based Organisations, Community Groups) across all areas of human development intervention.

HOUSING

LONG-TERM GOALS

The housing vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **five housing goals**:

1. On a progressive basis, and over the longer term, all residents in inadequate housing to access affordable, safe and decent accommodation;
2. Housing needs at all levels of the housing ladder met through accelerated facilitation and supply, and effective management, of a diverse range of products for purchase or rental;
3. A fully functional secondary housing/property market in all parts of the city, so that all households can realize economic value from investing in their residential assets;
4. Quality of the city's existing and future housing stock is enhanced and maintained; and
5. Increased livability and sustainability of all residential communities, with equitable access to green spaces, social and cultural facilities, transportation and economic opportunities, and adoption of green-housing practices and technologies.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these five housing goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

On a progressive basis, and over the longer term, all residents in inadequate housing to access affordable, safe and decent accommodation.

Long-term strategic interventions:

- Where possible and appropriate, formalise existing informal settlements through the relevant town planning and land registration process, and upgrade through the provision of services;
- With other spheres of government, and where appropriate, ensure that 'backyard accommodation' is improved, and able to access acceptable levels of services;
- Ensure that residents in the inner city and older locations are able to enjoy acceptable standards of accommodation (better-buildings programmes, targeted partnerships for upgrade, by-law enforcement et cetera);



- Complete the upgrade of hostels to provide for both family accommodation and singles; and
- Through the development and proper management of institutional housing etc., address the needs of people with special needs (aged, child-head households, street children, et cetera).

Long-term goal 2:

Housing needs at all levels of the housing ladder met through accelerated facilitation and supply, and effective management, of a diverse range of products for purchase or rental.

Long-term strategic interventions:

- To address the short-term temporary housing needs of people in emergency situations, or who are being moved in the course of settlement or building upgrades, ensure the provision of temporary housing;
- Ensure the provision of affordable home-ownership and rental accommodation at scale in appropriate locations, addressing the needs of a range of housing segments, with a special focus on the needs of poorer residents not currently catered for; and
- Accelerate private sector delivery of affordable rental and 'home ownership' opportunities in segments of the housing ladder above entry level not adequately served by private delivery models.

Long-term goal 3:

A fully functional secondary housing/property market in all parts of the city, so that all households can realize economic value from investing in their residential assets.

Long-term strategic interventions:

- Where possible, facilitate the availability of adequate financing for primary, secondary and rental markets to enable homeowners to realise economic value inherent in their residential assets;
- Reduce internal costs and procedural hurdles that constrain the optimal functioning of the housing property market, especially in township areas; and
- Strategically invest in infrastructure that adds value to residential property assets in under-developed areas of the city.

Long-term goal 4:

Quality of the city's existing and future housing stock is enhanced and maintained.

Long-term strategic interventions:

- Upgrade, and effectively manage and maintain all City-owned housing stock, including the infrastructure serving it;

- Regularise the tenancy and revenue collection in City owned housing stock;
- To prevent the decline of neighbourhoods and creation of future slums, enforce building standards and by-laws to ensure adherence to quality in the development, ongoing maintenance and upgrade of private rental market accommodation, sectional title and estate developments; and
- Through education and facilitation, encourage and enable housing consolidation and housing asset-improvement.

Long-term goal 5:

Increased livability and sustainability of all residential communities, with equitable access to green spaces, social and cultural facilities, transportation and economic opportunities, and adoption of green-housing practices and technologies.

Long-term strategic interventions:

- Within all new housing developments ensure that the minimal SHS thresholds are adhered to and implemented, and that all residential neighbourhoods are functionally integrated into the city and its economy;
- Ensure that urban sprawl – caused by informal settlements, lower cost housing developments and lifestyle estates – is arrested through the use and re-use of well-located land for housing development; and
- Ensure the adoption of resource and cost-saving housing development practices and building products using environmental technologies.

INFRASTRUCTURE AND BASIC SERVICES

LONG-TERM GOALS

The infrastructure and basic services vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **five infrastructure and basic services** goals:

1. In accordance with national policy commitments, and an agreed local definition of appropriate levels of service, extension of a differentiated package of service that is fit for purpose, affordable and reliable to all households;
2. Extension and maintenance of reliable and competitively priced services required by commercial and institutional consumers;
3. Service delivery is secured through well-designed, well-integrated and well-maintained generation/supply, processing and distribution networks;



4. Leadership in sponsoring and adopting innovative, yet locally relevant, technologies and delivery capabilities that enable new service offerings and ongoing efficiency improvement across all service areas; and
5. A regime of effective service delivery regulation and stakeholder interaction.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these five infrastructure and basic services goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

In accordance with national policy commitments, and an agreed local definition of appropriate levels of service, extension of a differentiated package of service that is fit for purpose, affordable and reliable to all households.

Long-term strategic interventions:

- Eliminate all backlogs in access to basic services;
- Progressively increase the share of the population accessing higher levels of services, taking account of affordability and environmental considerations; and
- Solve the non-account holder problem in the social package to ensure that all eligible households have access to an agreed package of free basic services.

Long-term goal 2:

Extension and maintenance of reliable and competitively priced services required by commercial and institutional consumers.

Long-term strategic interventions:

- Within the framework of the RED, meet the electricity needs of all commercial and bulk electricity users in the city;
- With partner organisations, meet the changing water needs of commercial and bulk water users in the city;
- Within a competitive industry environment, contribute to meeting the commercial waste removal/management needs of the city;
- Through efficiency improvements, reduce the cost per capita operating expenditure for running and maintaining all service networks; and
- Against a benchmark of other South African and selected international cities, ensure that end-user tariffs remain commercially competitive.

Long-term goal 3:

Service delivery is secured through well-designed, well-integrated and well-maintained generation/supply, processing and distribution networks.

Long-term strategic interventions:

- Ensure integrated design and maintenance planning for all infrastructure, with a view to manageable recurrent costs and extended life of service networks;
- Eliminate backlogs in service infrastructure replacement and maintenance by 2015 (estimated R8 billion), and ensure ongoing adherence to a clear, far-sighted asset maintenance and normalised life-cycle replacement plan;
- Develop and maintain a cross-city maintenance planning and management system to prevent cost-transfer behaviour and to avoid unnecessary wastage of resources; and
- Undertake strategic investments to extend the service life of infrastructure within cost effective thresholds and technical tolerances.

Long-term goal 4:

Leadership in sponsoring and adopting innovative, yet locally relevant, technologies and delivery capabilities that enable new service offerings and ongoing efficiency improvement across all service areas.

Long-term strategic interventions:

- Contribute to R&D and industry development by sponsoring, and where appropriate, adopting new technologies that enable service efficiency and quality improvements, especially those that are relevant to developing world/city contexts; and
- Contribute to environmental sustainability through adoption of technological solutions that conserve communal and non-renewable resources.

Long-term goal 5:

A regime of effective service delivery regulation and stakeholder interaction.

Long-term strategic interventions:

- Develop and maintain a system of punitive and incentive-based regulation to support service efficiency and quality as well as resource management objectives; and
- Build and maintain a cohesive system that enables ongoing constructive interactions with external regulatory bodies, bulk-service providers, stakeholders and consumers.



ENVIRONMENTAL SUSTAINABILITY

LONG-TERM GOALS

The environment vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing six environmental sustainability goals:

1. Sustainable management of the city's waste streams through waste avoidance, reduction, recycling and reduced disposal;
2. Protection of river ecosystems, water conservation, and preservation of the ecological reserve;
3. Biodiversity and environmental heritage protected to enhance ecosystem goods and services;
4. Diversification of the energy sources on which the city relies and proactive management of energy demand; and
5. Reduction in land, air, water, noise and light pollution.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these six environmental sustainability goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Sustainable management of the city's waste streams through waste avoidance, reduction, recycling and reduced disposal.

Long-term strategic interventions:

- Reduce waste generation at source; and
- Reduce waste disposal through waste recycling.

Long-term goal 2:

Protection of river ecosystems, water conservation, and preservation of the ecological reserve.

Long-term strategic interventions:

- Scale up water demand management to optimise consumption in line with national and international best practice;
- Reduce unnecessary water losses from the City's water distribution system (Refer to Infrastructure Sector Plan); and

- Restore and protect river systems and water-courses and ensure recharging of aquifers and river systems.

Long-term goal 3:

Biodiversity and environmental heritage protected to enhance ecosystem goods and services.

Long-term strategic interventions:

- Conserve and preserve sensitive habitats and biodiversity by protecting formally recognised conservation areas;
- Retain, conserve and expand the city's open space network; and
- Preserve and expand the city's urban forest and enhance the performance and integrity of ecological systems (flood attenuation, drainage areas, wetlands etc.) through greening of the existing built environment and new developments.

Long-term goal 4:

Diversification of the energy sources on which the city relies and proactive management of energy demand.

Long-term strategic interventions:

- Encourage development of renewable energy options and adoption of energy saving practices in the City's own buildings, and residential and commercial buildings;
- Encourage reduced dependence on fossil-fuels for heating in households; and
- Promote non-motorised and other environmentally-sustainable transport solutions, and undertake adaptation strategies in city land use.

Long-term goal 5:

Reduction in land, air, water, noise and light pollution.

Long-term strategic interventions:

- Reduce land, surface, water, air, noise and lighting pollution through rigorous monitoring, enforcement, regulation and mitigation on an ongoing basis.

Long-term goal 6:

Unwavering adhering to sound environmental practices in all parts of the City and all aspects of its day to day administration.

Long-term strategic interventions:

- Develop and maintain City-specific institutional guidelines for sound environmental practices, and ensure ongoing compliance with these across the City's administration and entities;



- Ensure City compliance with all external legislative requirements and regulations; and
- Develop and maintain the internal specialist capacity to monitor and assess environmental data and trends, and design innovative solutions to emerging challenges.

SPATIAL DEVELOPMENT AND URBAN MANAGEMENT

LONG-TERM GOALS

The spatial development and urban management vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing five spatial development and urban management goals:

1. A city with an urban form that is efficient, sustainable and accessible;
2. A city with a quality built environment, providing for integrated and sustainable settlements and well-designed urban spaces;
3. An appropriate and efficient land use management system that facilitates investment and continuous regeneration;
4. Effective urban management to maintain appropriate standards of safety, cleanliness and orderliness across the built environment; and
5. An efficient and effective spatial information service that meets the standards of a World-Class African City.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these five spatial development and urban management goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

A city with an urban form that is efficient, sustainable and accessible.

Long-term strategic interventions:

- Establish a clear structure of nodes (concentration of activity) well-integrated with movement systems in the city, with an emphasis on new economic nodes in disadvantaged areas and mixed use, mixed income nodes in other parts of the city;
- Promote densification in strategic locations, in accordance with clear principles and criteria, as defined in the Spatial Development Framework and Regional Spatial Development Frameworks;

- Within a clear structure for movement and accessibility, ensure that movement systems in the city directly link with, and are supported by, strong high-intensity, mixed-use nodes and higher residential densities;
- Encourage and enforce a compact urban form through a range of mechanisms; and
- Develop and maintain an integrated public investment and planning framework binding on all spheres of government and parastatals.

Long-term goal 2:

A city with a quality built environment, providing for integrated and sustainable settlements and well-designed urban spaces.

Long-term strategic interventions:

- Lead economic area regeneration projects to arrest the decline of under-performing areas not functionally well-integrated into the city economy;
- Lead large scale urban renewal projects to ensure that poorer residential neighbourhoods, with inequitable and deteriorating built environment are spatially integrated into the city;
- Within all new housing developments ensure that minimal sustainable human settlement thresholds are adhered to and implemented; and
- Develop principles, frameworks, and practices to ensure that spaces, and specific developments, adhere to good standards of urban design.

Long-term goal 3:

An appropriate and efficient land use management system that facilitates investment and continuous regeneration.

Long-term strategic interventions:

- Maintain efficient development application management processes; and
- Refine a land use management system that supports and facilitates development of desired urban forms and continuous reinvestment in all parts of the city.

Long-term goal 4:

Effective urban management to maintain appropriate standards of safety, cleanliness and orderliness across the built environment.

Long-term strategic interventions:

- Undertake effective urban management.



Long-term goal 5:

An efficient and effective spatial information service that meets the standards of a World-Class African City.

Long-term strategic interventions:

- Build and maintain integrated and automated GIS systems, and critical prioritised spatial data sets, in a way that is widely accessible to all users; and
- Build and maintain the research and development capacity to provide specialised spatial information service solutions, and contribute to skills development in geo-science.

TRANSPORTATION

LONG-TERM GOALS

The transportation vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **seven transportation goals**:

1. A community of road and public transport users who are aware of and committed to a core set of values;
2. Improved access for residents to employment, education, recreation and markets, through strategic transport infrastructure and operations well-aligned with the City's Spatial Development Framework;
3. Development and maintenance of a world-class road, traffic-signalling and storm water infrastructure network across the city;
4. Improved safety, affordability, convenience and comfort on all transport infrastructure and services;
5. Greater user preference for more environmentally sustainable public transport and non-motorised transport choices;
6. A restructured transportation industry, enabling customer empowerment, continuous innovation, appropriate competition and greater market access for SMMEs and black-owned enterprises; and
7. A world-class freight-transport and logistics infrastructure to position Johannesburg as a 'gateway city' in relation to national and international markets.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these seven transportation goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

A community of road and public transport users who are aware of and committed to a core set of values.

Long-term strategic interventions:

- Foster a values-based culture of pride, tolerance and compliance amongst all road and public transportation users; and
- Encourage a well-informed community of transport users.

Long-term goal 2:

Improved access for residents to employment, education, recreation and markets, through strategic transport infrastructure and operations well-aligned with the City's Spatial Development Framework.

Long-term strategic interventions:

- Support the underlying logic of a compact, multi-nodal city form, with well-integrated land-use and transport systems, in particular by providing a legible public transport 'grid' of focused high-frequency public transport routes connecting key high-density nodes;
- Ensure world-class transport operations, in particular by channelling public transport routing onto the SPTN;
- With a view to greater integration of infrastructure and operations across the global city-region of which Johannesburg is a part, ensure improved inter-governmental planning and management of transport infrastructure and operations, if appropriate through a 'transport authority';
- Support the implementation of Gautrain as it relates to the City's competencies, and over the longer term explore options for connections to this infrastructure; and
- Implement World Cup 2010 transport requirements in a way that leaves a lasting legacy for commuters in the city.

Long-term goal 3:

Development and maintenance of a world-class road, traffic-signalling and storm water infrastructure network across the city.

Long-term strategic interventions:

- Eliminate backlogs in the surfacing of gravel-roads in the city's residential areas;



- Develop road infrastructure across the city to standards benchmarked against a bank of 'world cities';
- Maintain the quality of the city's roads system in line with internationally benchmarked standards of condition-maintenance;
- Enhance traffic mobility by continuously improving the operation and quality of the traffic-signal system;
- Upgrade and maintain at a high standard all road signage and road markings;
- Build a road network information system able to provide all road users with real time information on network conditions and advice on how to respond to these; and
- Provide well-planned, well-designed and safe storm water infrastructure wherever necessary to protect the City's residents.

Long-term goal 4:

Improved safety, affordability, convenience and comfort on all transport infrastructure and services.

Long-term strategic interventions:

- Improve safety with respect to transport infrastructure, facilities, operations, vehicles and people;
- Reduce transportation costs to the households currently spending in excess of 10% of household income on travel; and
- Targeted improvement of public transport access to Johannesburg residents with special needs.

Long-term goal 5:

Greater user preference for more environmentally sustainable public transport and non-motorised transport choices.

Long-term strategic interventions:

- Manage private car usage and congestion by implementing targeted travel demand management measures;
- Reduce the dependence on fossil-fuel based private transportation modes, by promoting non-motorised and other environmentally-sustainable transport solutions; and
- Within the development and management of the City's own transport infrastructure, adopt appropriate initiatives/technologies that contribute to resource conservation.

Long-term goal 6:

A restructured transportation industry, enabling customer empowerment, continuous innovation, appropriate competition and greater market access for SMMEs and black-owned enterprises.

Long-term strategic interventions:

- Promote and facilitate the restructuring of the transport industry, in a way that provides for regulated competition, a normalisation of the taxi industry and empowerment of commuters.

Long-term goal 7:

A world-class freight-transport and logistics infrastructure to position Johannesburg as a 'gateway city' in relation to national and international markets.

Long-term strategic interventions:

- Where possible promote investment and upgrading in the transport and logistics sector.

HEALTH**LONG-TERM GOALS**

The health vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **four health goals**:

1. Systematic improvement in environmental health conditions;
2. Within a broader disaster management response capacity, maintenance of ability to respond to any and all public health threats;
3. Massive reduction in HIV & AIDS prevalence/incidence rates and reduced impact of HIV & AIDS on communities; and
4. All citizens to have access to a comprehensive basket of health services, especially primary health care.



LONG-TERM STRATEGIC INTERVENTIONS

Each of these four health goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Systematic improvement in environmental health conditions.

Long-term strategic interventions:

- Reduce environmental health risks arising from pollution of land, water, air, et cetera;
- Manage the urban environment, through effective monitoring and, where necessary, enforcement of relevant legislation to reduce conditions that foster health risks; and
- Work with business, partner organisations and communities to promote and support the achievement of consistently high standards of public health in food establishments, ECD facilities, et cetera.

Long-term goal 2:

Within a broader disaster management response capacity, maintenance of ability to respond to any and all public health threats.

Long-term strategic interventions:

- Strengthen surveillance of emerging and re-emerging communicable illnesses and outbreaks in the city.

Long-term goal 3:

Massive reduction in HIV & AIDS prevalence/incidence rates and reduced impact of HIV & AIDS on communities.

Long-term strategic interventions:

- In partnership with communities, civil society and other spheres of government, help to prevent the spread of HIV & AIDS through community mobilisation, information, condom provision, et cetera;
- Provide a comprehensive package of support to HIV & AIDS affected and infected households/citizens and facilitate the roll-out of ART in the city (for example by supporting treatment adherence);
- Strengthen the capacity of communities to manage the impact of HIV & AIDS; and
- Anticipate and mitigate the impact of HIV & AIDS on the City's own workforce.

Long-term goal 4:

All citizens to have access to a comprehensive basket of health services, especially primary health care.

Long-term strategic interventions:

- Improve accessibility to and quality of service at primary health care clinics;
- Reduce the impact of tuberculosis on city communities;
- Undertake comprehensive and integrated health promotion, with a special focus on reducing the prevalence and impact of non-communicable illnesses including chronic diseases of lifestyle;
- Improve child health by ensuring basic prevention and care for common childhood illnesses, and encourage youth access to health services; and
- Improve reproductive and women's health, specifically to reduce maternal mortality from potentially preventable causes.

SAFETY**LONG-TERM GOALS**

The safety vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **four safety goals**:

1. A safe and secure urban environment;
2. A city free of fears of crime and violence;
3. Effective regulation of road-traffic in the interests of road-safety across the city; and
4. A proactive and effective emergency response and disaster management capability.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these four safety goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

A safe and secure urban environment.

Long-term strategic interventions:

- Develop and adhere to practices and protocols that ensure that no City of Johannesburg infrastructure or activities pose any threat to public safety;



- Ensure that all necessary legislation, regulations, by-laws, protocols, guidelines and partnership arrangements to effectively manage an evolving built environment are in place, and publicise and effectively enforce these to address illegal dumping, nuisance-buildings, non-compliance in property developments, non-adherence to occupational health and safety provisions, et cetera; and
- Reduce risk exposure of vulnerable communities that are living in areas prone to safety threats.

Long-term goal 2:

A city free of fears of crime and violence.

Long-term strategic interventions:

- Reduce crime and mitigate community conflict to ensure that there are no significant real or perceived risks to investment;
- Reduce the per capita incidence of social crime and the impact of these crimes on individuals and communities, with a special focus on ensuring a safer environment for women; and
- Address negative perceptions of crime in Johannesburg.

Long-term goal 3:

Effective regulation of road-traffic in the interests of road-safety across the city.

Long-term strategic interventions:

- Provide proactive information/education and effective road-traffic law enforcement to reduce road fatalities and injuries, and foster a culture of adherence to road-traffic laws; and
- Ensure an effective traffic-flow management system to maintain traffic mobility.

Long-term goal 4:

A proactive and effective emergency response and disaster management capability.

Long-term strategic interventions:

- Update and maintain a disaster management plan based on regular and comprehensive risk assessments and develop the capacity to respond to potential disasters;
- Proactively mitigate avoidable disasters through information and education programmes, especially in disadvantaged areas at greater risk of fires, flooding, et cetera; and
- Develop and maintain a world-class emergency response capacity (fire, ambulance, hazardous material response, JMPD, et cetera).

FINANCIAL SUSTAINABILITY

LONG-TERM GOALS

The financial sustainability vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **five financial sustainability** goals.

1. Empowered customers, enjoying the highest standards of customer care and responsiveness;
2. A city with stable and growing revenue streams;
3. Expanding range of capital funding options, supported by strong capital finance risk management;
4. Sustained excellence in financial management; and
5. A city that creatively evolves its resourcing/expenditure system to ensure long-term fiscal stability and growth, and optimal spending to support accelerated and sustainable development.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these five financial sustainability goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Empowered customers, enjoying the highest standards of customer care and responsiveness.

Long-term strategic interventions:

- Develop a Citywide system of integrated customer relations management.

Long-term goal 2:

A city with stable and growing revenue streams.

Long-term strategic interventions:

- Build and continuously improve the systems to determine and regularly update the revenue base;
- Ensure a competitive and affordable tariff structure and system that works to enable appropriate and sustainable cross-subsidies; and
- Inter alia to effect reduced dependency on revenue streams that may imply longer term environmental impacts, continue to explore and where feasible



introduce innovative product pricing options and over the longer term explore options for an expanded range of sources of operating revenue.

Long-term goal 3:

Expanding range of capital funding options, supported by strong capital finance risk management.

Long-term strategic interventions:

- Explore and implement innovative approaches to securing funding for capital development (including concessional funding, project financing, bonds and retail bond); and
- Where appropriate enter into partnerships with the private sector to expand capital spending off the balance sheet.

Long-term goal 4:

Sustained excellence in financial management.

Long-term strategic interventions:

- Ongoing improvements in financial management systems and processes, to optimise the financial position of the City;
- Strictly adhere to a balanced budget, and undertake ongoing improvements in budgeting processes and systems; and
- Within an overall asset management regime, judiciously balance spending on acquisition, replacement and repairs and maintenance to ensure effective return on investment and optimal service life of assets, et cetera.

Long-term goal 5:

A city that creatively evolves its resourcing/expenditure system to ensure long-term fiscal stability and growth, and optimal spending to support accelerated and sustainable development.

Long-term strategic interventions:

- Proactive management of potential fiscal risks to ensure mitigation against possible loss of income (as a result of such developments as new property rates system, RSC levies, new indigency policy, REDS, etc) and changing expenditure mandates (distribution of functions, increased obligations in respect of indigent populations); and
- Improve unit cost efficiencies to ensure productivity and service value for money, as well as allocative efficiency to ensure spending on the right things in an equitable way.

GOVERNANCE

LONG-TERM GOALS

The governance vision for the City is:

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

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **eight governance** goals:

1. Empowered citizens, well-represented through an effective system of ward representation, and able to participate actively in the affairs of the municipality through a range of participatory governance mechanisms;
2. Empowered customers, enjoying the highest standards of customer care and responsiveness;
3. A city that works in active partnership with business, civil society and community groupings to bring more resources to bear on changing development challenges, and to ensure knowledgeable stakeholders well versed in the functioning of the City;
4. Maintenance of a record of good governance;
5. Institutional systems and structures enabling and encouraging continuous innovation, performance and efficiency improvements;
6. A city that proactively contributes to an evolving inter-governmental system, in which its position as a leading municipality within a distinct sphere of government is secured, and in which its capacity to govern in a co-operative governance framework is continuously enhanced;
7. A city playing an active role in the global family of local government, and in specific international programmes such as NEPAD, and thereby making a meaningful contribution to the deepening of development and democracy worldwide; and
8. A city that maximises its corporate and organisational identity to ensure a better informed and aware citizenry on all matters pertaining to local government.



LONG-TERM STRATEGIC INTERVENTIONS

Each of these eight governance goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Empowered citizens, well-represented through an effective system of ward representation, and able to participate actively in the affairs of the municipality through a range of participatory governance mechanisms.

Long-term strategic interventions:

- Continuously re-examine the functioning of the CoJ ward system, and facilitate the empowerment of ward-councillors and ward-committees to ensure active and progressively inclusive community participation;
- Expand options for, and continue to strengthen, mechanisms that enable effective and legitimate community consultation and participation;
- Through innovative strategies, ensure that citizens are aware of their rights and responsibilities, and enable communities to participate more effectively in the affairs of government; and
- Empower all councillors through a well-functioning portfolio committee system that enables: a) effective ongoing representation of community needs and interests; and b) effective legislative oversight over executive programmes.

Long-term goal 2:

Empowered customers, enjoying the highest standards of customer care and responsiveness.

Long-term strategic interventions:

- Develop a Citywide system of integrated customer relations management (while recognising that the Executive Mayor is the ultimate custodian of customer rights, refer to the Financial sustainability Sector Plan).

Long-term goal 3:

A city that works in active partnership with business, civil society and community groupings to bring more resources to bear on changing development challenges, and to ensure knowledgeable stakeholders well versed in the functioning of the City.

Long-term strategic interventions:

- Within a broader framework of ward-based planning, facilitate neighbourhood planning processes that enable communities to commit own ideas and resources to local development efforts;
- Where appropriate, establish and facilitate standing user-forums for users of key city services and assets (e.g. regional parks); and

- Develop and implement new frameworks and approaches for working with other public sector organs, business, civil society and community-based organisations to extend the reach and impact of development efforts.

Long-term goal 4:

Maintenance of a record of good governance.

Long-term strategic interventions:

- Ensure compliance with all legislative requirements, and anticipate and proactively guard against any and all challenges to the City on matters of socio-economic rights, administrative justice, et cetera;
- Maintain an uncompromised record of clean government by building failsafe mechanisms to prevent corruption and maladministration, and deal strongly and systematically with any instances that occur; and
- Ensure proactive Citywide risk management and internal auditing.

Long-term goal 5:

Institutional systems and structures enabling and encouraging continuous innovation, performance and efficiency improvements.

Long-term strategic interventions:

- Continue to evolve the institutional architecture of the City to perfect both the appropriate location of functions in vertically aligned structures of responsibility, and the horizontal co-ordination of cross-cutting programmes;
- Continuously improve institutional performance by perfecting the performance management system, the location of decision-making authority, key lines of accountability, and the functioning of the political-administrative interface;
- Evolve the City's system of regulation over municipal-owned entities and continue to develop and adapt the model to ensure maximum value; and
- Incentivise innovation, and the deepening and sharing of knowledge through various mechanisms.

Long-term goal 6:

A city that proactively contributes to an evolving inter-governmental system, in which its position as a leading municipality within a distinct sphere of government is secured, and in which its capacity to govern in a co-operative governance framework is continuously enhanced.

Long-term strategic interventions:

- Continuously re-examine inter-governmental frameworks, legislation, et cetera to stimulate and provoke policy shifts that strengthen our capacity to govern;



- Using mechanisms such as a Public Investment Framework, develop channels for communication and collaboration with key parastatals (notably Rand Water, Transnet, Eskom); and
- Working with provincial government and neighbouring municipalities, realise the principles of a global-city region by clarifying the appropriate distribution of powers and functions, implementing joint projects, and building key platforms and practices of co-operative governance.

Long-term goal 7:

A city playing an active role in the global family of local government, and in specific international programmes such as NEPAD, and thereby making a meaningful contribution to the deepening of development and democracy worldwide.

Long-term strategic interventions:

- Build useful working relations with a select number of sister cities, with a preference for cities in the developing world and in Africa;
- Demonstrate leadership in key international forums of local government dedicated to deepening the practice of development and democracy; and
- Within the frameworks set by national government, and within the resources available to the City, contribute to international inter-governmental development efforts such as NEPAD.

Long-term goal 8:

A city that maximises its corporate and organisational identity to ensure a better informed and aware citizenry on all matters pertaining to local government.

Long-term strategic interventions:

- Create and maintain channels for two-way communications between the City and its stakeholders.

CORPORATE AND SHARED SERVICES

LONG-TERM GOALS

The corporate and shared services vision for the City is:

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.

Taking into account the strategic challenges and opportunities highlighted in the Long-Term Strategic Perspective, this vision will be built by pursuing **five corporate and shared services** goals:

1. Within the Corporate and Shared Services function, continuous protection against unauthorised, irregular, fruitless and wasteful expenditure;

2. Safe, clean and accessible City of Johannesburg buildings and world-class public conveniences throughout the city;
3. World-class human resource services provided to all employees in the City;
4. A comprehensive fleet management service provided for all City of Johannesburg core functions and regions; and
5. A comprehensive administrative support service to the City and its stakeholders.

LONG-TERM STRATEGIC INTERVENTIONS

Each of these five corporate and shared services goals will be achieved by leading a number of strategic interventions over the long term.

Long-term goal 1:

Within the Corporate and Shared Services function, continuous protection against unauthorised, irregular, fruitless and wasteful expenditure.

Long-term strategic interventions:

- Consistently ensure the management of financial accounts to comply with GAMAP; and
- Continue to identify business and fraud risks and implement mitigation strategies.

Long-term goal 2:

Safe, clean and accessible City of Johannesburg buildings and world-class public conveniences throughout the city.

Long-term strategic interventions:

- Ensure compliance with the Occupational Health and Safety Act in all City of Johannesburg buildings;
- Ensure that all City buildings are suitably accessible for people with disabilities;
- Ensure world-class public conveniences throughout the city; and
- Continue to maintain the highest standards of cleanliness and safety at the Metro Centre and other core City buildings.

Long-term goal 3:

World-class human resource services provided to all employees in the City.

Long-term strategic interventions:

- By providing a first-class support service, strategically build the human resource capacity of the City.



Long-term goal 4:

A comprehensive fleet management service provided for all City of Johannesburg core functions and regions.

Long-term strategic interventions:

- Prevent the misappropriation of fleet to protect insurance fund liability, and ensure optimal utilisation of the City's fleet.

Long-term goal 5:

A comprehensive administrative support service to the City and its stakeholders.

Long-term strategic interventions:

- Continue to provide a value added support and advisory service to the City with regard to logistics and food and beverages.