

TSHWANE VISION 2055

Remaking South Africa's Capital City



TSHWANE
SA's capital 2055



**CITY OF
TSHWANE**
IGNITING EXCELLENCE

CORE TEAM

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Thematic Background Papers for Tshwane Vision 2055 led by the Tshwane Planning Commissioners and City of Tshwane Departments

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TSHWANE VISION 2055

Remaking South Africa's Capital City



Message from the Executive Mayor



*"We, the people of South Africa,
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country; and Believe
that South Africa belongs to all who live in it, united in our diversity.*

*We therefore, through our freely elected representatives, adopt this Constitution
as the supreme law of the Republic so as to heal the divisions of the past and
establish a society based on democratic values, social justice and fundamental
human rights; Lay the foundations for a democratic and open society in which
government is based on the will of the people and every citizen is equally protected
by law; Improve the quality of life of all citizens and free the potential of each person;
and
Build a united and democratic South Africa able to take its rightful place as a
sovereign state in the family of nations.*

*May God protect our people. Nkosi Sikelel' iAfrika. Morena boloka setjhaba sa heso.
God seën Suid-Afrika. God bless South Africa. Mudzimu thutshedza Afurika. Hosi
katekisa Afrika."*

The South Africa Constitution 1996, Preamble

Our vision is a City of Tshwane that in 2055 is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence. Tshwane Vision 2055 is about our future Capital City; it is about your future Capital City.

We, together with the people of Tshwane have journeyed far since the dawn of our democracy. As part of South Africa's transformation, the City of Tshwane has made progress in reversing the exclusion and marginalisation of the majority of its residents. This has been achieved through the establishment of a legitimate, transparent, and accountable metropolitan local government and broadening access to socio-economic opportunities and infrastructure services. We have transformed the City and it is a FACT that Tshwane is better today than the one we inherited in 1994.

While noting the progress made in the past 19 years in terms of expanding access to social and economic infrastructure, the City of Tshwane like many other cities in South Africa and globally is confronted by a number of economic and developmental challenges. While poverty levels have declined, inequality has increased and the gap between the haves and have-nots continues to grow. Further, the challenges include rising unemployment, urbanisation, population growth, inequality, poverty, and accommodation conundrum, huge infrastructure backlogs and continued spatial imbalances of the past, among others.

The City of Tshwane anchored the collaborative strategy development process - Tshwane Vision 2055 on the Freedom Charter clause: "The people shall govern." This principle was at the centre of the formulation of the Tshwane Vision 2055 to provide a platform for Tshwane residents and the people of South Africa to exercise their power and rights by participating in the vision to remake South Africa's Capital City.

Through this ground-breaking participatory process, we have collectively clarified and articulated our long-term aspirations on how we want to see the City of Tshwane in the future- Tshwane Vision 2055 – Remaking South Africa's Capital City. Furthermore, the Tshwane Vision 2055:

- provides the City with a **broad logic** to guide growth and development and a programme of action on how to **current imperatives of provide high quality of living experiences for the present generation and plan for the future generational needs**
- serves as a **point of reference for the City interventions, priorities and strategic actions over the next 40 years**
- detail the City's interventions that are aimed at **breaking the cycle** of generational poverty, inequality and underdevelopment
- provides us with a platform to **establish strategic partnerships** with communities and stakeholders to **imagine, transform, remake, and build a cohesive and adaptable society**
- is redressing apartheid-bound experience of settlement patterns, social and economic exclusion which continues to define the city space;
- is about the **remaking of South Africa's capital city**, creation of a new identity and ensure that our City becomes a **"well connected, well governed and managed City"**

We also appreciate that the realisation of the Tshwane Vision 2055 is depended on our collective ability and energies to steer our interventions towards the realisation of our set objectives. The journey of Remaking South Africa's Capital also require strong **executive, administrative governance that is innovative and receptive to new ways of knowing** and doing things and premised in the public interest and able to lead, direct, and engage with various stakeholders is critical.

In this regard, we have adopted a planning process and a roadmap that allows us to adopt a **series of detailed plans and actions** underpinned by interrelated concepts liveability, resilience and inclusivity. These integrative Cluster programmes and plans detailing our flagship programmes/projects and delivery agendas for both medium to short term.

We are also of the view that our interventions must be **"transformative, bold, "disruptive"** and capitalise on the economies scale, crowd in investors, propel growth, deracialise space economy and build on the capacity for inclusion and partnership so as to reduce the cost of delivering services.

In the short to medium term, we will **innovate the basics**, expand access to infrastructure and primary health care facilities, master the art of doing and reorientate our collective energies to our goals of improving service delivery performance and pave the way for the long-term realisation of Tshwane Vision 2055. Through the collaboration with institutions of higher learning and research institutes that currently resides in our City will be key in unlocking innovation, growth and sustainability of the City's economy over the next few decades. We will also focus our energies to increase opportunities in agricultural sectors which has the greater potential to benefits of our communities and support our battle against hunger and food security.

We further commit ourselves to accelerating land reform to support restitution and redistribution. We will also implement progressive programmes that are aimed at supporting the realisation of the Gauteng City Region because we know that a single metropolis has a greater potential to accelerate socio-economic development and improve competitiveness at the global level. We are, however, aware that as the City in undertaking this journey the future is

unknown and unpredictable but we will need to make strategic choices and tradeoffs that will have a broader impact on what we seek to achieve. We also know that there are many development paths that we can follow to achieve our 2055 vision and outcomes. These choices of action to influence the future will have to take into account the following options:

- **Playing the game better** : implementing incremental changes using the current rules of the game and becoming more efficient and effective;
- **Playing the game differently**: lessons from two decades of democracy therefore a need rapid implementation; and
- **Playing a different game**: implementing strategic actions that are aimed at driving development, increasing the competitiveness of the economy and strengthening the city's sustainability capacity.

It is with great pleasure that I present to you Tshwane Vision 2055 – Remaking South Africa's Capital City. Let us all become 'game changers' and play our part in creating a better future for all.

Councillor Kgosientso David Ramokgopa

Executive Mayor

Message from the Office of the City Manager



Tshwane Vision 2055 is about igniting excellence

The outcome of the collective process that has resulted in the development and adoption of Tshwane Vision 2055 – Remaking South Africa’s Capital City is our call as all City of Tshwane employees to commit to translating the Vision into tangible change for the people of Tshwane.

Tshwane Vision 2055 articulates our response to the issues of governance, economic development, poverty alleviation, job creation, health, urbanisation, climate change, education, safety, social cohesion, and resource sustainability among others.

Tshwane Vision 2055 is challenging, but, working together; we believe that we can become that African Capital City of Excellence.

Tshwane Vision 2055 requires that we become game changers. We will continue working hard to push the boundaries of local government innovation to ensure sustainable service delivery excellence. As Tshwane Vision 2055 outlines our responsibility as the City, it is our collective responsibility as City employees to plan for our City’s future today.

We will need to plan how future communities will be developed integrating transport, economic, and social amenities. To do this meaningfully, we will continue to strengthen our engagement and governance processes to ensure that our citizens are at the centre of what and how we plan. Through sound governance underpinned by our commitment to igniting excellence, we will become a responsive, accountable, effective and efficient Metro.

The City of Tshwane’s Departments and Entities are committed to the implementation of Tshwane Vision 2055. To this end, the City’s Departments and Entities will produce aligned Tshwane Vision 2055 business plans for their relevant areas of focus informed by other strategic documents such as the Tshwane Metropolitan Spatial Development Framework and Integrated Development Plan among others.

To translate the Tshwane Vision 2055 into effective service delivery, we will continue to build enduring partnerships and live true to our commitment of igniting excellence.

Mr Jason Ngobeni

City Manager, City of Tshwane

Message from the Office of the Deputy City Manager: Strategy Development and Implementation



The City Tshwane embodies many of the planning challenges confronting other cities in the 21st Century.

Tshwane is a thriving, cosmopolitan capital city that also faces urban problems of unemployment, especially amongst the youth, inequality, poverty, insufficient and ageing infrastructure and lack of access to housing opportunities. It is also a home of about 3 million residents and home to some of the best universities; the most advanced research institutions in Africa.

These challenges and opportunities must be understood within context. Currently, there is a glaring gap between the provision of basic services and the rapid growth in the urban population. In undertaking this visioning exercise, we had to

ask ourselves: ‘What is the vision for the City of Tshwane and who defines it?’ Therefore, when trying to imagine 2055, it was necessary to step back 20 years to consider how much things have changed not only in the City of Tshwane but in South Africa and globally.

As South Africa prepares to celebrate 20 years of democracy, the City of Tshwane embarked on an inclusive participatory visioning process about the future of the City - “the remaking of the Capital of South Africa”.

Drawing lessons and inspirations from the Freedom Charter, our view was that a partnership between all sectors of the society was the only effective way of addressing myriads of complex urbanisation challenges and infrastructure backlogs. We further said that the future of the City of Tshwane requires a renewed and renegotiation of the social contracts between City, communities, civil society, diplomatic corps, academia, private sector corporations and labour. Acknowledging the fact that public interests are not the same for everyone, many innovative practices were introduced during the year-long outreach and stakeholder consultation process. The Tshwane Vision 2055 is a combination of short-term strategic actions and longterm planning directives and is a reflection of the broad discussions, negotiations and compromises made during the visioning process.

While we acknowledge that we cannot predict how cities and in particular, capital cities will look like in 2055, the City of Tshwane is, however, poised to take its place among the world’s successful, modern and sustainable economies. In 2055, the City of Tshwane will become more energy efficient and strike a balance between various fundamental goals of the quality of life, access and rights to city, economic prosperity and shared growth and environmental protection. Furthermore, in the next 40 years, the City of Tshwane will pragmatically invest a significant amount into economic infrastructure in order to create opportunities that use resources efficiently, create a well-functioning city, bridge the social and spatial divide that exists in our city, ensure social justice, equitable access to services, and improve the quality of life of our residents.

Lastly, this document is the result of the guidance of the City of Tshwane leadership; namely the Executive Mayor, Speaker of Council, Chief Whip, Members of the Mayoral Committee and Councillors. Furthermore, the dedicated efforts by senior management team lead by the City Manager, Deputy City Managers as well as the thematic leaders and coordinators, Strategic Executive Directors, Regional Executive Directors,

Executive Directors & Executive Heads. Moreover, we would like to acknowledge the invaluable support of the Tshwane Planning Commissioners and the contribution of various experts and academics namely, Dr

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Professor Otieno, Xolisa Ngwadla, Charles Obol, Oupa Makhalemele, Leticia Greyling, Ralph Mathekga,

Professor Melck, Professor Musoma, Professor Bezuidenhout, Dr Krige, Professor

Qhobela, Dr Mosia, Professor De La Rey, and Dr Ndletyana.

Last but not least I would like to extend my sincere gratitude to my strategic support,

Executive Director: Msizi Myeza without whom this document would not be the product that you see today.

Thank you for your resilience, hard work and dedication.

The journey of the future begins now.

Lindiwe Kwele

Deputy City Manager: Strategy Development and Implementation



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Terms used in Tshwane Vision 2055

BRICS consists of Brazil, Russia, India, China and South Africa who are seen as an association of leading emerging economies.

Capital core is the City of Tshwane inner city and it is the City's first order node.

Compact urban form increases efficiency in the way people use the city and in the way the city is managed. If more people live in a smaller area in a compact city this higher density allows for efficient provision of public transport, social and other services.

The **economic construct of liveability** is about how the City's planning and development facilitates access to meaningful work opportunities.

The **environmental construct of liveability** requires that the City of Tshwane manage its resources and environment to sustain social and economic transformation.

Economic freedom is about how the City of Tshwane can facilitate access to greater economic opportunities through creating an enabling regulatory environment as well as providing quality economic infrastructure.

Future urban development area is an area identified for development in the near future, to accommodate appropriate land uses in accordance with an approved strategy or local spatial development framework.

Gauteng City Region is described by the Gauteng Provincial Government as "an urban core, city-regions span larger functional areas, whose geographic borders are drawn by a number of concentrations, flows and linkages. These typically include large populations and dense labour markets, commuting flows from places of residence to places of work, transport logistics corridors that move goods and services, firm networks, spatial agglomeration economies, and even water catchments and other biophysical variables, such as rainfall and biosphere reserves." Green spaces include a city's parks, recreation facilities, and nature reserves that are publicly accessible. The governance construct of liveability focuses on the City of Tshwane's capacity to enable meaningful inclusion and partnerships with residents, private sector, civil society and other spheres of government in the planning and development of the City¹.

Growth management is a spatial concept that encompasses all aspects that ensure efficient, optimal and sustainable development of the physical environment. A key principle of this concept is smart growth. The smart growth principle guides development such that resources and services are provided in such a manner that they meet the demands of the affected population over a long-term period.

An **inclusive economy** is about creating an enabling environment that fosters equitable access to economic opportunities for the citizens be it through the City of Tshwane in investing in economic infrastructure, or provision of quality public transport, etc.

Socially inclusion is about the creation of a clean, healthy and safe environment is inseparable from the dignity and integrity of our communities.

Inclusive governance is about the City of Tshwane promoting active citizenry based on the sound belief that citizens are the ultimate guarantors of their lives and interests

Liveability for the City of Tshwane is interpreted to broadly encompass the City's aspirations in terms of how citizens experience and access a high quality of living standard.

Mixed use refers to land uses such as offices / commercial / residential / industrial / retail / entertainment / institutional etc., within a specific node or corridor. The advantage of mixed uses is that access and convenience are increased as transportation distances are decreased.

New urbanism is about exploring ways for raising quality of life and the standard of living in a new modern era by creating better and more viable places to live.

A **node** is a place where both public and private investment tends to concentrate. Nodes are usually associated with major road intersections, or with public transport nodes such as railway stations and taxi ranks. It offers the opportunity to locate a range of activities, from small to large enterprises and is often associated with mixed-use development including high density residential uses. Nodes differ in size, the types of activity that occur within them, the size of the areas served and the significance within the city.

Paradiplomacy can broadly be understood as diplomacy activities conducted by other entities such as provincial governments or local governments as other than the state with a view of promoting their own interests.

Political freedom is about the City of Tshwane upholding residents' rights to make political choices, peacefully and unarmed assemble, demonstrate, picket and present petitions to the City of Tshwane.

Public transport facilities include train stations, taxi and bus facilities with ancillary uses

Quality of life is a multi-dimensional concept that objectively and subjectively assesses the conditions of life for the people living, working, investing and 'playing' in the City of Tshwane. The domains of life that the City of Tshwane seeks to continue to improve the quality of and/or access to include those identified by the Gauteng City Region Observatory as well as others. These domains include housing, safety and security, health, infrastructure, transportation, ICT, work opportunities, education, services such as water, energy, environment, green spaces, and air quality.

Quality of monumentality is a quality that has everything to do with the political role of the capital city as a reflection of the nation symbols such as buildings, artifacts among others

Resilient is "both a city's capacity to withstand and recover from an external shock and its ability to adapt and transform to changing circumstances."²

A **resilient economy** is one that has the capacity to adapt to difficult economic situations.

A **resilient environmental systems** has the capacity to withstand environmental changes and disasters.

A **resilient social urban system** is characterised by high levels of inclusivity within the City.

A **resilient governance system** is where there is capacity and capability at City-level administration to provide the leadership and institutions to support the developmental aspirations of the City's citizens as well as a governance system that supports an active citizenry.

Right to the City is a term used to describe one's rights to a city beyond access to services and involvement in decision-making processes. It is about inclusivity in terms of access to housing, facilities, public goods, environment, economic development, recognising minority rights and celebrating diversity. Importantly, Tshwane Vision 2055 is about residents practicing their rights to the City of Tshwane as they participate in the process of remaking South Africa's capital city.

Social and cultural constructs of liveability focus on the City's capacity to invest and facilitate equitable access to social infrastructure such as affordable housing, health and education.

Social freedom focuses on how the City supports residents' rights to privacy, freedom of conscience, religion, belief and opinion, freedom of expression; and freedom of association.

Spatial justice is about reversing the historic policy of confining particular groups to limited space, as in ghettoisation and segregation, and the unfair allocation of public resources between areas, to ensure that the needs of the poor are addressed first rather than last.³

Spatial sustainability is about promoting living environments whose patterns of consumption and production do not damage the natural environment.⁴

Spatial resilience is about building the capacity to withstand vulnerability to environmental degradation, resource scarcity and climatic shocks.⁵

Spatial quality is about improving the aesthetic and functional features of housing and the built environment to create liveable, vibrant and valued places that allow for access and inclusion of people with disabilities.⁶

Spatial efficiency is about supporting productive activity and jobs and reducing burdens on business. Efficient commuting patterns and circulation of goods and services should be encouraged and ensure that regulatory procedures do not impose unnecessary costs on development.⁷

Transit-oriented development (TOD) is a mixed-use residential or commercial area designed to maximise access to public transport, and often incorporates features to encourage transit ridership. A TOD neighbourhood typically has a center with a transit station or stop (train station, metro station, tram stop, or bus stop), surrounded by relatively high-density development with progressively lower-density development spreading outward from the center.

The Zone of Choice is proposed as a strategic investment focus area to have a positive catalytic effect on development within the northern areas of Tshwane. This area, running in a broad band to the north of the Magaliesberg has the most potential for new development that will benefit most people in the North. The reason why this area has been identified as the Zone of Choice is related to its proximity to the Capital Core, existing infrastructure (such as the N4) and the momentum of existing developments such as the industrial area of Rosslyn.

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SECTION A

'TSHWANE, MY CITY, OUR CAPITAL'

The Constitution enjoins us to progressively realise the rights enshrined in it. To this end, the focus of Section A is to present the background, context, and purpose of Tshwane Vision 2055.

CHAPTER 1

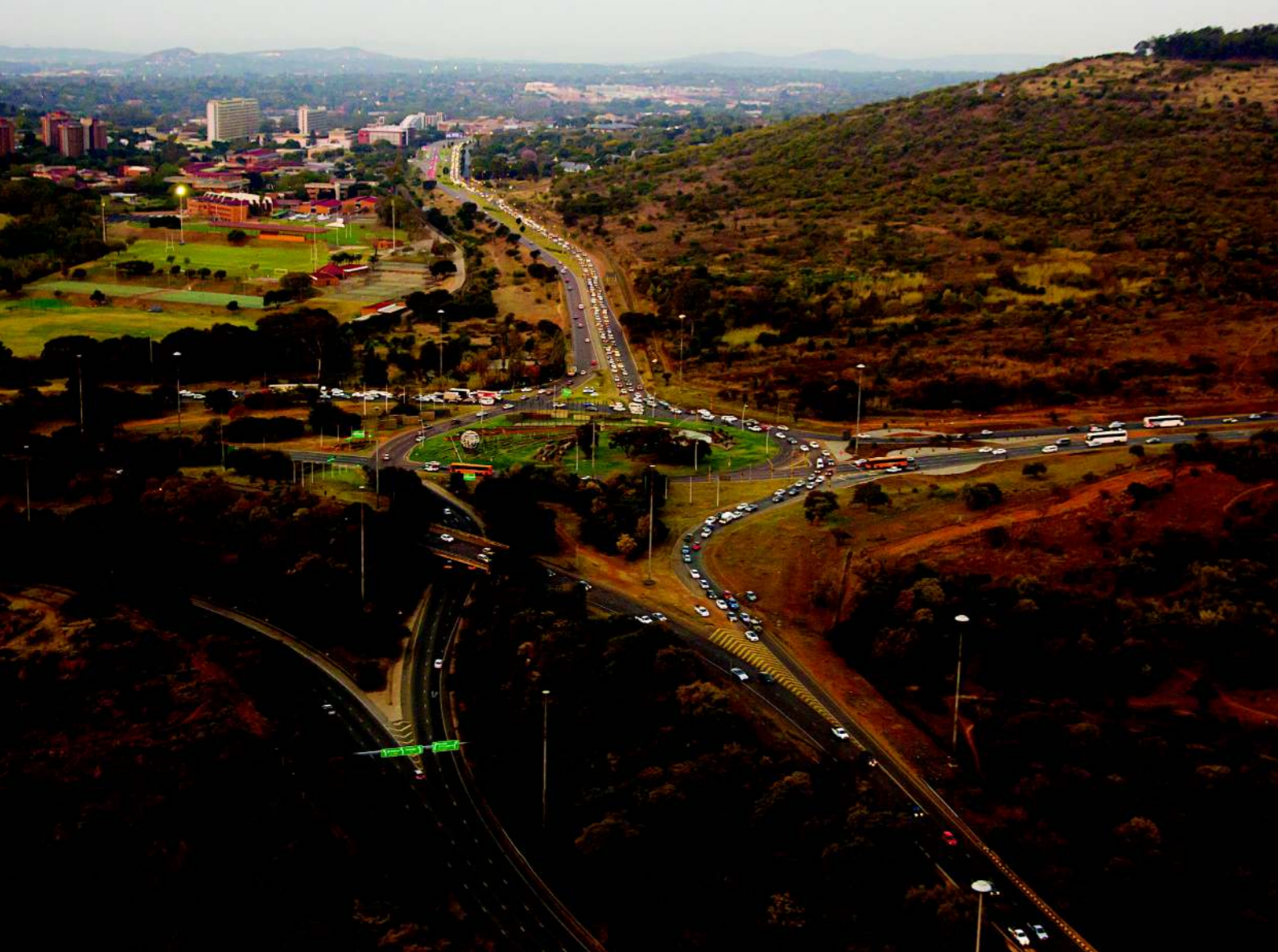
INTRODUCTION TO VISION 2055

*"We, the people of South Africa,
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country; and
Believe that South Africa belongs to all who live in it, united in our diversity.*

*We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to -
Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law;
Improve the quality of life of all citizens and free the potential of each person; and
Build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations.*

*May God protect our people.
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God seën Suid-Afrika. God bless South Africa
Mudzimu fhatutshedza Afurika. Hosi katekisa Afrika."*

South Africa Constitution 1996⁸



Chapter 1 provides the context, background and purpose of Tshwane Vision 2055. It details the groundbreaking vision formulation process that the City of Tshwane adopted to develop Tshwane Vision 2055. It also outlines the framework on how the Tshwane Vision 2055 will be institutionalised in order to ensure that it becomes a point of reference for the City's broad development logic over the next four decades of game changing.

Key messages:

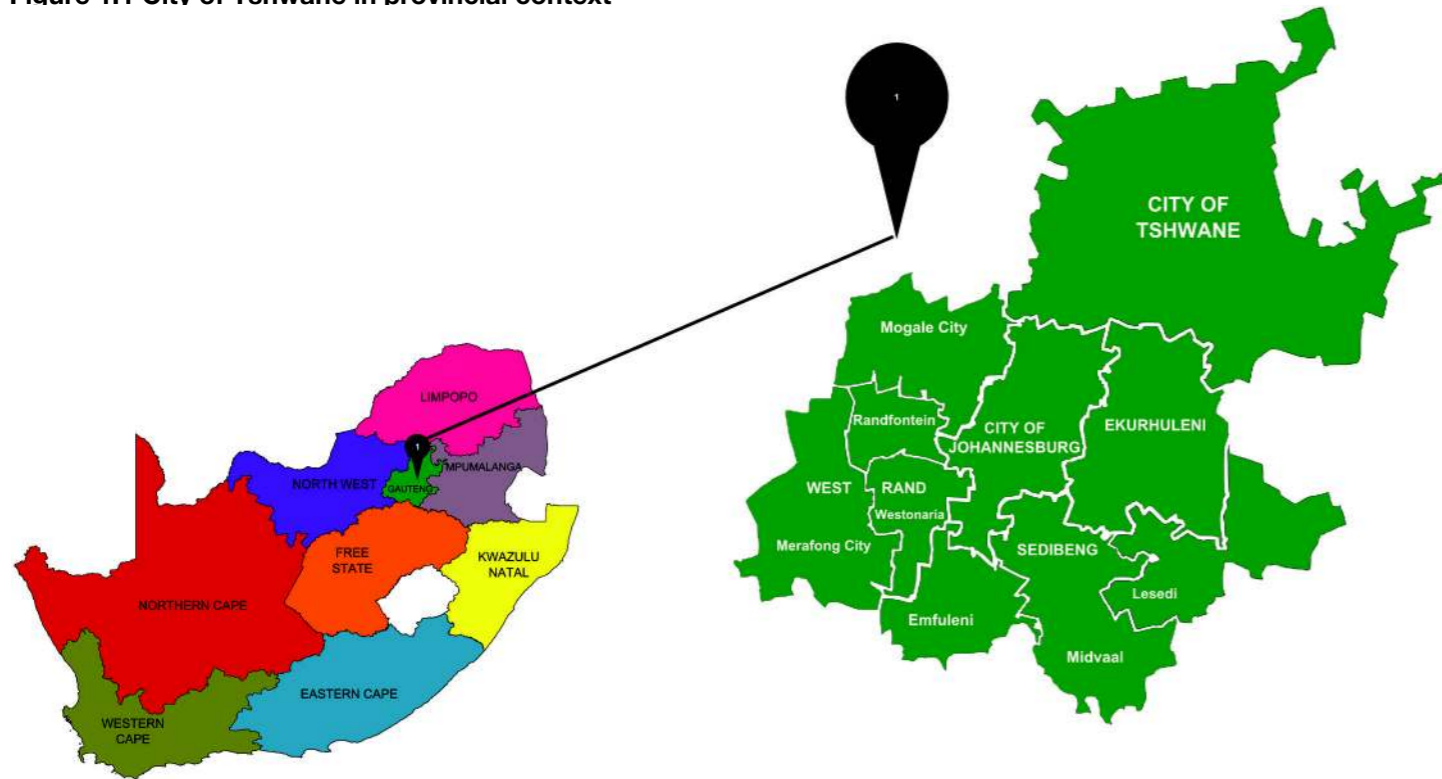
- As part of South Africa's transformation, the City of Tshwane has made progress in reversing the exclusion and marginalisation of the majority of its residents. This has been achieved through the establishment of a legitimate, transparent, and accountable metropolitan local government and broadening access to socio-economic opportunities and infrastructure services.

- The City of Tshwane has also made strides in the expansion and provision of basic services such as water, sanitation, and electricity. The City's socio-economic infrastructure investment, since the dawn of democracy, has led to a better quality of life for Tshwane residents. Yet, whatever triumphs we may have recorded, our greatest achievements are still ahead.
- The City of Tshwane has marginally reduced poverty and underdevelopment over time with real earnings at the lower income groups increasing. The dilemma that is facing the City is that, while poverty levels have declined, inequality has increased and the gap between the haves and have-nots continues to grow. Thus, the persistence of the triple challenge of poverty, unemployment, and inequality remains.
- The City of Tshwane's agenda for transformation is premised around the principles of meeting basic needs, developing human capital, building the economy, and democratising the state. Furthermore, at the centre of these principles is a notion of being a democratic developmental metropolitan government which is people-centred and places the needs of the vulnerable at the centre of the development agenda.
- Tshwane Vision 2055 is an articulation of the future and sets out a bold vision that will propel the City of Tshwane, to be liveable, resilient, and inclusive. It also reflects the aspirations not only of the Tshwane residents but all South Africans as outlined in the National Development Plan 2030 vision.
- Tshwane Vision 2055 details various 'game changing' interventions and strategic actions of all stakeholders that will ensure that all its residents experience tangible socio-economic and spatial transformation in their lifetime.

INTRODUCTION

The City of Tshwane, located within Gauteng Province (see Figure 1.1), the smallest of South Africa's nine provinces, and by far the country's largest economy, is home to about 12.3 million⁹ people. The City of Tshwane is the second highest contributor to the Gauteng Province's economy, at an estimated 27.8% of Gauteng's gross domestic product (GDP)¹⁰.

Figure 1.1 City of Tshwane in provincial context



The City of Tshwane has other significant roles. It is South Africa's capital city and seat of government; it is the 'diplomatic capital' with over 130 diplomatic missions and 26 international organisations represented in South Africa¹¹— second to Washington DC; and is the country's 'intellectual capital' with several research and development, and public higher education institutions.

Most importantly, the roles of the City of Tshwane as metropolitan government include that of being a leader, initiator, facilitator, enabler, regulator, and a strategic partner in supporting the socio-economic and spatial transformation aspirations of its population. However, the complexity of the unemployment, poverty, inequality and social exclusion issues facing the City of Tshwane as well as the global changing circumstances have necessitated the need to re-examine the City's development framework.

Thus, building on the foundation laid in the Tshwane 'City Development Strategy 2004,' Tshwane Vision 2055 sets out the new bold vision for the next four decades. The City of Tshwane views Tshwane Vision 2055 as its 'game changing' vision driven by context-specific interventions that support the mobilisation of innovative partnerships to change the City's future. It is a call to action for residents; the private sector and civil society; National and Provincial government; and the diplomatic community to work with the City of Tshwane and collectively achieve the vision.

Central to Tshwane Vision 2055 is the appreciation that young people are the future. Therefore, this vision provides a broad logic and platform for young people to accept their responsibility and ownership of the City's problems and to work with all sectors of society in finding solutions. Tshwane Vision 2055 outlines the City's game changing principles and actions needed to realise a better and prosperous future for all its residents. It also maps out the phases of the journey towards the completion and the 'remaking' of Tshwane as South Africa's capital city.

BACKGROUND TO TSHWANE VISION 2055

Why 2055?

Firstly, the year 2055 will be a significant milestone for South Africa. It marks 100 years of the signing of the Freedom Charter (see Box 1.1) that from as far back as 1955 described a different and better South Africa for all. The Freedom Charter¹² was a response to the National Party's enactment of racially based legislations that were "designed to preserve white supremacy in South Africa"¹³.

Secondly, 2055 will mark 200 years of the founding and establishment of Pretoria as the capital for the former exclusive ZuidAfrikaansche Republiek in 1855 (see Figure 1.2) which had imposed itself on the Ndebele who had been residing in the area since 1600¹⁴. Freedom Charter was adopted with its demand for and commitment to a non-racial South Africa and a central tenant that 'the people shall govern'¹⁵.

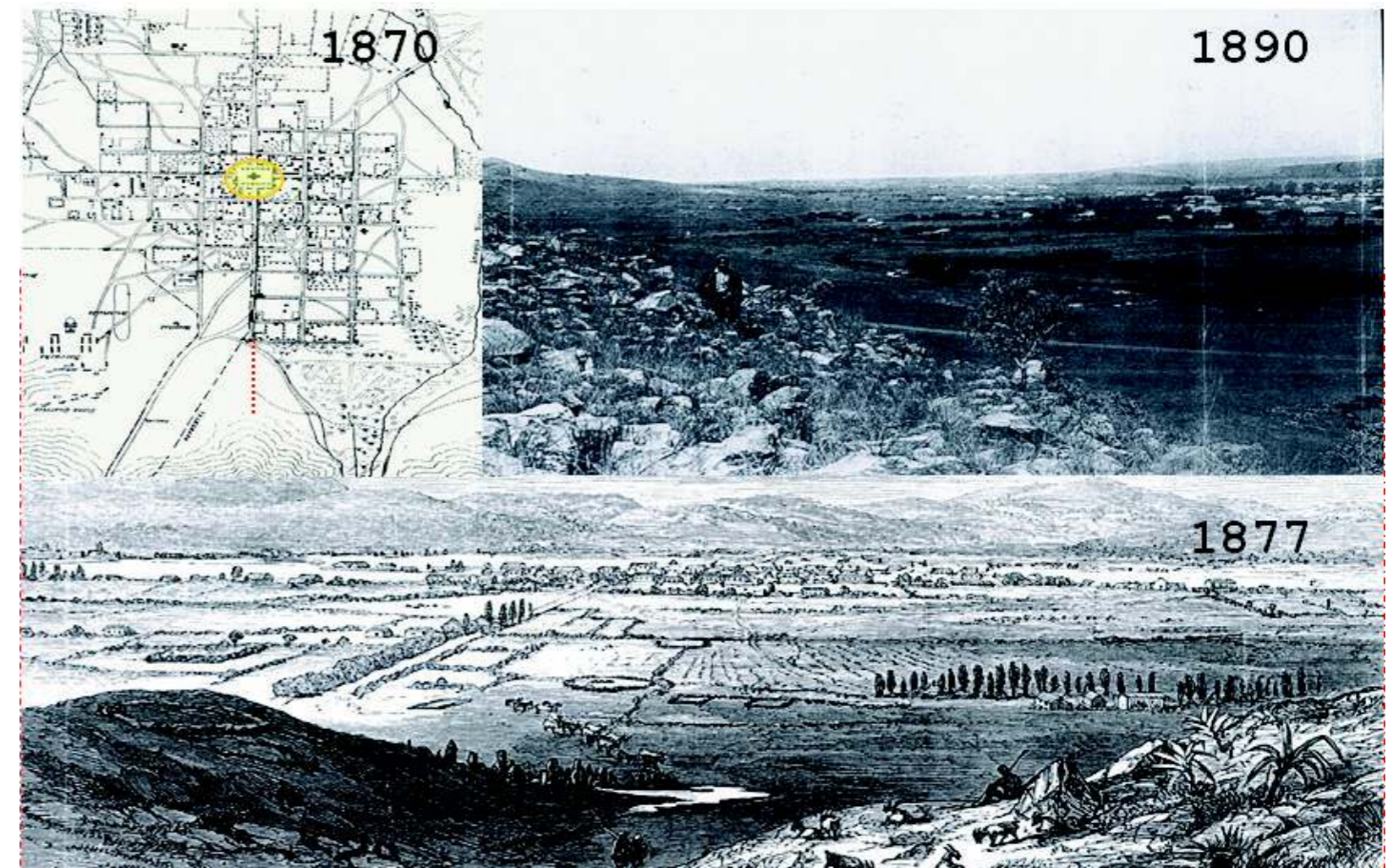
Box 1.1 Declarations of The Freedom Charter

As adopted at the Congress of the People, Kliptown, on 26 June 1955. The declarations of the Charter were that:

- The People Shall Govern
- All National Groups Shall have Equal Rights
- The People Shall Share in the Country's Wealth
- The Land Shall be Shared Among Those Who Work It
- All Shall be Equal Before the Law
- All Shall Enjoy Equal Human Rights
- There Shall be Work and Security
- The Doors of Learning and Culture Shall be Opened
- There Shall be Houses, Security and Comfort
- There Shall be Peace and Friendship

Source: African National Congress

Figure 1.2 Historical context of the City



© City of Tshwane

As the City of Tshwane we acknowledge that the future is unknown and unpredictable. However, by locating Tshwane Vision 2055 around the Freedom Charter, this sets our imagination free to reflect on the ideals and democratic changes envisioned and to measure our progress over a period of time.

VISION FOR THE ROLE OF SOUTH AFRICAN CITIES POST-APARTHEID

By the early 1990s, ideas of urban restructuring, compaction and integration had become a dominant discourse in South Africa. Key events and policy instruments shaped and continue to influence local government long-term planning processes. Some of these include the process that was led by the Local Government Negotiation Forum between 1990 and 1994 and the formulation and implementation of the Reconstruction and Development Programme (RDP) in 1994.

The RDP called for “the need to break down the apartheid geography through land reform, more compact cities, and decent public transport¹⁶.” The RDP also called for the promotion of the “densification and unification of the urban fabric¹⁷,” then redressing imbalances through housing developments that are close to work and provide access to urban resources. These ideas were evident in 1996, wherein former President Nelson Mandela presented a case for the role of cities and towns in remaking South Africa’s future, where he said¹⁸:

“Urban areas are the productive heart of the economy, but the majority of the urban population live in appalling conditions far from their places of work. Urban areas are extremely inequitable and inefficient due to decades of apartheid mismanagement. We need to massively improve the quality of life of our people, through creating jobs and deracialising the cities. By mobilising the resources of urban communities, government and the private sector we can make our cities centres of opportunity for all South Africans, and competitive within the world economy. The success of this will depend on the initiative taken by urban residents to build their local authorities and promote local economic development.”

The 1994 RDP principles were further concretised in the government’s vision of South Africa cities and towns presented in the Urban Development Strategy which had a vision that by 2020 these cities would be:

- “based on integrated urban and rural development strategies;
- leaders of a globally competitive national economy;
- centres of social and economic opportunity for all;
- free of racial segregation and gender discrimination;
- managed by accountable, democratic local governments;
- planned in highly participative fashion;
- marked by good infrastructure and services for all; and
- integrated centres which provide access to many physical and social resources; and
- environmentally sustainable¹⁹.”

To this end, the Urban Development Strategy included the following key strategic levers /interventions that were intended to:

- “Create efficient and productive cities with less poverty and sustained by dynamic economies;
- Reduce existing infrastructure and service disparities;
- Provide better housing and shelter and greater security of tenure for urban residents;
- Encourage affordable growth of local economies;
- Tackle spatial inefficiencies, especially the mismatch between where people live and work - to improve the quality of the urban environment;
- Transform local authorities into effective and accountable local government institutions; and
- Establish safe and secure living and working environments²⁰.”

Importantly, these principles and strategic levers contributed to the articulation of local government’s mandate. These principles also operationalise South Africa’s Constitution (1996) that articulates local government’s mandate as that to²¹:

- “Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and

- Encourage the involvement of communities and community organisations in the matters of local government.”

The 1998 White Paper on Local Government²² demonstrated a paradigm shift where greater focus was on the developmental state that enables and empowers citizens to play an active role in their own transformation. The paper further laid a strong foundation for the development of municipal level Integrated Development Plans (IDPs), with strong strategic planning as a central tenet.

Thus, government’s vision for the role of cities as set out in the 1990s remains relevant for cities today, including the City of Tshwane, to continue to aspire towards.

THE RATIONALE FOR DEVELOPING TSHWANE VISION 2055

Almost 20 years since the birth of our new democratic nation with its developmental state ‘people-centred approach,’ much has been achieved in establishing the necessary institutional structures to ensure the progressive realisation of the principles and rights enshrined in our Constitution.

Crucial to this has been the creation of a new local government regime that has to be responsive to the needs of its citizens, facilitate participatory and transparent decision-making, account to its constituency and be developmental in its focus. Further to this was the establishment of a legislative regime to structure and guide the actions of and relationships between Local, Provincial and National governments to enable them to fulfill their areas of competence in an evolving policy framework.

Notwithstanding the value and necessity of the other municipal structures and legislations, it was the Municipal Systems Act (MSA) that institutionalised participatory strategic planning coupled with performance management in municipalities. This meant that municipal decision-making had to be based on proper prioritisation, resource allocation and well-programmed, coordinated and synchronised implementation.

Informed by such policies and key strategies, the City of Tshwane developed its first long-term City Development Strategy (CDS) in 2004. This was a bold initiative aimed at influencing the development path of the City over the next 20 to 30 years. The CDS 2004 identified seven key areas of focus²³ (see Box 1.2).

Box 1.2 Key elements of the City of Tshwane CDS 2004

- Focus I:** Infrastructure led expansion of development potential of the North to tackle poverty
- Focus II:** Continued sound management and development of the established urban areas (Pretoria Central, Centurion, South-eastern Pretoria, Mamelodi and Atteridgeville/Laudium) by maintainin services and supporting market-driven initiatives to support the overall development of Tshwane.
- Focus III:** Strengthening key economic clusters to gain leverage from growth trends in manufacturing, government and business services.
- Focus IV:** Celebrating the national Capital and repositioning the inner city as a vibrant cultural and government centre.
- Focus V:** Building high levels of social cohesion and civic responsibility to maximise development opportunities
- Focus VI:** Ensuring a solid foundation: Modernising the administration for developmental service delivery through phased restructuring and institution building.
- Focus VII:** Ensuring a Solid Foundation: Ensuring municipal financial fundamentals as platform for services and development.

Much progress has been made in achieving the Focus areas stated in CDS 2004 through the ongoing implementation of key interventions that include the:

- Establishment of the regionalisation model to bring services closer to communities as part of institutional building;
- Construction of the Tshwane House;
- On-going work and modernisation of the Capital Core;
- Installation of CCTV cameras in the inner city;
- Pedestrianisation of Paul Kruger;
- Development of the West Capital, Symbio City, development in the North - the zone of choice, development around Centurion CBD, development in the East;
- Improvement of public spaces such as Solomon Mahlangu and Lilian Ngoyi Squares;
- Greening of the City;
- Upgrading of townships through various initiatives such as tarring of the roads as well as area based economic initiatives;
- Roll out of public transport infrastructure network to support A Re Yeng transit rapid transport project; and
- Roll out of smart meters as part of the revenue maximisation programme.

However, while the seven areas of focus identified in the City of Tshwane CDS 2004 remain relevant in our current reality, the CDS 2004 was developed prior to the incorporation of the municipalities from the Metsweding region as well as the Cabinet adopted 12 Outcomes.

The South African government adopted 12 outcomes as the basis for the country's programme of action and to facilitate measurable performance and better service delivery in 2010. These outcomes focus on basic education, health, safety and security, employment, skills, infrastructure, rural development, human settlements, local government, environment, international relations, and public service to facilitate measurable performance and enhance service delivery performance.

Importantly for the City of Tshwane, in terms of the local government outcome that is 'A responsive, accountable, effective and efficient local government,' seven outputs have been formulated that the City will need to respond to. Furthermore, the pillars of a development local government in South Africa will also have an impact on the extent that the City of Tshwane as well as other municipalities can achieve the outcome.

In 2012, a major strategic document adopted by the government was the National Development Plan (NDP) Vision for 2030 (NDP 2030²⁴). The NDP 2030 is the narrative for a new growth and development trajectory for South Africa. The NDP 2030 is an integrated vision statement for South Africa. In summary, the vision sets out that South Africa in 2030 will have:

- An economy that will create more jobs;
- Improved infrastructure;
- Transitioned to a low-carbon economy;
- An inclusive and integrated rural economy;
- Reversed the spatial effects of apartheid;
- Improved quality of education, training and innovation;
- Quality health care for all;
- Social protection;
- Built safer communities;
- Reformed the public service;
- Fought corruption; and
- Transformed society and united the country.

NDP 2030 provides a useful impetus for the City of Tshwane to build on as it revises the City's development framework, first presented in the CDS 2004. As you will read further in the document, Tshwane Vision 2055 will clearly articulate how its updated development framework will contribute to the realisation of South Africa's NDP 2030.

To achieve Tshwane Vision 2055, a new growth path resilient to future shocks must be adopted not only from government, but also sectors of society partnering with the City. Coupled with this new paradigm is the implementation of spatial development approaches geared towards the realisation of spatial justice, spatial sustainability, spatial resilience, spatial quality and spatial efficiency. Furthermore, the key message of the Freedom Charter is that working together, as the residents and communities of the City, the government, civil society as well as the private sector, we can mobilise our resources so that together we can achieve the visions of a better South Africa and Tshwane.

It is against this background that the City of Tshwane CDS 2004 had to be reviewed so as to respond to the current imperatives and to align it to the NDP 2030 and the Gauteng Provincial Government's long-term plan for the Gauteng City Region - 'Gauteng Vision 2055'.

PURPOSE AND OBJECTIVES OF TSHWANE VISION 2055

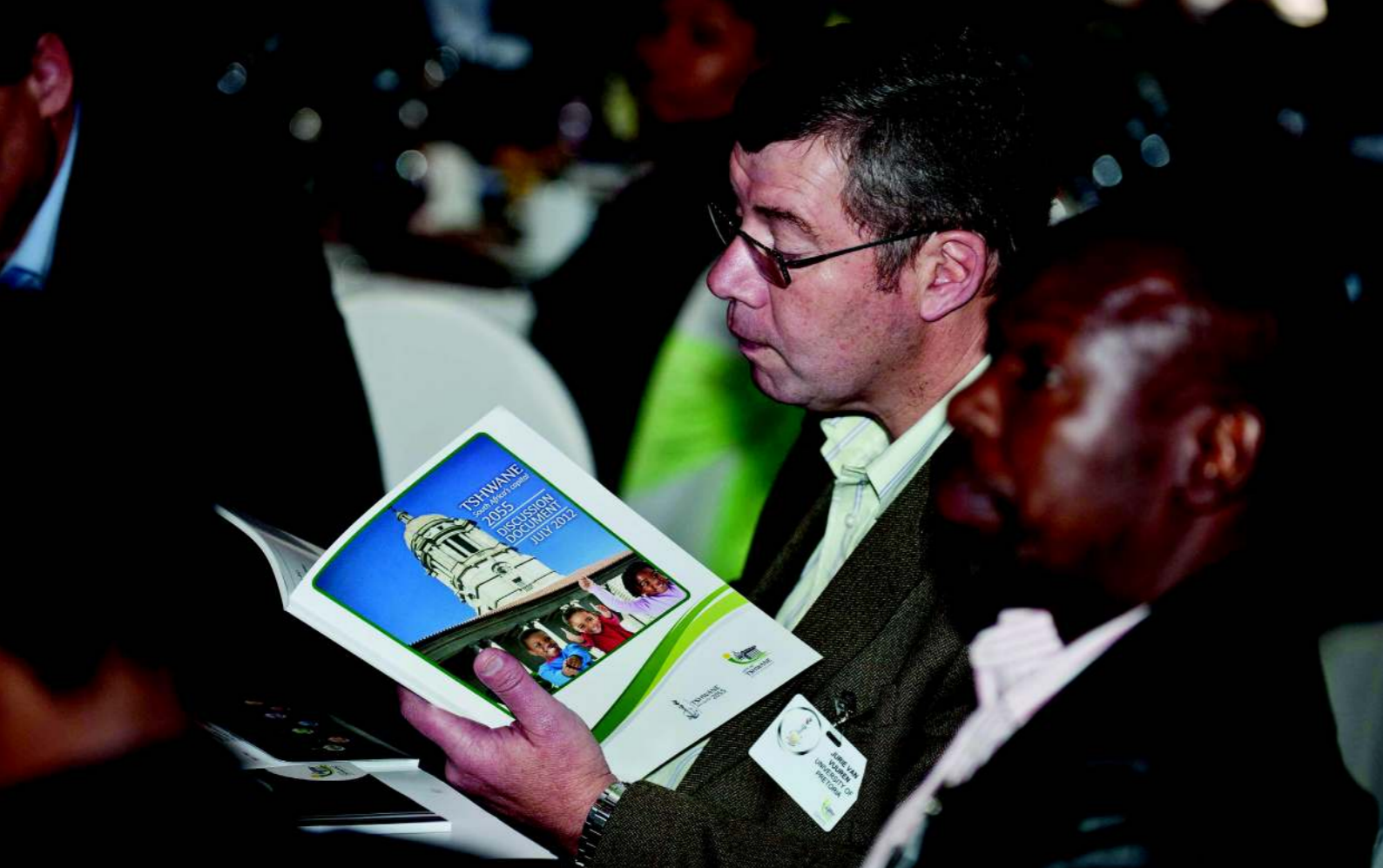
The purpose of Tshwane Vision 2055 is to provide the City of Tshwane with a broad development logic to guide the City's intervention and programme decision-making process over the next four decades of game changing.

The primary function of Tshwane Vision 2055 is to overcome tendencies of fragmentation and ensure that all structures of civil society, community based organisations and private business are coordinated around the implementation of agreed short- to long-term priorities, mapping out various steps that need to be undertaken. In order to achieve the Outcomes of Tshwane Vision 2055, strategic priority interventions/programmes must be measurable, achievable, time bound, accompanied by budget, and supported by a capable institution to facilitate implementation.

Tshwane Vision 2055 is meant to serve the following objectives:

- To develop a framework to help us do a better job, to focus our energy, to ensure that all stakeholders and role-players are working toward the same goals;
- To assess and adjust the organisation's strategic direction in response to a changing environment;
- To open up a public discourse on the key challenges confronting the City and how together we can develop appropriate solutions; and
- To capture the imagination of City of Tshwane residents and stakeholders around the City's vision and hold each other accountable in our journey towards 2055.

Beyond identifying ideals, it is also necessary for the City of Tshwane, as part of its priority setting mechanism to weigh the trade-offs, manage competing interests, conflicts, make hard investment choices, and intervene decisively to represent the interest of its residents.



HOW TSHWANE VISION 2055 WAS DEVELOPED

The City of Tshwane anchored the collaborative strategy development process of Tshwane Vision 2055 on the Freedom Charter clause: “The people shall govern.” This principle was at the centre of the formulation of the Tshwane Vision 2055 to provide a platform for Tshwane residents and the people of South Africa to exercise their power and rights by participating in the vision to remake South Africa’s capital city.

Post the 2011 local government elections; the City of Tshwane committed itself to work together with the people of Tshwane to craft a long-term vision of a capital city. While noting the progress made in the first 20 years of democracy in terms of expanding access to social and economic infrastructure, the City of Tshwane like many other cities in South Africa and globally was confronted by a number of economical and developmental challenges. These challenges included rising unemployment, inequality, poverty, and accommodation conundrum, huge infrastructure backlogs and continued spatial imbalances of the past, among others.

The aforementioned challenges formed the basis for establishing a collaborative platform to work with communities, businesses, and other spheres of government to debate and reflect on what we need and what is possible to achieve the vision of a better life for all in the City of Tshwane.

Stakeholder consultation and outreach process

To kick-start the process, the City of Tshwane drafted a Tshwane 2055 Discussion Document that was used to facilitate input and feedback for the development of Tshwane Vision 2055. Input was garnered through community engagements, radio interviews, newspaper articles, expert think pieces, and social media.

The City of Tshwane created a number of platforms and structures to enable elected representatives and the City’s administration to lead various engagements with labour, business sector organisations, development committees as well as consultations with residents (and particularly minority groups, women, youth and people with disability) across the length and breadth of our City to participate and input into the Tshwane Vision 2055.

The consultations started immediately after the launch of the Tshwane 2055 Discussion Document which formed the basis for the City of Tshwane outreach and stakeholder consultation process starting from 31 July 2012 up until July 2013. The Tshwane 2055 Discussion Document was in part, informed by the South African National Planning Commission’s Diagnostic Overview and National Development Plan released in November 2011.

The engagement process demonstrated the City of Tshwane’s commitment to being a progressive developmental metropolitan government capable of being a change partner and leader of society. The process also provided an opportunity for the City to work with communities in their communities in addressing service delivery challenges that they face daily. The Tshwane Vision 2055 was launched at a gathering attended by the City’s various key stakeholders, serving as the culmination of the outreach process.

The following sections outline the Tshwane 2055 Vision engagement activities that informed its drafting.

The Executive Mayor’s Outreach Programme

Any visioning process requires a confident, strong leadership to initiate and drive it forward. To this end, the Executive Mayor led the process of translating political objectives into City growth and development imperatives. The Executive Mayor held a number of engagements around Tshwane Vision 2055 with but not limited to the following: Mayoral Lekgotla, leaders of various political parties, diplomatic corps, Tshwane Top Management teams, Mega Cities Conference, business community, emerging businesses, people living with disability, academic institutions, youth, and women’s groups.

Furthermore, the Executive Mayor presented Tshwane Vision 2055 at the Gauteng Premier’s Coordinating Forum as part of Tshwane’s contribution in the creation of the Gauteng City Region. The Executive Mayor also presented Tshwane Vision 2055 at various peer learning and intermunicipal engagements with other Metro Mayors.





The Executive Mayor also led the:

- **Political Leadership and Mayoral Committee engagements:** A series of engagements were undertaken wherein Tshwane Vision 2055 was deliberated on by the City of Tshwane's Chairpersons of Section 79 Committees, ANC regional structures, Chief Speaker of all political parties represented in Council and as well as with alliance partners.
- **Regional and community engagements:** The Executive Mayor appointed various political representatives to lead and direct the Tshwane Vision 2055 outreach process.

To support the Executive Mayor's engagement and outreach interventions, a number of supplementary activities were implemented as explained in the next sections.

- **Community and stakeholder engagements:** The City of Tshwane developed an outreach process that was designed to solicit input from stakeholders around seven themes as well as the Tshwane Vision 2055 Discussion Document. The seven themes were governance; health and poverty alleviation; sustainable development and natural resources; economic growth; smart city; transport; and liveable city. The community meetings were held across the City's seven Regions. The meetings were attended by Councillors, members of the community, ward committees, non-governmental organisations, City of Tshwane officials as well key note speakers who addressed gatherings on a particular theme.
- **Thematic weeks included roundtable discussions and conversations with stakeholders:** The Tshwane Planning Commission also played a critical role in providing input, reviewing the document and providing an important oversight role.
- **Social media engagement:** The general public was invited to comment on the seven themes and be full participants of the process through suggestion boxes, email, social media platform such as Twitter and Facebook pages and YouTube.
- **Regional and Ward-level participation:** This engagement incorporated the voices of local communities and ran parallel to the nine thematic weekly events. This provided a platform to discuss critical issues and establish mechanisms through which they could best be addressed.
- **Thought leadership:** Several experts/thought leaders from industry, academia and various research institutes were provided with the opportunity to interact with Tshwane Vision 2055 at different stages of the drafting of the vision statement. Think Pieces in the areas of governance, sustainability, social cohesion, climate change, role and future of capital cities, economic development, land use and water and wastewater management were commissioned to provide inputs.
- **Youth engagement:** The City also engaged with the youth through its Youth dialogue session. The Executive Mayor hosted a roundtable discussion with University of Pretoria Masters, Honours, and 3rd year students from the Faculty of Humanities and Social Science on the Tshwane Vision 2055. At this session, the Executive Mayor stated that it was critical for the City of Tshwane to see through the lens of young people and explore the future leaders' unorthodox methods of shaping Tshwane.
- **Roadshows:** Through the City of Tshwane's partnership with Microsoft, the City had the opportunity to present as part of its package, an overview of Tshwane Vision 2055 in 26 different cities/towns across South Africa.
- **Other City planning processes:** The draft vision statement was also presented to different stakeholders as part of the IDP revision and budget processes. Furthermore, the City of Tshwane hosted and took part in several roundtables discussions including the Mega Cities conference focusing on city sustainability as well as the Caring Cities: Metropolis Annual Meeting of World Mayors.



A COLLECTIVE TSHWANE VISION 2055

Emerging from the year-long stakeholder consultation process around Tshwane Vision 2055 is the City of Tshwane's vision which reads as follows:

In 2055, the City of Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.

Tshwane, my City, our Capital

The concepts of liveability, resilience and inclusivity are anchor principles that will guide how the City sets policy and investment priorities as well as balance competing needs of social, spatial, and environmental issues brought about by the City's ever-changing population dynamics. Furthermore, these principles seek to bring about the realisation of the City's new urbanism and smart city aspirations. This vision serves as development logic for the four decades of game changing and it is a collective call to all stakeholders and residents.

Clearly from the collaborative year-long process, one will appreciate that Tshwane Vision 2055 went through various iterations and in many cases the comments received have made a valuable contribution and made us rethink some of the concepts in order to ensure that the greater interest is served. It is important to highlight that in keeping with the spirit of the Freedom Charter, Tshwane Vision 2055 was not written by experts for the residents, rather, their invaluable input was used together with inputs received from the community and stakeholder engagements to inform the vision document. For those who have participated in the Tshwane Vision 2055 process it has been an invigorating process that has reaffirmed our belief that the City's residents are indeed its greatest asset.

The Tshwane Vision 2055 Four Decades of Game Changing Implementation Plan will provide the detailed programme of action specifying the actions required by all stakeholders in realising the set goals and targets through the City's Integrated Development Plan (IDP), Department and Municipal entity business plans. To maximise impact, the institutionalisation of the Tshwane Vision 2055 might also necessitate the re-alignment of the City's regionalisation model, business processes and operations, value proposition, lobbying for the revision of some of the legislative regime governing cities and municipalities, and review of some of the City's existing policies, bylaws and other municipal instruments to support the implementation.

A review and the updating of Tshwane Vision 2055 will be undertaken at the end of each decade taking into account performances and progress recorded at the end of each term of office (every five years) with the first review of Tshwane Vision 2055 scheduled for 2020. It is important to highlight that Tshwane Vision 2055 is a *living document* that will be periodically updated in order to respond to the prevailing conditions as we acknowledge that there are significant unknowns in the future. Therefore, for as long as Tshwane Vision 2055 remains relevant to the prevailing conditions, it will inform the development of the City's short to medium term priorities and strategic resource allocation in order to maximise impact and ongoing improvement of the quality of life for the Tshwane residents.





SECTION B

OUR CAPITAL CITY

The focus of this section is to present an assessment of the City of Tshwane's state of development.

CHAPTER 2

CITY OF TSHWANE STATE OF DEVELOPMENT AND CHALLENGES

*"We, the people of South Africa,
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country; and
Believe that South Africa belongs to all who live in it, united in our diversity.*

*We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to -
Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law;
Improve the quality of life of all citizens and free the potential of each person; and
Build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations.*

*May God protect our people.
Nkosi Sikelel' iAfrika. Morena boloka setjhaba sa heso.
God seën Suid-Afrika. God bless South Africa
Mudzimu fhatutshedza Afurika. Hosi katekisa Afrika."*

South Africa Constitution 1996



Chapter 2 provides an in depth analysis of the City of Tshwane's state of development, opportunities and challenges.

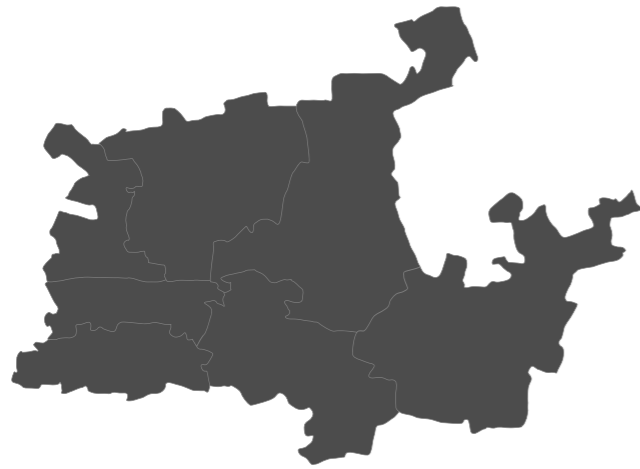
Key messages:

- Urbanisation has been a defining phenomenon in this century with predictions that there will be significant increases in population in cities on the Asian and African continents by the year 2050²⁵. Cities are precisely where the pressures of migration, globalisation, economic development, social inequality, environmental pollution, and climate change all come together.
- The growth in urban population in South Africa implies an increasing urgency for the development of infrastructure in South African cities that can support this increase in population. This is particularly relevant for the influx of people in Gauteng City Region which is regarded as an economic engine of South Africa²⁶. Therefore, moving into the future there is a need for economic infrastructure investment that will enable economic growth and development.

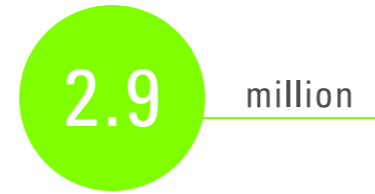
- While the province of Gauteng is the smallest of South Africa's nine provinces, it is the most densely populated province. It is home to at least 24% of South Africa's population which is approximately 12.3 million people²⁷.
- The City of Tshwane's population increased from 2.1 million people in 2001 to 2.9 million in 2011²⁸ and is projected to continue increasing over time due to migration of people from the surrounding provinces to Gauteng in search of economic opportunities albeit at a slower rate. Also, the City of Tshwane's population can in part be explained by the incorporation of the Metsweding region and its local municipalities.
- The world's population is younger than ever before. However, many cities are not able to adequately provide economic opportunities for their young people²⁹. In the City of Tshwane, the population distribution indicates a 'youth bulge' as the majority of the City's population is mainly made up of young people (35 years and younger).
- Considering the high numbers of young people in the City of Tshwane, addressing urban youth-related issues – unemployment, education, security and participation – undoubtedly presents one of the most critical development challenges for the City

CITY OF TSHWANE

FAST FACTS ABOUT OUR CITY



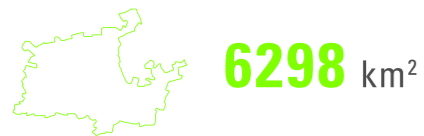
POPULATION:



POPULATION DENSITY:



TOTAL LAND AREA



Tshwane is renowned for its natural heritage and recently became the only city in the world with a big-five game reserve within city boundaries —the 90 000-hectare Dinokeng Big 5 Game Reserve.



City of Tshwane is home to the Nan Hua Buddhist Temple, the largest in the southern hemisphere and the only one in Africa. Home to the Tswaing Crater, a 220 000-year-old meteor impact site.

The City's key economic sectors are government, social and personal services, finance and business services, motor industry, wholesale and retail trade and manufacturing.



SOUTH AFRICAN DEMOCRACY



As the administrative seat of the South African government, the City is the birthplace of South African democracy, with all presidents being inaugurated at the Union Buildings.

An estimated 90% of all research and development in South Africa is conducted in the City of Tshwane by institutions such as Armscor, Medical Research Council, the Council for Scientific and Industrial Research, the Human Sciences Research Council and higher educational institutions

3rd

City of Tshwane is the third largest metropolitan municipality in the world, in terms of land area, after New York in the USA and Tokyo in Japan.

2nd

With 134 diplomatic missions and 26 international organisations represented, the City of Tshwane has the second highest concentration after Washington DC.

NUMBER OF HOUSEHOLDS

911,536



AVERAGE HOUSEHOLD SIZE

3.2



HOUSEHOLDS WITH NO ANNUAL INCOME

135,640



NUMBER OF EMPLOYED PEOPLE (AGES 15-64)

1 079,273



UNEMPLOYMENT RATE

24%



INTRODUCTION

The City of Tshwane is named after Chief Tshwane. It is the indigenous name of the area that was used by the early inhabitants who lived in the proximity of the Tshwane River, under the chieftainship of Chief Tshwane. According to historical accounts, Chief Tshwane was the son of Chief Mushi. The latter had moved from the present day KwaZulu-Natal and settled in Pretoria before the arrival of the Voortrekkers, the Afrikaans-speaking migrants who moved from the Cape.

Pretoria (which is now the central business district and surrounding area of the greater Tshwane Metropolitan Municipality) was declared the capital city and seat of government of the Republic of South Africa during the liberation struggle. On 9 August 1956, a year after the historic signing of the Freedom Charter, Pretoria was to be the stage for the Women's Anti-Pass March to the Union Buildings. This was only one of many demonstrations to come, which would eventually see the dawn of a new and free South Africa. It was at this same Union Buildings that Nelson Mandela, the first democratically elected President of South Africa, made his inaugural speech on 10 May 1994.

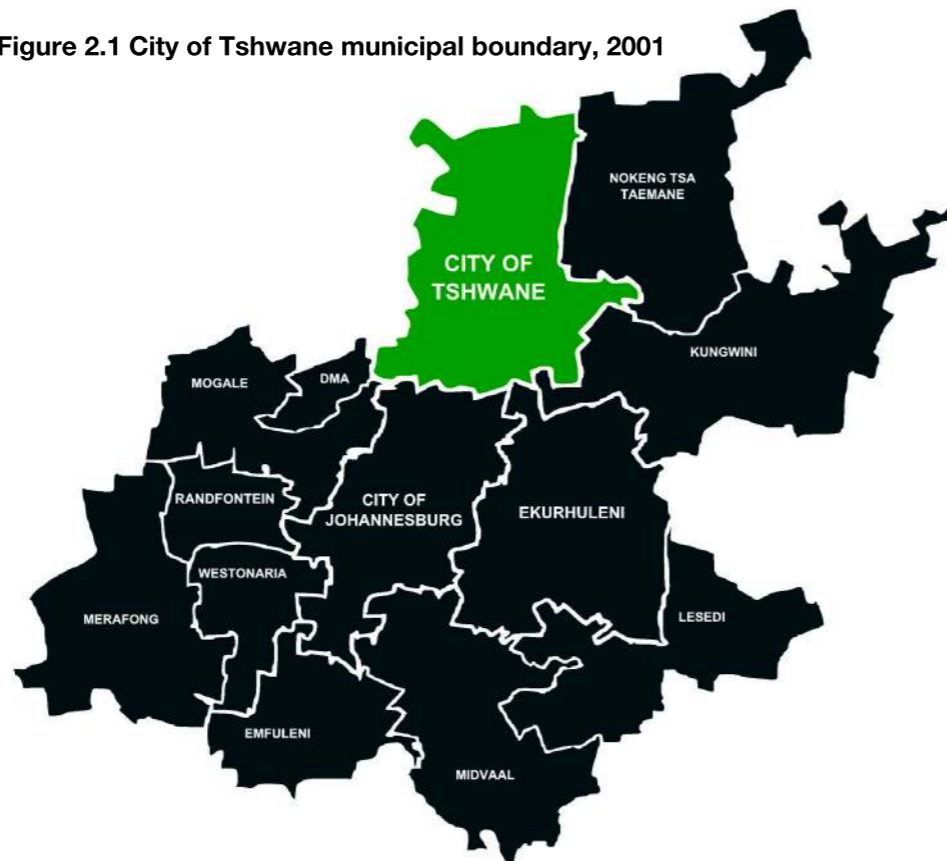
The 'new' South Africa inherited by the first democratically elected government presented a complex myriad of both challenges and opportunities at the political, governance, economic development and access to services levels³⁰. Significantly, the legacy of the apartheid would actually be that it had created one of the most unequal societies with income and poverty disparities affecting South Africa's Black majority the most³¹. In fact, the rainbow nation of 1994 was not one country united, but could aptly be seen as two nations – "one White and privileged with a standard of living comparable to that of the industrialised countries, and the other, Black and poor with a standard of living comparable to that of developing countries³²."

Like any other government institution, the City of Tshwane prior to 2000 mirrored the reality of the new South Africa: spatial fragmentation; skewed service delivery towards specific localities (to the exclusion of the majority); poor education and health standards for the broader population, and socio-economic inequalities that reflected an economy in crisis, among others.

There was certainly a need to change the laws, institutions and leadership of the government. Since then, the government has set out to rigorously dismantle the apartheid system and to create an equal, democratic society. Municipalities in South Africa which are regarded as the coalface of development were faced with this daunting reality of tackling the legacy of apartheid while at the same time, gear up to buffer against the challenges of globalisation.

A key milestone in our history was the amalgamation of the municipality with 13 other smaller municipalities on December 5, 2000 to form the new City of Tshwane Metropolitan Municipality (see Figure 2.1). This amalgamation was not simply an exercise in spatial integration; more importantly, it was a deliberate step towards reconciling the residents of this City and developing an integrated economic base to deepen socio-economic transformation. The City adopted the slogan "Re a Tshwana" which means, "We are the same," to signify unity.

Figure 2.1 City of Tshwane municipal boundary, 2001



As part of the continued commitment of the South African government to continue improving service delivery and ensuring economic growth to all its citizens, the Municipal Demarcations Board resolved to re-determine the boundaries of Metsweding District, Nokeng Tsa Taemane Local, Kungwini Local and City of Tshwane Metropolitan Municipalities so that they would form a new single metropolitan municipality effective from 18 May 2011 (see Figure 2.2). Today, the City of Tshwane covers approximately 35% of the total land area of Gauteng's 18 178 km²,³³ has 7 Administrative Regions, 105 wards and 210 Councillors.

Figure 2.2 The City of Tshwane municipal boundary, 2011

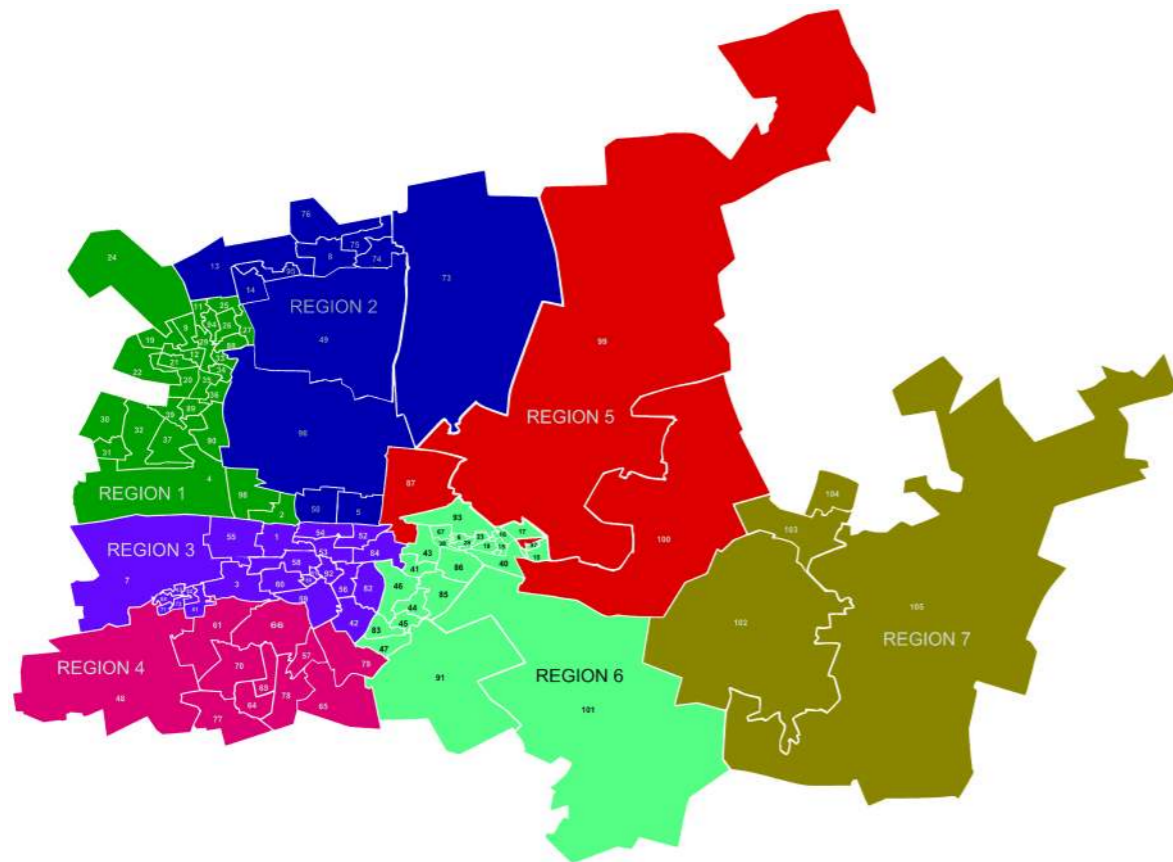


As part of repositioning and re-branding the new City of Tshwane, a new slogan has been adopted - "Igniting excellence" aimed at developing a culture of excellence in everything that the City does. In this changing world, it is important that the City of Tshwane maintains its commitment to continuously improve the quality of life for all its residents while simultaneously advancing the City's competitiveness and marketability to the global market.

CITY OF TSHWANE REGIONALISATION MODEL

Given the enormity of the developmental gap that must be addressed and the multiplicity of programmes and projects that must be implemented and to improve service delivery, the City of Tshwane has created 7 administrative Regions (see Figure 2.3). This alternative service delivery model – ‘Regionalisation’ is a multi-dimensional approach to service delivery.

Figure 2.3 City of Tshwane 7 Administrative Regions, 2011



Regionalisation has led to the strengthening of the cluster approach system of the City through which better coordination and alignment of functions can be achieved and allow the City to organise itself better, bring government closer to the people, and to improve service delivery throughout the regions of the City³⁴. The adoption of the regionalisation model has resulted in health services, waste management, library, sports, culture and recreating, horticulture, customer care and cemeteries being devolved to the Regional Service Centres³⁵.

The regionalisation concept was adopted to³⁶:

- Ensure decentralised delivery of municipal services;
- Provide accountable government to communities;
- Facilitate a customer-centric service delivery orientation;
- Promote accelerated prioritised targeted development (within the Region);
- Promote service integration across functional lines;
- Facilitate Councillor interaction with City of Tshwane administration;
- Provide effective governance;
- Bring local government closer to the people;
- Provide customers with greater accessibility (e.g. customer centres closer to the community);
- Address past shortcomings - uneven development prioritisation – with a focus on developed areas (i.e. South); racially segregated governance; centralisation – with resultant inaccessibility; inefficiencies; and
- Allow for the benefits of cross-subsidisation.

Thus, the Regions’ role has been conceived as being both administrative and functional in monitoring day-to-day operations related to service delivery³⁷. The approach is developmental in the sense that the Regions coordinate and monitor the matching of interventions implemented through City departments with local (Regional) needs.

Going forward, the seven Regions will be the main implementation anchor for Tshwane Vision 2055’s programme of action. The Regional Spatial Development Frameworks (RSDFs) for the City’s 7 Regions will need to translate the Tshwane Vision 2055 at Region level and link it to Regional development strategies. This would entail Regions identifying game changing interventions that would support the attainment of Tshwane Vision 2055 and leading the investment drive to ensure that Tshwane Vision 2055 is achieved. The same will be expected of other City of Tshwane Municipal-owned entities.

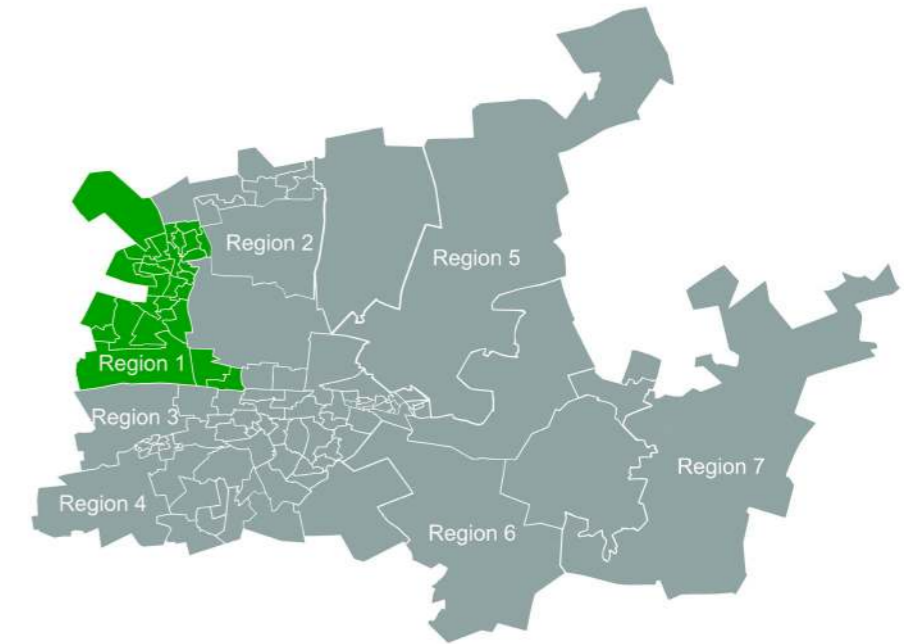
An overview of each Region is presented in this document based on the detailed analysis provided in the annually updated Regional Spatial Development Frameworks that are available on the City’s website³⁸. In addition, a summary of key data is presented for each Region³⁹.

Region 1

Region 1 is situated in the north-western part of the City and comprises of three main zones. These include a southern zone (Akasia, Rosslyn and Pretoria North), a northern zone (Klipkruisfontein, Ga-Rankuwa, Mabopane, Winterveld and Soshanguve areas) and the rural zone in the west. There are 28 wards in this Region. The Region is home to the Tswaing Crater, which is a national heritage site and nature reserve.

The northern part of the Region accommodates a third of the City’s population in low-income settlements that includes subsidised housing and informal settlements. There is limited economic and employment opportunities with a low standard of public transport infrastructure. The southern part represents medium- to high-income areas with the economy largely driven by the private sector. Single, low-density residential housing is dominant in the area with high levels of service provision. The automotive cluster in the Rosslyn area is situated within the central section of the Region and is an important employment node for the City.

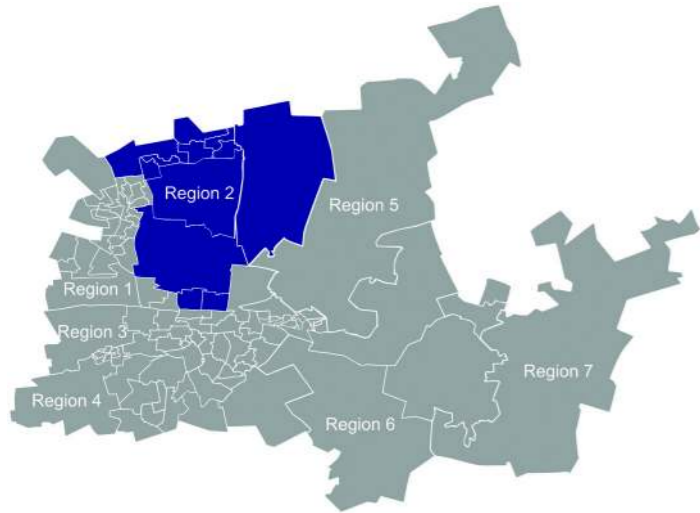
The dominant land use types in Region 1 are industrial, mixed use with about 80% of the City’s total land allocation for manufacturing found in Region 1.



Region 1 Profile

Population	811 575
Number of households	227 828
Number of formal dwellings	187 447
Average household Size	3.6
Households with access to piped water (tap)	220 749
Households with access to electricity for lighting	205 780
Average annual household income	R10225
Households with no income	37 611
Persons employed in formal sector	175 284
Persons with no schooling	37 909

Region 2



Region 2 has three main zones – the urban north zone, central and eastern agriculture and conservation zones, and the southern zone. There are a total of 12 wards in Region 2. The Region, while urban in character, is not integrated with the larger urban environment of the City. The central and eastern parts of the region fall outside the urban edge and are rural in character with a low population density while the southern part of Region 2 is a low density formally developed suburban area, with well-developed nodes of economic activity. The Wonderboom airport is also situated in Region 2.

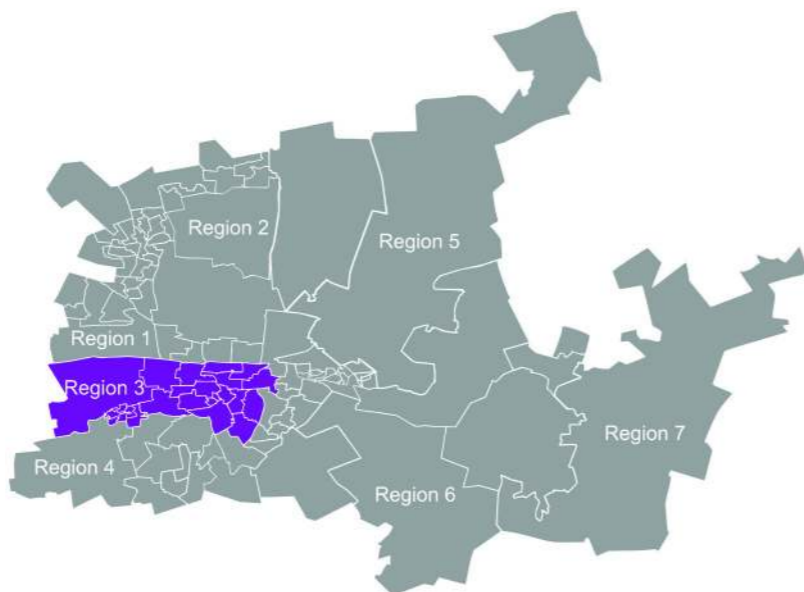
The Region is characterised by low density settlements, with concentrations of subsidised housing and informal settlements, limited economic activities, poor network of social infrastructure, limited retail facilities, limited investment by the private sector, and major backlogs in infrastructure provision. The Region includes a few prominent land uses of strategic significance to the City of Tshwane and even on an international level that include Onderstepoort Veterinary Research Institute, Zone of Choice, and the Dinokeng / Big Five Reserve.

Region 2 Profile	
Population	339 182
Number of households	93 788
Number of formal dwellings	74 864
Average household Size	3.6
Households with access to piped water (tap)	85 558
Households with access to electricity for lighting	87 983
Average annual household income	R124 763
Households with no income	14 699
Persons employed in formal sector	72 689
Persons with no schooling	16 461

Region 3

Region 3 has a total of 23 wards that includes the central business district (CBD) of the City, the Brooklyn, and Hatfield metropolitan nodes. The eastern two-thirds of the region is mostly urbanised whereas the western third is mostly rural.

The region hosts National Government offices and forms the administrative heart of government with two of the three Tshwane stations of the Gautrain located in the region. Three landmark sites - the Union Buildings, the Voortrekker Monument and the Freedom Park National Legacy site are located in this Region.



Region 3 also includes other prominent land uses of strategic significance to the City that include: the Inner City, Marabastad, Embassies, Nelson Mandela Development Corridor, Church Square, Brooklyn Metropolitan Node, Hatfield Metropolitan Node, Pretoria Industrial Township (including the Charlotte Maxeke Street and Soutter Street industrial areas), Fresh Produce Market, Capital Park Container Depot, and the Steve Biko Academic Hospital.

The south eastern area of the Region accommodates middle and higher income groups while most of the low income groups are located in the west while high density residential developments are to the east of the Inner City in Sunnyside and Arcadia. The Region contains some of the oldest townships in the greater Tshwane.

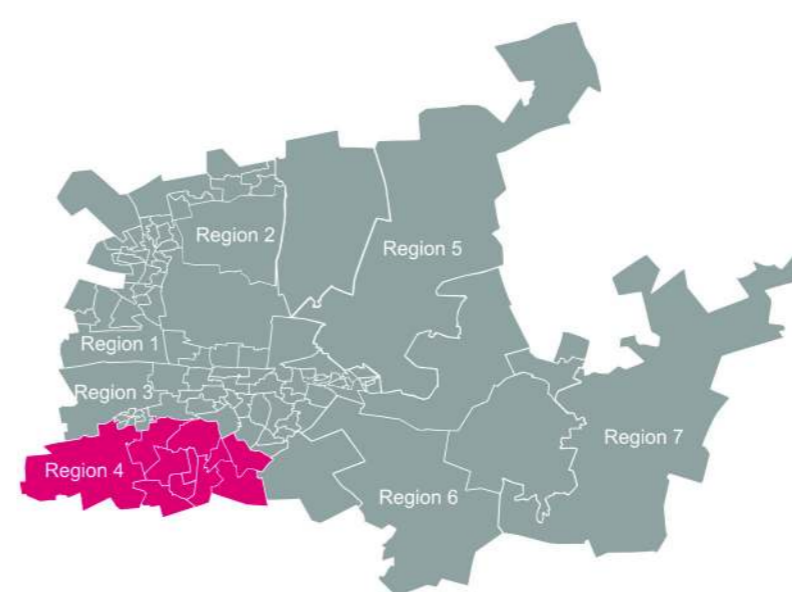
Phase 1 of the TRT (Tshwane Rapid Transit) bus system is currently being constructed and will link Hatfield with the CBD. The Region is generally well provided with service infrastructure. With development rapidly moving closer to the provincially demarcated urban edge and towards the open space area to the west of the region, development pressure in this area is the rate at which bulk infrastructure can be provided to accommodate expansion.

Region 3 Profile	
Population	585 159
Number of households	195 126
Number of formal dwellings	169 761
Average household Size	3.0
Households with access to piped water (tap)	190 568
Households with access to electricity for lighting	182 999
Average annual household income	R188 354
Households with no income	32 516
Persons employed in formal sector	183 940
Persons with no schooling	13 323

Region 4

Region 4 with 11 wards is situated in the south-western portion of the City. The Region borders on the area of jurisdiction of the City of Johannesburg Metropolitan Municipality, Ekurhuleni Metropolitan Municipality as well as Mogale City to the west. The Region, served by both north-south and east-west first order roads (highways), links it to the rest of Gauteng and the broader region. The Region consists of an urban area to the east and a rural area to the west both of which are currently under pressure for development.

The current dominant sectors in Region 4 are finance and business services, general Government services, manufacturing, and trade. The Region also forms part of an area of economic expansion to the north of Johannesburg where this sub-node is dominated by smart industries and business tourism. The Region falls within the economic core identified for Gauteng Province with the legs of the triangular core the N1 Highway



on the western side and the R21 Highway with its linkage to the Oliver Tambo International airport on the eastern side.

The Region includes a few prominent land uses of strategic significance to the City of Tshwane. These include: Zwartkop and Waterkloof Military Airports, Thaba Tshwane/ Voortrekker Hoogte Military Base, Centurion Metropolitan Core, Centurion Gautrain Station, Super Sport Park, Highveld Technopark, Highway Business Park, Route 21 Corporate Park, Sunderland Ridge Industrial Area, N1 Corridor, Samrand Commercial Area Gateway development, Olievenhoutbos Absa Housing development, and Centurion Aviation Village.

A higher percentage of higher income earners reside in Region 4 with the result that many offices and retail functions have relocated to the region during the past few years. The Region is generally well provided with service infrastructure. With development rapidly moving closer to the development edge and demarcated urban edge to the west of the region, development pressure in this area challenges the rate at which bulk infrastructure can be provided to accommodate expansion.

Region 4 Profile	
Population	379 347
Number of households	131 736
Number of formal dwellings	105 935
Average household Size	2.9
Households with access to piped water (tap)	125 604
Households with access to electricity for lighting	113 853
Average annual household income	R296 014
Households with no income	14 026
Persons employed in formal sector	127 086
Persons with no schooling	9 389

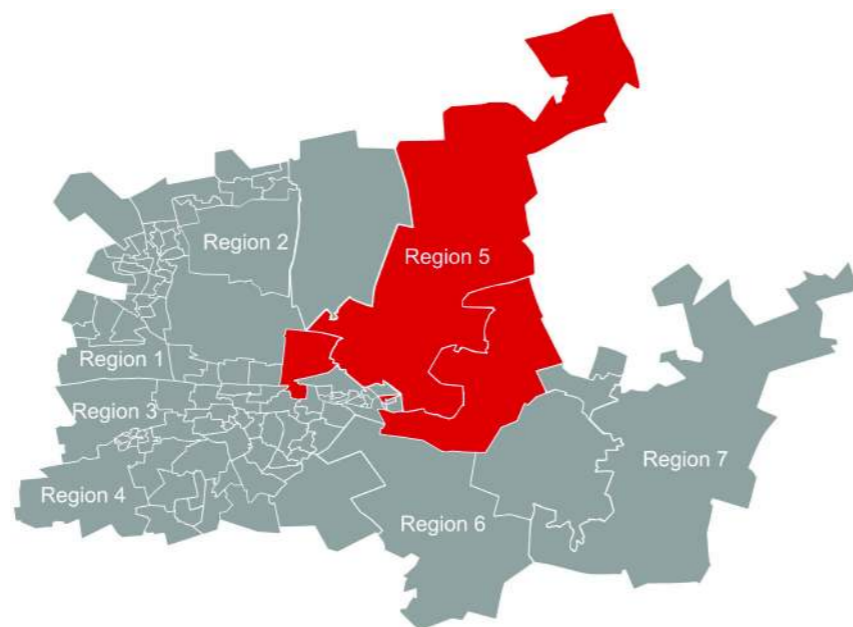
Region 5

Region 5, bordered by the N1 to the west and the N4 freeway to the south, has rather weak spatial structure characterised by heavy through traffic, vast open spaces, small economic centres and enormous development pressure from residential areas from Tshwane pushing further and further eastward.

Region 5 is a rural area characterised by nature conservation (including the Dinokeng Blue IQ project of Gauteng), tourism and mixed agricultural land uses. Mining, especially in Cullinan provides work opportunities for communities in the area.

The Region includes a few prominent land uses of strategic significance to the City. These include: Cullinan Mine, Dinokeng Nature Reserve, Cullinan Town centre

Region 5 has large water and sanitation services backlogs. This ranges from a need to upgrade the current infrastructure and creating new infrastructure in the different municipal wards. The need is mainly reflected in the informal settlements that are spread out within the various wards. Informal settlements, though small and relatively contained, are spread throughout the area, forming low-income residential enclaves. The Townships of Rayton, Cullinan and Refilwe are currently the only areas that are serviced with sewer borne sanitation. The entire Kameeldrift area (Kameeldrift, Derdepoort, Roodeplaat, and surrounding areas) do not have sewer borne sanitation. The rural



areas use groundwater and on-site sanitation of which septic tanks with soakways and self-constructed pit toilets are the most common.

Region 5 Profile	
Population	90 900
Number of households	27 603
Number of formal dwellings	19 027
Average household Size	3.3
Households with access to piped water (tap)	26 155
Households with access to electricity for lighting	20 880
Average annual household income	R120 507
Households with no income	3 759
Persons employed in formal sector	23 566
Persons with no schooling	3 895

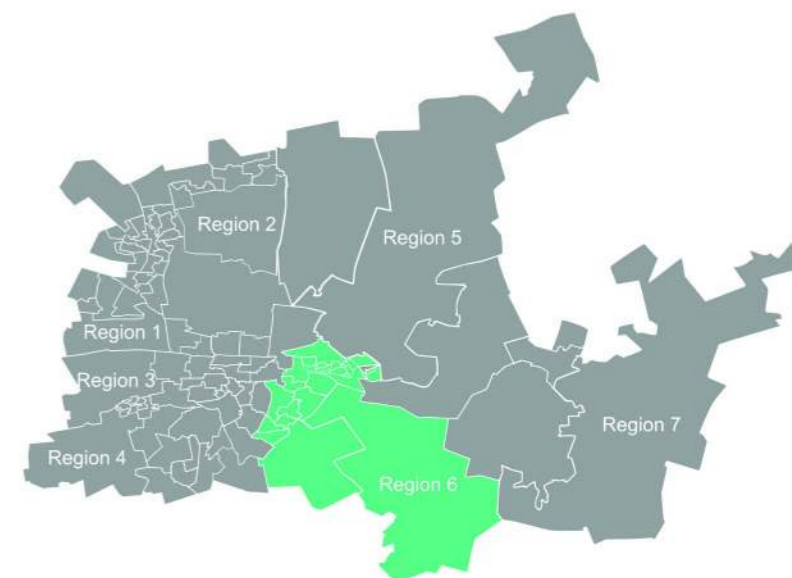
Region 6

Region 6, bordered by the N1 freeway to the west and Ekurhuleni Local Municipality to the South has 24 wards. It is the Region with the greatest development pressure. Almost all the developable land within the southern section of the Region has been developed and the uncontrolled development in the old Kungwini area places a burden on the existing saturated road infrastructure.

The south-eastern section of this Region has the highest income per capita, but here is also a huge concentration of people in the north-east quadrant with no to low income. The north-eastern section of the Region accommodates mostly low- income communities and industrial land uses. The middle and south-western section of the Region accommodates medium to high-income areas with large institutional uses. Although population densities in the south-eastern section of the region are relatively low, this part of the Region has the highest percentage of group housing developments compared to any other Region.

Much development has taken place further to the east in the last decade and the road network development has not kept up with land development resulting in severe congestion during the peak hours. There is a lack of north-south link roads in the Region. Sufficient east-west roads exist due to the historic role and function of the CBD. The northern section of the Region is well served by commuter rail with an east-west commuter line and stations from Mamelodi in the east, through Hatfield to Pretoria Station.

Bulk water supply is adequate throughout the region except for the undeveloped parts of Nellmapius and Willow Park/ Willow Brae. The southern portion of the Region is generally well provided with engineering service infrastructure. The challenge in terms of service provision is to phase development in the adjacent old Kungwini area through bulk services.



The Region contains a number of strategic land uses including the CSIR, South African National Intelligence Service, Silverton, Waltloo, Koedoespoort industrial areas and the Menlyn Park Retail Node which has a metropolitan function in terms of facilities. The economic base for Region 6 is balanced between the retail, office sector in the southern and western sections, with commercial, warehousing, wholesale or industrial activities in the north of the Region.

Region 6 Profile	
Population	605 556
Number of households	203 907
Number of formal dwellings	158 216
Average household Size	3.0
Households with access to piped water (tap)	201 350
Households with access to electricity for lighting	167 839
Average annual household income	R194 063
Households with no income	28 736
Persons employed in formal sector	194 428
Persons with no schooling	18 859

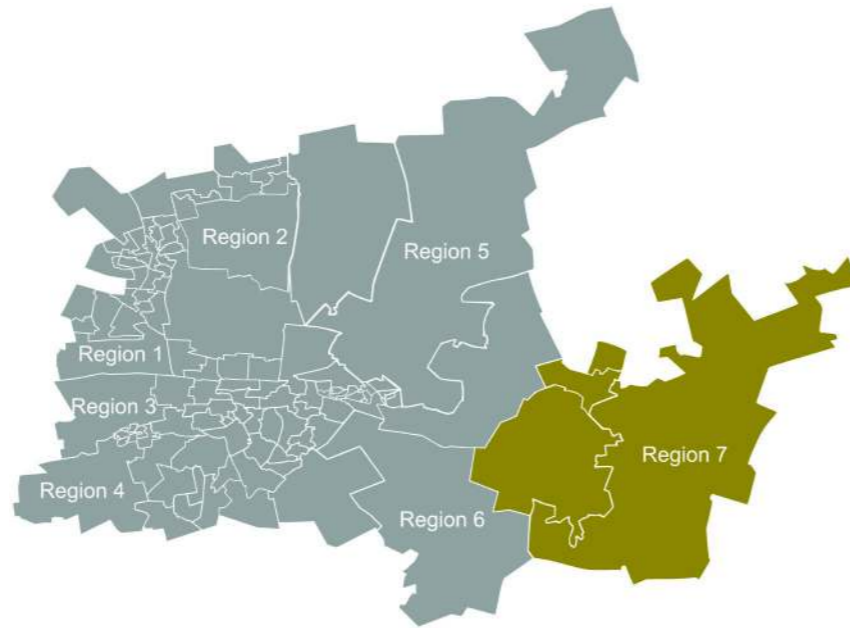
Region 7 Profile	
Population	109 767
Number of households	31 547
Number of formal dwellings	23 896
Average household Size	3.5
Households with access to piped water (tap)	30 455
Households with access to electricity for lighting	27 846
Average annual household income	R83 172
Households with no income	4 298
Persons employed in formal sector	24 528
Persons with no schooling	7 755

Region 7

Region 7 has the second largest geographical land area and has 4 wards. The area contains some of the best farming land in Gauteng with more than 80% of land arable, but agriculture currently makes an insignificant contribution (less than 5%) to the City's economy. The most significant contributors to the Region's economy are manufacturing, services, financial, and trade. The tourism sector is regarded as small, but a developing sector.

The Region includes a few prominent land uses of strategic significance to the City of Tshwane. These include: Bronkhorstspuit town area, Ekandustria industrial area, Bronkhorstspuit dam, and high potential agricultural land in the Region.

Public transport in rural areas, in particular, non-motorised transport (bicycles and walking), play a special role when short distances are travelled and are also the most popular forms of mobility used by communities. Services are concentrated in the established townships in the urban areas. A significant number of people in the area do not receive piped water, sanitation, and electricity services.





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DEMOGRAPHIC TRENDS

To take full advantage of the City of Tshwane's demographic profile, and to manage risk, it is essential to have an appreciation of key demographic indicators. In this section we look at some key facts and insights about the people living in the City of Tshwane. Unless stated otherwise, the statistics presented in this section are based on Census 2011.

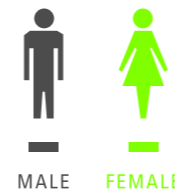
Population profile

The City of Tshwane's population is 2 921 488. Of the City's total population, there are proportionately more females (1 468 005) than males (1 453 483) in the City (see Figure 2.4)⁴⁰.

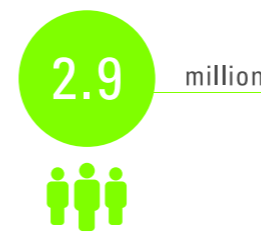
Figure 2.4 City of Tshwane population distribution by age group and sex, 2011

CITY OF TSHWANE

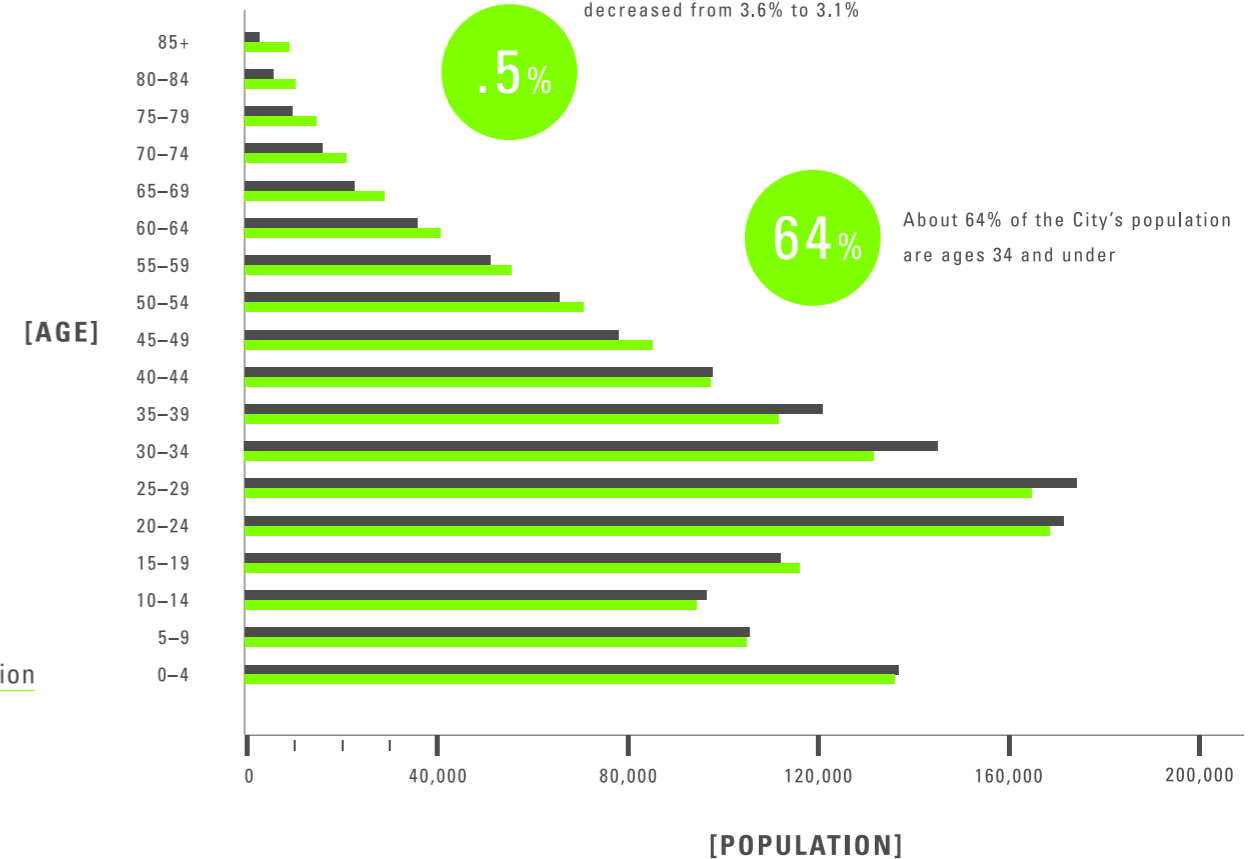
POPULATION DISTRIBUTION BY AGE GROUP AND SEX, 2011



TOTAL POPULATION:



Periods 1996 - 2001 and 2001 - 2011, the population growth rate marginally decreased from 3.6% to 3.1%



Interestingly, Gauteng Province saw a population growth rate decrease from 3.6% between 1996 and 2001 to 2.7% between 2001 and 2011. Similar trends are observed for the City of Tshwane⁴¹ where between the periods 1996 - 2001 and 2001 - 2011, the population growth rate marginally decreased from 3.6% to 3.1%.

Almost half of the world's 7 billion people are aged 24 or below, with 1.2 billion aged between 10 and 19 years⁴². It is also estimated that in Africa today, slum dwellers make up more than 70% of the region's urban population, and the vast majority of them are under the age of 24⁴³.

Similarly, the City of Tshwane's population distribution by age reveals that the City has a relatively young population with about 677 110 people below the age of 14 and a further 1 185 605 between 15 and 34 years of age, which combined represents about 64% of the City's population. The extent to which the City of Tshwane can take advantage of its large youthful population will depend on whether it is able to prioritise programmes to allow them to participate meaningfully in the economy.

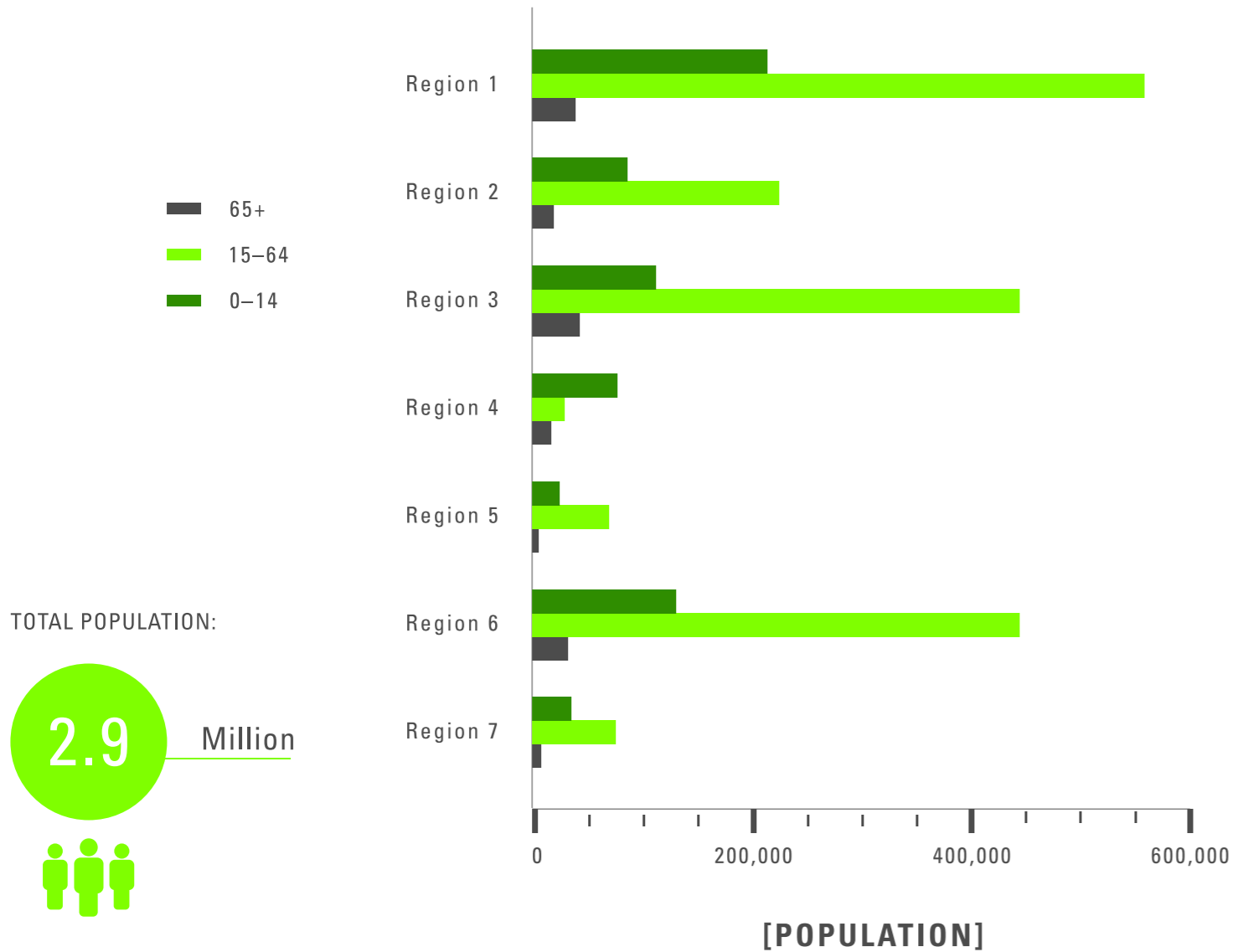
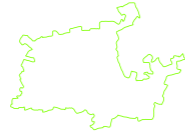
While the City's population pyramid shows proportionately more females than males overall, there are proportionately more males in the age groups between 0 to 14 years and between 20 and 44 years. In the age groups from 45 to 49 years right up to the 85+ years, there are proportionately more females.

The City's Regional population distribution by age (see Figure 2.5)⁴⁴ Figure 2.5 shows that Region 1 is the most populated in all age groups (811 575) followed by Region 6 (605 556) and Region 3 (585 159) respectively. Region 5 is the least populated (90 900) with Region 7 having a marginally higher population of 109 767. The population distribution by age group follows a similar trend.

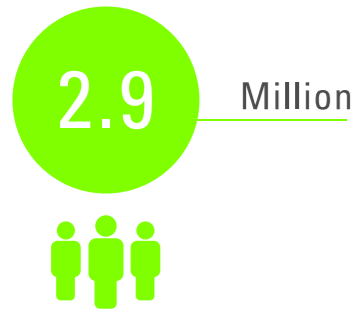
Figure 2.5 City of Tshwane population distribution by Region and age group, 2011

CITY OF TSHWANE

POPULATION DISTRIBUTION BY REGION AND AGE GROUP, 2011



TOTAL POPULATION:



population group and gender, the majority of the City's population is Black (2 202 849) followed by the White population group (586 498).

Figure 2.6⁴⁵ City of Tshwane population by Region, gender and population group, 2011

Region	Black African		Coloured		Indian African	
	Male	Female	Male	Female	Male	Female
1	377908	391560	1569	1613	973	501
2	136973	143077	866	911	983	555
3	187425	188223	5191	5782	5996	5670
4	97100	90615	3492	3833	16362	16348
5	34277	29032	3616	3811	245	196
6	219745	208303	13012	14242	2661	2654
7	48995	40616	436	413	393	199

The majority of Black males and females live in Regions 1 (769 468), 6 (428 048) and 3 (375 648) with the least living in Region 5 (63 309). There are more Coloured males and females in Region 6 (27 254) than elsewhere in the City. The Indian or Asian population group by gender mainly resides in Region 4 (32 710) and Region 3 (11 666). More White males and females live in Region 3 (181 114) but there are almost as many in Regions 4 (148 265) and 6 (139 825).

Age dependency ratio profile

The City's dependency ratio provides key insights about the burden carried by the economically active segment (15 – 64 years) of the population. Two dependency ratios are of interest – the child dependency ratio and the adult dependency ratio.

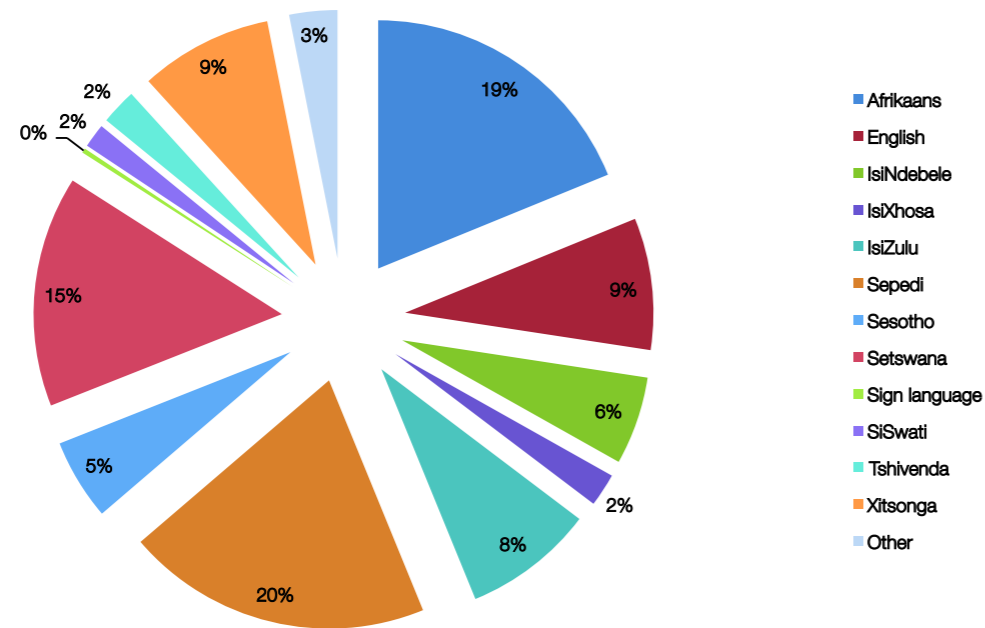
The child dependency ratio for the City of Tshwane is 32.2 while the adult dependency ratio is 6.8 resulting in the total dependency ratio of 39 people per 100 economically active people. This means that every 100 people in the economically active age group have to care for 39 people, 32 of those under the age of 15 and 7 older than 65 years. The City's dependency ratio is comparable to that of the Province, which marginally increased from 38.7 in 2001 to 39.0 in 2011⁴⁶.

Figure 2.6 shows the Regional population by race and gender. In terms of the City's population distribution by

Language profile

In terms of languages, Sepedi is the most widely spoken language at home within the City followed by Afrikaans, Setswana and English (see Figure 2.7)⁴⁷.

Figure 2.7 City of Tshwane language profile, 2011



A Regional comparative analysis reveals that Sepedi is the main language spoken at home in Regions 1 and 6 compared to Afrikaans. Afrikaans is the main language spoken at home in Regions 3 and 4 compared to Sepedi. About 89 074 people living in the City speak other languages possibly reflecting the significant foreign presence in the City.

Poverty and inequality

While there are several approaches to measuring poverty, the Gini coefficient is a common indicator used. The coefficient measures the “extent to which the distribution of income or consumption expenditure among individuals or households within an economy deviates from a perfectly equal distribution⁴⁸”. Thus, 0 represents perfect equality (where there is equal income for everyone) while 1 represents perfect inequality (where one person has all the income).

According to the Gauteng Provincial Government Socio-Economic Review and Outlook Report of 2012 Gauteng’s Gini Coefficient was 0.60 in 2000 and 0.64 in 2010⁴⁹. Furthermore, the report indicated that compared to other municipalities in the province, City of Tshwane had the lowest levels of poverty in 2010 with a rate of 22%⁵⁰ and also had the highest human development index (together with the City of Johannesburg) at 0.69⁵¹.

Income is a commonly used indicator of level of poverty. Figure 2.8⁵² shows individual monthly income in the City of Tshwane by Region.

Figure 2.8 City of Tshwane individual monthly income by Region, 2011

CITY OF TSHWANE

INDIVIDUAL MONTHLY INCOME BY REGION, 2011



Region	No Income	R 1–R 400	R 401–R 800	R 801–R 1,600	R 1,601–R 3,200	R 3,201–R 6,400	R 6,401–R 12,800	R 12,801–R 25,600	R 25,601–R 51,200	R 51,201–R 102,400	R 102,401–R 204,800	R 204 801+
Region 1	36,9286	98,474	20,302	72,923	56,939	44,014	37,722	26,071	7,446	1,224	779	615
Region 2	14,2634	42,722	9,022	30,187	23,271	16,576	15,517	12,689	5,600	1,560	485	368
Region 3	200,653	23,481	10,694	38,049	47,296	46,918	52,967	41,738	16,196	5,013	2,102	1,455
Region 4	116,916	14,693	6,671	22,011	31,049	23,997	31,236	38,239	25,818	9,410	2,112	1,584
Region 5	32,980	7,753	2,174	8,140	8,554	6,202	5,412	3,796	1,347	361	150	100
Region 6	227,984	43,813	13,148	45,337	58,059	41,131	37,952	36,059	22,568	8,923	2,187	1,439
Region 7	43,807	16,518	3,844	12,228	8,519	5,292	4,030	2,689	821	211	139	62

The highest numbers of people with no income are found in Regions 1 (369 286), 6 (227 984) and 3 (200 653). The City has very few individuals with a monthly income greater than R204 801. The highest number of these individuals resides in Region 3 (1584) followed by Regions 4 (1455) and 5 (1439). Interestingly though, Region 1 despite having the highest number of people with income has the fourth highest number of individuals – 615 – earning more than R204 801 a month.

There are a significant number of City of Tshwane households with no income or low income levels. Poverty in the City of Tshwane is concentrated in certain areas (see Figure 2.9a and 2.9b⁵³) that generally have had unequal development or access to services in the past.

Figure 2.9a City of Tshwane average annual household income by Region, 2011

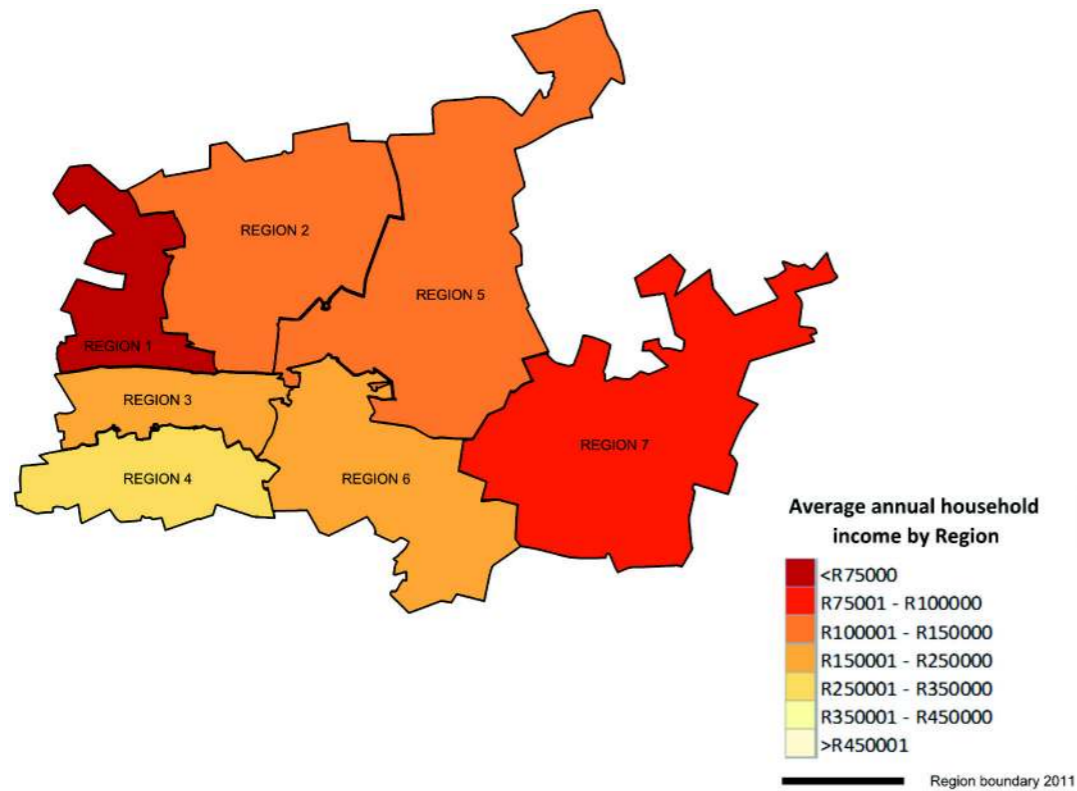
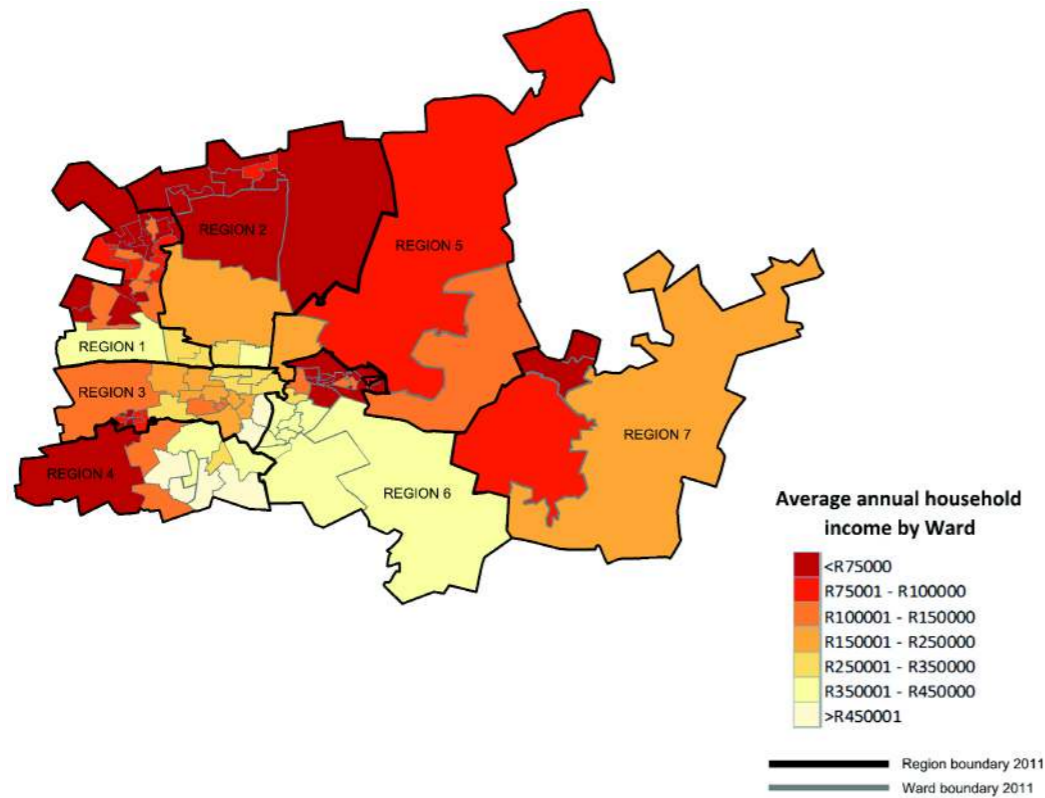


Figure 2.9b City of Tshwane average annual household income by Ward, 2011



The Regional analysis (see Figure 2.9a) reveals that Region 1 has the lowest regional average annual income of less than R10225 followed by Region 7 with an average annual income of R83172. Regions 5 and 2 have average annual household incomes of R120507 and R124763 respectively. On the other end of the spectrum, Region 4 has the highest regional average annual household income of R296014 followed by Region 6 (R194063) and 3 (R188354).

At Ward-level (see Figure 2.9b), it is evident that the concentration of Wards with low average annual household incomes are located in Regions 1 and 2. Ward 24 which is part of Region 1 has the lowest average annual household income of R27989.

It is important to note that the use of income level as a poverty indicator while useful, does not offer a deep understanding of the issue. Rather, a multidimensional view of poverty will provide this understanding. Under the multidimensional⁵⁴ view, poverty is made up of several factors that constitute a person's experience of deprivation. The factors that contribute towards the deprivation might include a combination of the following: the extent to which one can adequately access health, water and sanitation, education, housing, decent work opportunities, income, is empowered or feels safe and secure, for example. Thus, given the competencies that local government is responsible for, it is expected that the City of Tshwane has a direct impact on whether one experiences deprivation in varying levels.

Education profile

The human capacity development in the City of Tshwane depends on in part, access to and completion of education (see Figure 2.10)⁵⁵ as well as how the education system is able to develop knowledge and skills for its needs.

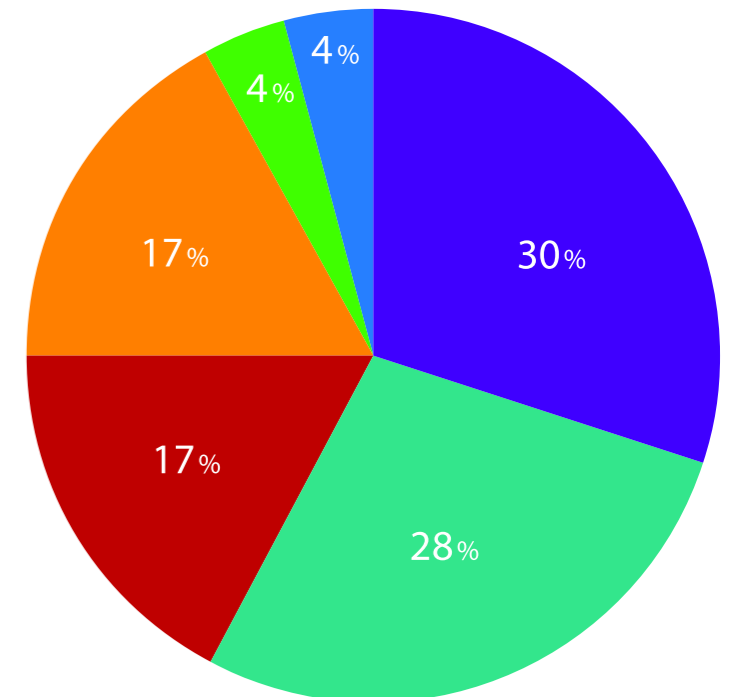
Figure 2.10 City of Tshwane education profile, 201

CITY OF TSHWANE

EDUCATION PROFILE, 2011



- Some Secondary
- Completed Primary
- Matric
- Higher Education
- Some Primary
- No Schooling



Overall, in the City of Tshwane there has been a marginal increase in the number of people between the ages of 5 and 24 years attending school from 71.4% in 2001 to 72.4% in 2011⁵⁶. Figure 10 shows the overall education attainment levels for the City.

Migration

The Gauteng Province is the most populous province in South Africa as it is perceived by many South Africans and individuals from neighbouring countries to be a province of opportunity. For this reason, large numbers of people migrating from other South African provinces⁵⁷ and neighbouring African countries are recorded⁵⁸.

While the Gauteng Province inter-provincial net migration was a gain, although at lower figure of 566 760 people in 2011 compared to 901 622 people in 2001, it still had higher net migration gains compared to all the other provinces in the country⁵⁹. In the City of Tshwane, Census 2011 data reveals that of the City's 2,9 million population, 110 000 people were born in the SADC, 58 120 in the rest of Africa, 7 200 in the United Kingdom and European Union, 6 500 in Asia, 170 in North America and a further 690 in Latin America and the Caribbean. About 160 500 residents did not specify their place of birth. About 25 000 moved from the City of Tshwane according to Census 2011 data.



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HOUSEHOLD AND HOUSING PROFILE

Number of households and household size

The City has about 911 536 households with the majority of the households found in Region 1 followed by Region 6 (see Figure 2.11)⁶⁰.

Figure 2.11 – City of Tshwane total number of households by Region, 2011

CITY OF TSHWANE

TOTAL NUMBER OF HOUSEHOLDS BY REGION, 2011

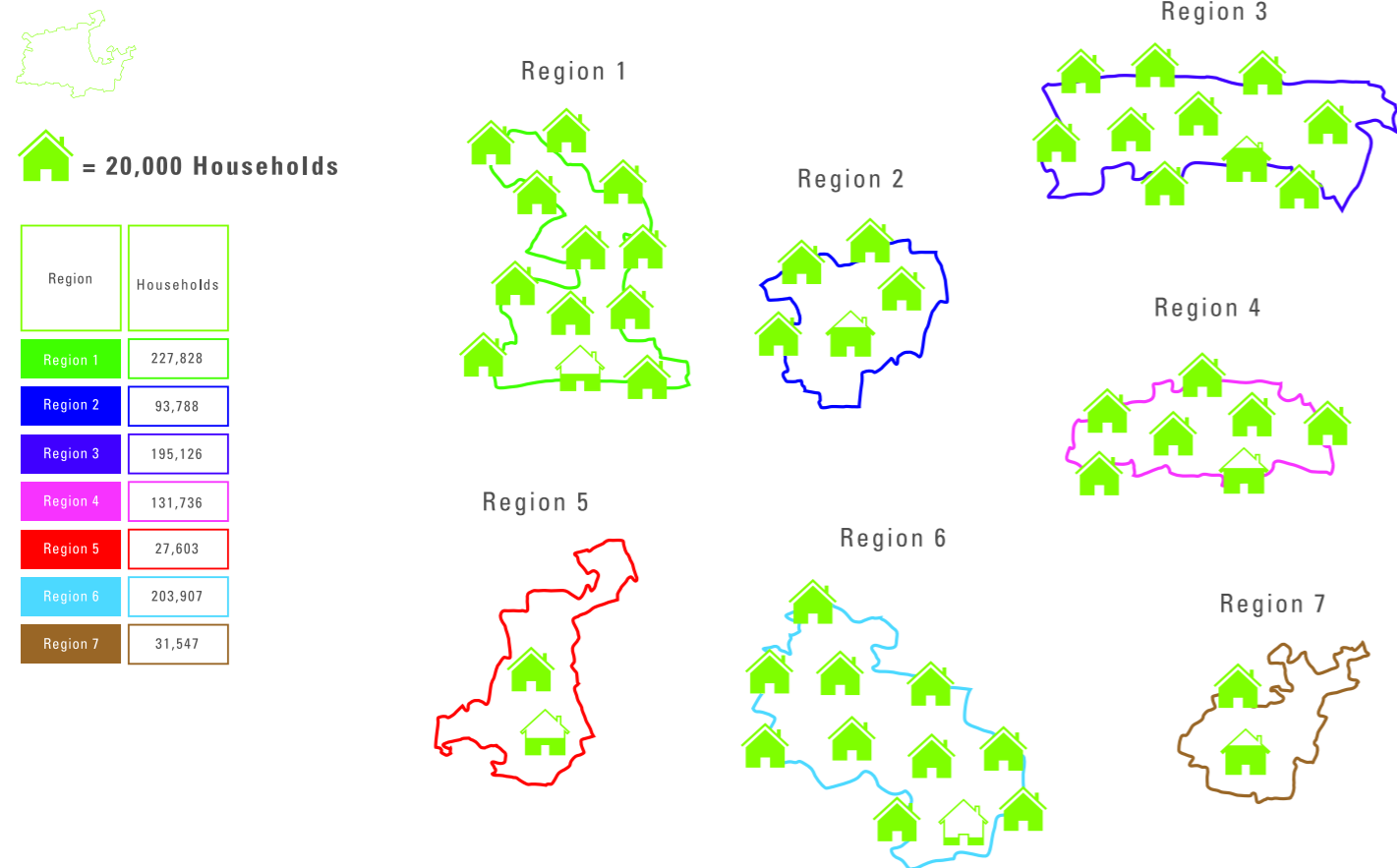
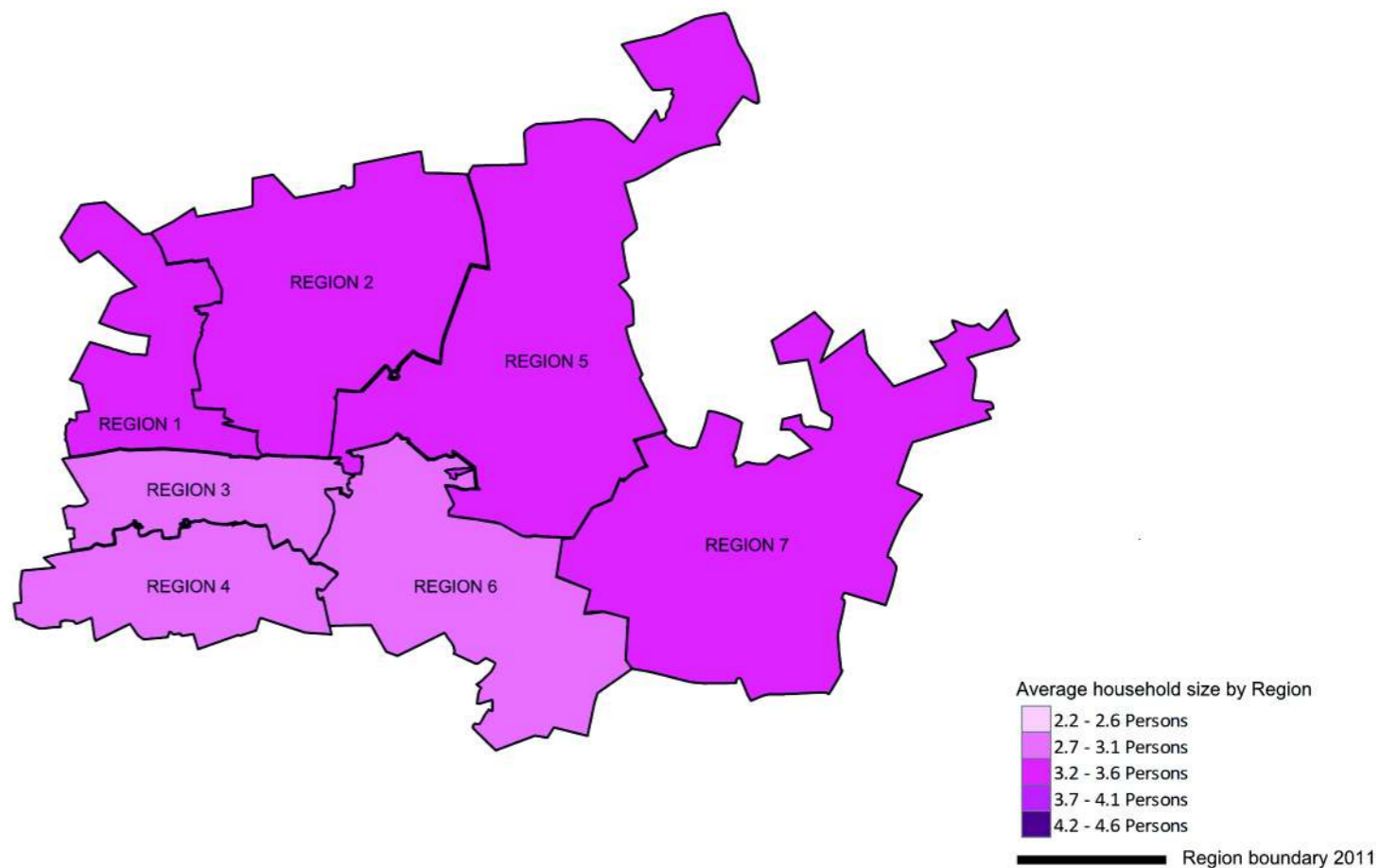
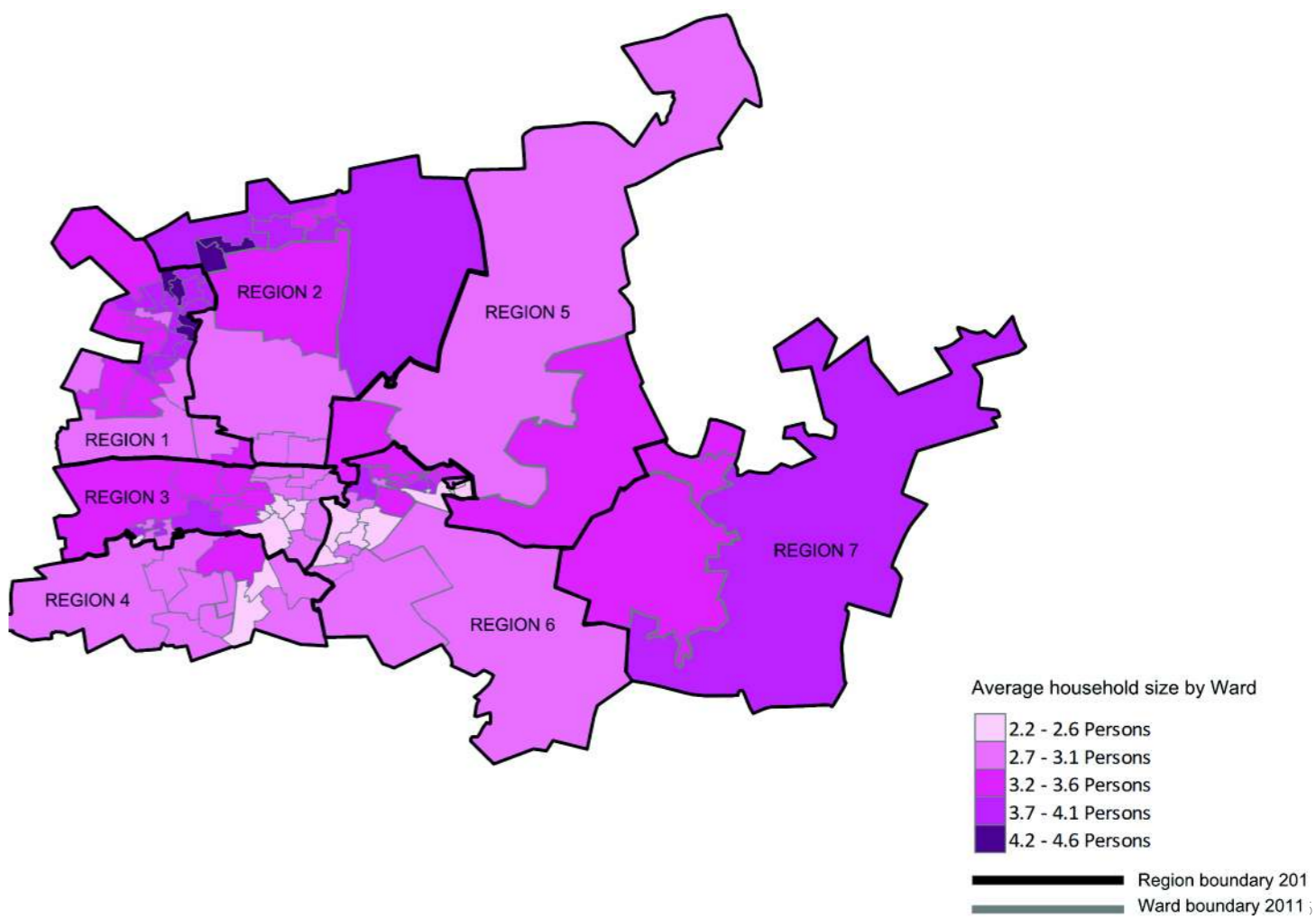


Figure 2.12a City of Tshwane average household size by Region, 2011



The average household size (see Figure 2.12a and b)⁶¹ is 3.2 people for the City. However, while the average household size for the City is 3.2, about 41 800 households have a household size of 6 people mainly in Region 1 with about 3600 households in Region 1 with 10 or more people in a household.

Figure 2.12b City of Tshwane average household size by Ward, 2011



Female and child headed households

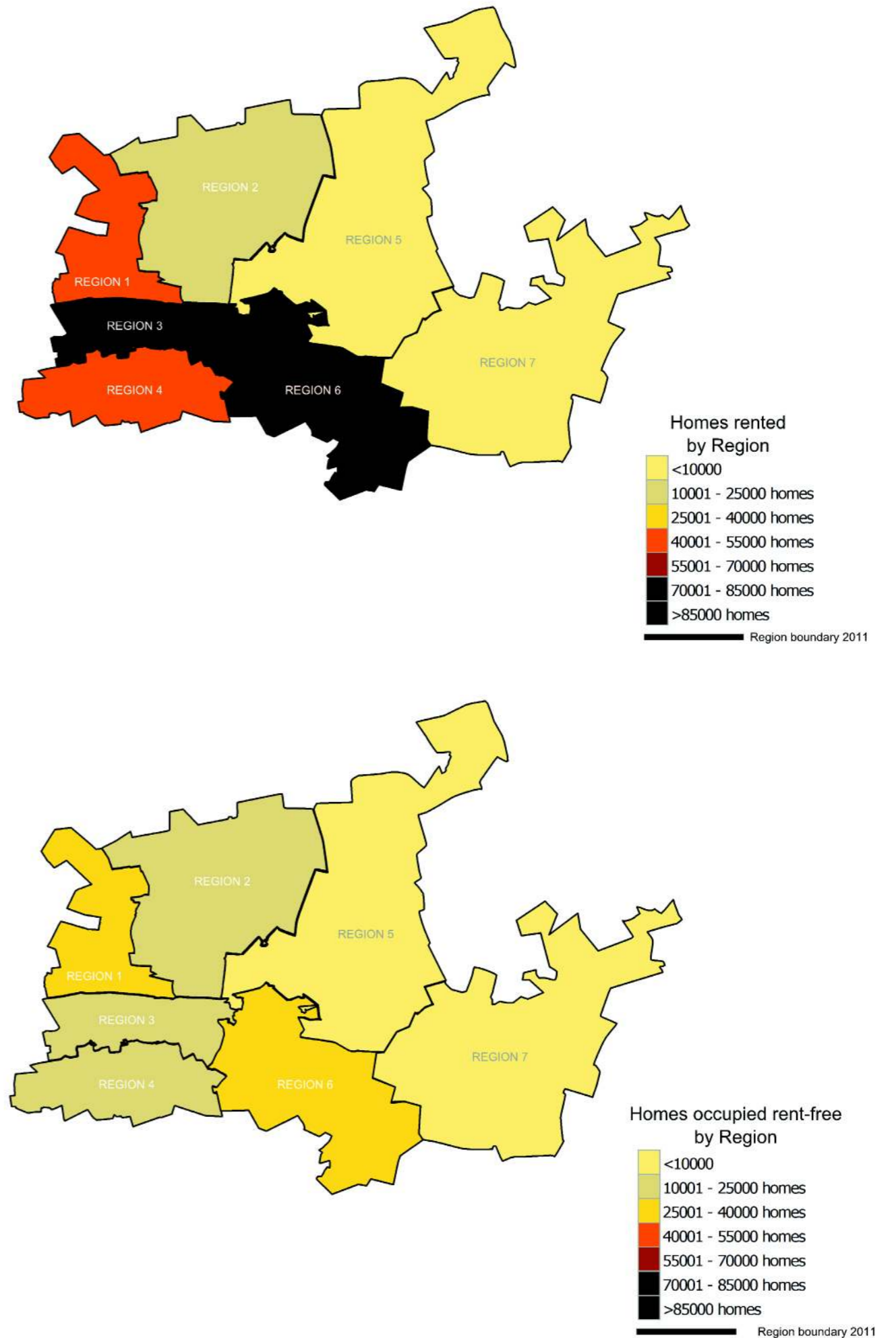
A total of 326 113 of the 911 536 households are headed by women, representing 35.8% of households in the City of Tshwane. This figure is marginally above the Gauteng Province average of 34.3%⁶². Region 1 has the highest number of women headed households with 87 361 followed by Regions 3 and 4 respectively. Regions 5 has the lowest number of women headed households with 8 328.

There are about 29 100 households headed by children between the ages of 10 and 14 in South Africa of which about 3 700 are in Gauteng⁶³. A distressing statistic is that of the 29 100 child headed households, about 11 600 of those households are headed by children aged 10. The City of Tshwane has about 1000 child headed households. A similar trend is observed within the City of Tshwane, where 424 households are headed by children aged 10 followed by 180 households headed by children aged 14.

Tenure status

Figure 2.13⁶⁴ presents the tenure status of dwellings in the City of Tshwane. In terms of tenure status, about 307 000 houses are owned and fully paid for by the owner(s). The main tenure status for Region 1 is that about 116 000 houses owned are fully paid off while in Regions 3, 4 and 6 the main tenure status is that rental. A further 166 840 are owned, but not yet paid off. A significant number of houses – 291 590 are rented with an interesting finding that about 121 700 houses are occupied rent-free.

Figure 2.13 City of Tshwane tenure status by Region, 2011



The majority of dwellings by type in the City of Tshwane are formal structures built with brick or concrete material (see Figure 2.14)⁶⁵

Figure 2.14 City of Tshwane main dwelling type by Region, 2011

CITY OF TSHWANE

DWELLING TYPE BY REGION, 2011



Region	House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling or hut or structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent
Region 1	171320	538	5268	1093	1795	815	5639	11571	26716	979	80
Region 2	64294	697	1070	1435	4980	515	1353	3645	14627	520	55
Region 3	98195	1031	54165	2242	3579	1604	6183	5705	18519	2762	128
Region 4	68901	419	7116	7846	15595	1102	3983	13001	10431	973	153
Region 5	16819	132	637	135	144	134	819	2556	5695	207	79
Region 6	117248	649	5867	6407	16930	1418	7975	14005	30374	1722	140
Region 7	21392	448	372	94	414	63	585	1363	5808	528	32

While it is encouraging to see that the City has mainly formal structures, the City of Tshwane, however has an unacceptable number of informal dwellings in backyards or informal/squatter settlements. About 51 850 informal dwellings are found in backyards of which the highest numbers are found in Regions 1 (11 571), 4 (13 001) and 7 (14 005). In informal/squatter settlements or on farms, about 112 170 informal dwellings are found across all Regions with the highest in Regions 1 (26 716), 2 (14 627), 3 (18 519), 4 (10 431), and 6 (30 374).

Statistics show a strong correlation between the number of informal households units and also the households units that do not have income in the City. It is most likely that the majority of the people who live in informal dwelling units do not have access to regular income and thus possibly constitute the majority of people who moved into the City from other areas in search of employment opportunities.

Household goods⁶⁶

The percentage of households in the City of Tshwane with a radio reduced from 79.5% in 2001 to 70.6% in 2011, which could be explained by the significant increase in the percentage households with televisions from 69.5% in 2001 to 81.8% in 2011. Furthermore, the percentage of households with Internet access in 2011 was 51.4% - the highest in Gauteng with access to a computer in a household increasing from 18.4% in 2001 to 37.6% in 2011. The percentage of households with a landline decreased sharply to 18.9% in 2011 from 35.4% in 2001 with a corresponding significant increase in cellphone access to 95% in 2011 from 50.4% in 2001 – the highest in Gauteng.



OUR ECONOMY

Gauteng is South Africa's engine for growth. In 2012, Gauteng contributed 35.7% to South Africa's GDP.⁶⁷ In terms of contribution to Gauteng's economy, the City of Tshwane accounted for 27.72% of GDP in 2012, a slight decrease from 28.13% in 2010⁶⁸ – largely attributed to the residual effects of the 2008-2009 global economic downturn. The City of Tshwane accounted for 9% of South Africa's total gross value add (GVA). In terms of the City's trade position, the City had a trade surplus of R101.3 billion in 2012⁶⁹. In addition, the City of Tshwane contributes approximately 16% to South Africa's total national trade.

Sector analysis

Further economic performance analysis (see Figure 2.15) reveals that the government, social and personal services sub-sector accounted for the largest single share of the GVA followed by the finance and business service sub-sector⁷⁰. The City of Tshwane's proximity to a number of airports and important rail and road links makes it ideal for business and for import and export.

The City's main economic sector is the community services sector which has seen a steady increase between 2006 and 2011. The finance, transport, trade and manufacturing sectors are other major contributors. A worrying trend is the steady slow-down of the City's manufacturing sector over the period and which is reflective of global trends, but remains an important sector for the City. The other sectors in the City electricity, mining and agriculture – have remained relatively constant with respect to their contribution.

Unemployment

Unemployment figures in Tshwane in the past 10 years reveal that unemployment peaked in 2002, reaching 321 478 unemployed people, and eventually dropped down to the lowest figures in 2008. For a number of reasons including the 2008/2009 recession, the number of unemployed people increased from 212 671 in 2008 to 272 450 in 2010, representing a 28.1% increase over that period. However, the City recorded the lowest unemployment rate of 14% in 2010 when compared to other municipalities in the Province⁷¹.

Census 2011 data⁷² put the unemployment rate in the City of Tshwane at 24%. Youth unemployment in the City was at 32.6% – a decrease from 40.5% in 2001. In terms of sector distribution, Census 2011 revealed that about 830 815 people are employed in the formal sector with about 1 074 490 employed in the informal sector and just under 139 000 employed in private households.

ACCESS TO SERVICES

In 2012, the City of Tshwane announced plans to raise R10 billion on the capital market over the next five years to fund bulk infrastructure development to unlock major economic activity in the City. The City has made progress in providing access to services. This is explained in the following sections.

Access to energy

In 2004, South Africa set itself a target of providing access to electricity to 14.5 million households by 2012. Data from the 2011 Census shows that a significant number of 12.3 million households now have access to electricity for lighting, cooking and heating (see Figure 2.15 and 2.16).

Figure 2.15 City of Tshwane households with access to electricity for lighting, cooking and energy by Region, 2011:

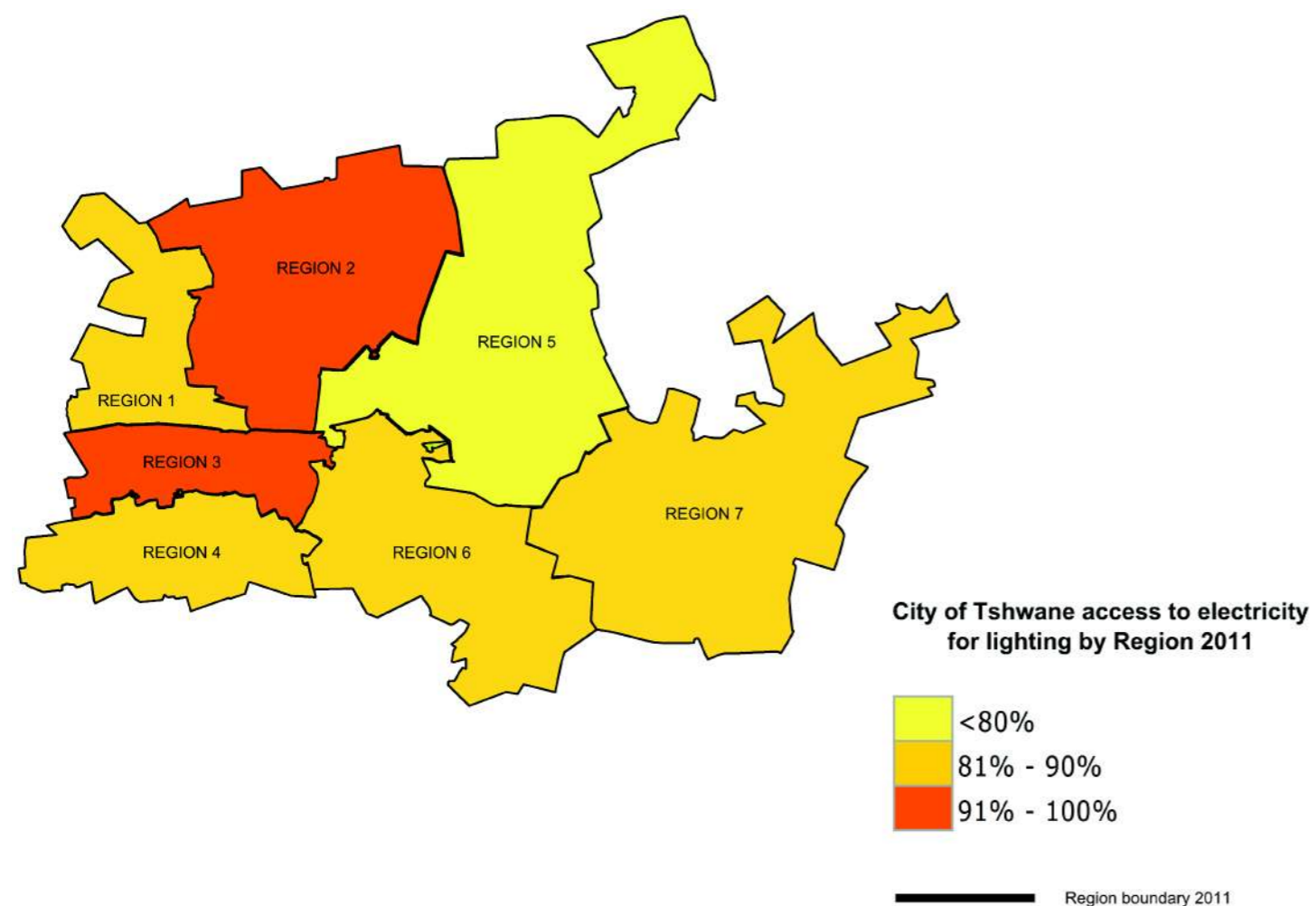
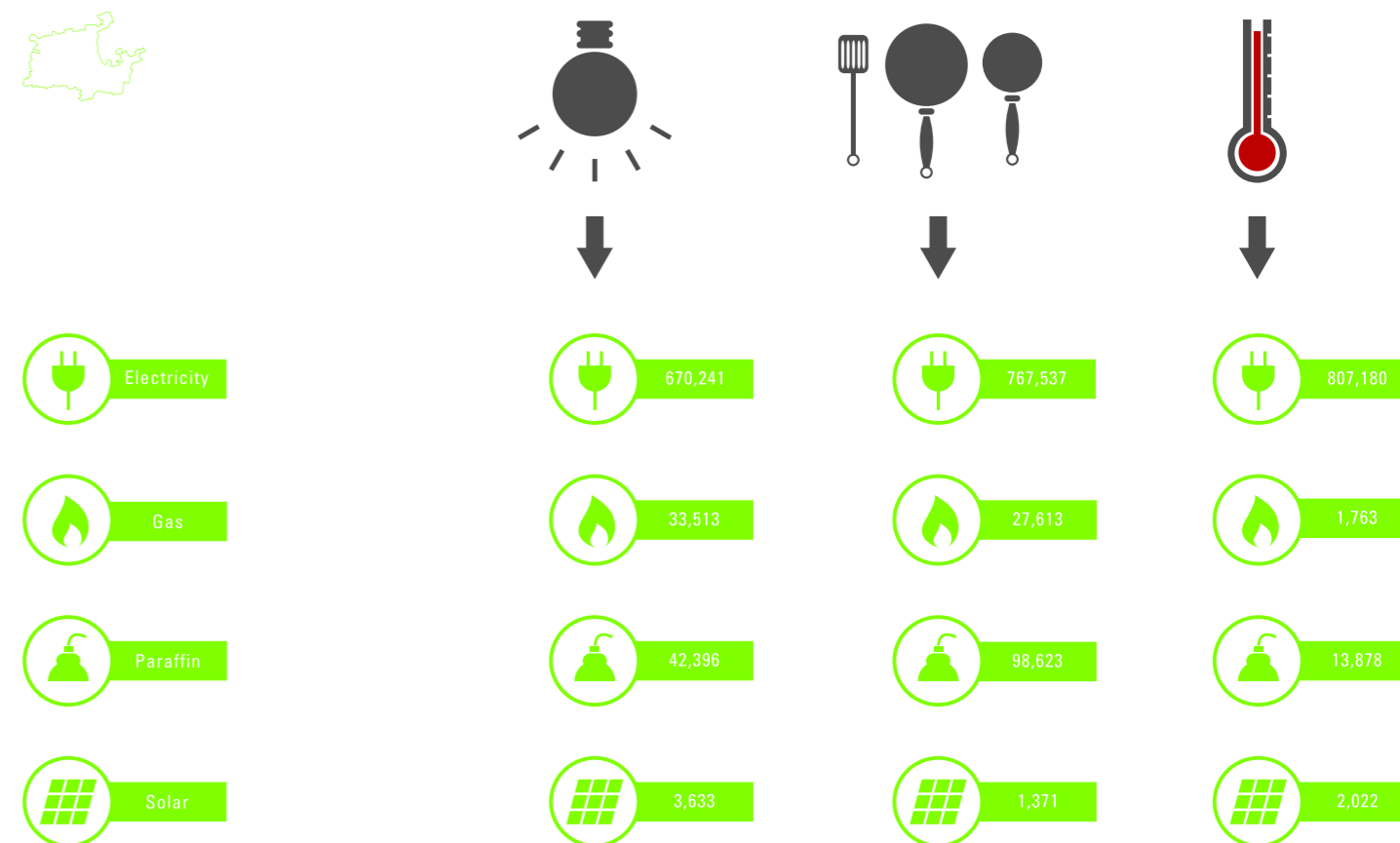


Figure 2.16 City of Tshwane households with access to electricity for lighting, cooking and energy for select energy sources by Region, 2011

CITY OF TSHWANE

ACCESS TO ELECTRICITY FOR LIGHTING, COOKING AND HEATING, 2011



Within the City of Tshwane, about 807 180 of the 911 536 households have access to electricity for lighting while about 84 370 households use candles for lighting. It is significant to note that in terms of alternative energy sources, about 2020 households make use of solar energy for lighting and a further 1 770 make use of gas.

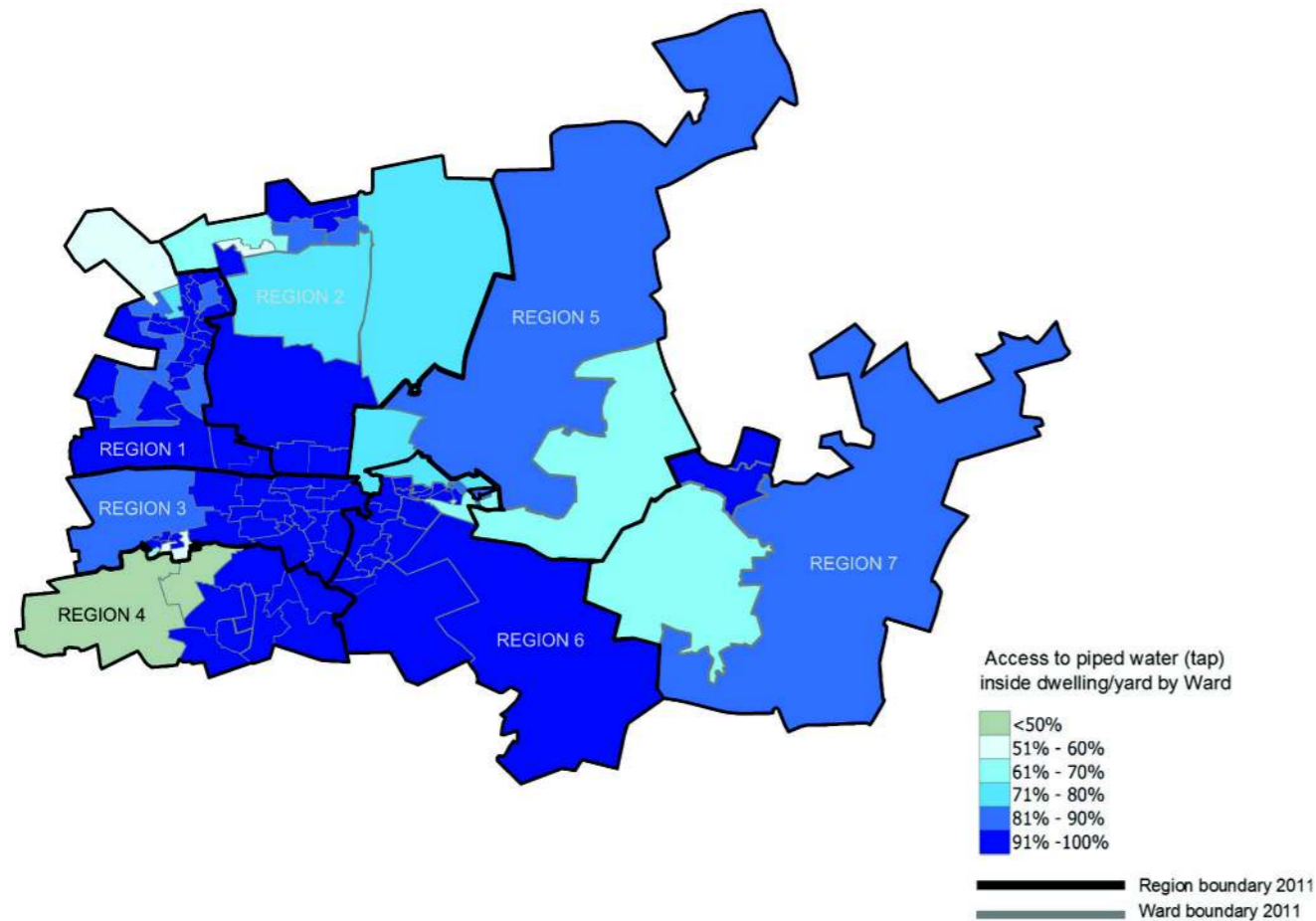
For cooking purposes, the majority of households use electricity for cooking (767 810) followed by paraffin (98 620), gas (27 610), wood (9 630) respectively, and with about 1 370 households making use of solar.

About 670 240 households use electricity for heating purposes followed by paraffin (42 390), wood (39 000), and gas (33 510). Importantly, about 3 640 use solar energy for heating purposes with about 114 640 households not using any energy source for heating needs.

Water and Sanitation

At least 71% of the City of Tshwane's potable water supply is from the Vaal River System and 29% is supplied from its own sources. In terms of access to water, Figure 2.17⁷³ shows the City's households with access to tapped water inside their dwellings/yards, 7.4% having tapped water on community stands and only 3.4% having no access to piped water.

Figure 2.17 City of Tshwane access to piped water inside dwellings by Ward, 2011



The Department of Water Affairs has issued a directive to reduce water losses and improve urban water demand by at least 15% by 2014. In responding to the directive, the City of Tshwane has approved a programme of augmenting its water supply from its own sources. This involves both direct and in-direct reuse of return flow from waste water treatment works (WWTW). It is estimated that by using the return flow as a source of water, the City can reduce its current demand on the Vaal River system from 71% to 54% in the near future. At present the City of Tshwane has three water treatment plants: Temba water treatment plant at the Leeukraal Dam, Roodeplaat water treatment plant at the Roodeplaat Dam, and Rietvlei water treatment plant at the Rietvlei Dam.

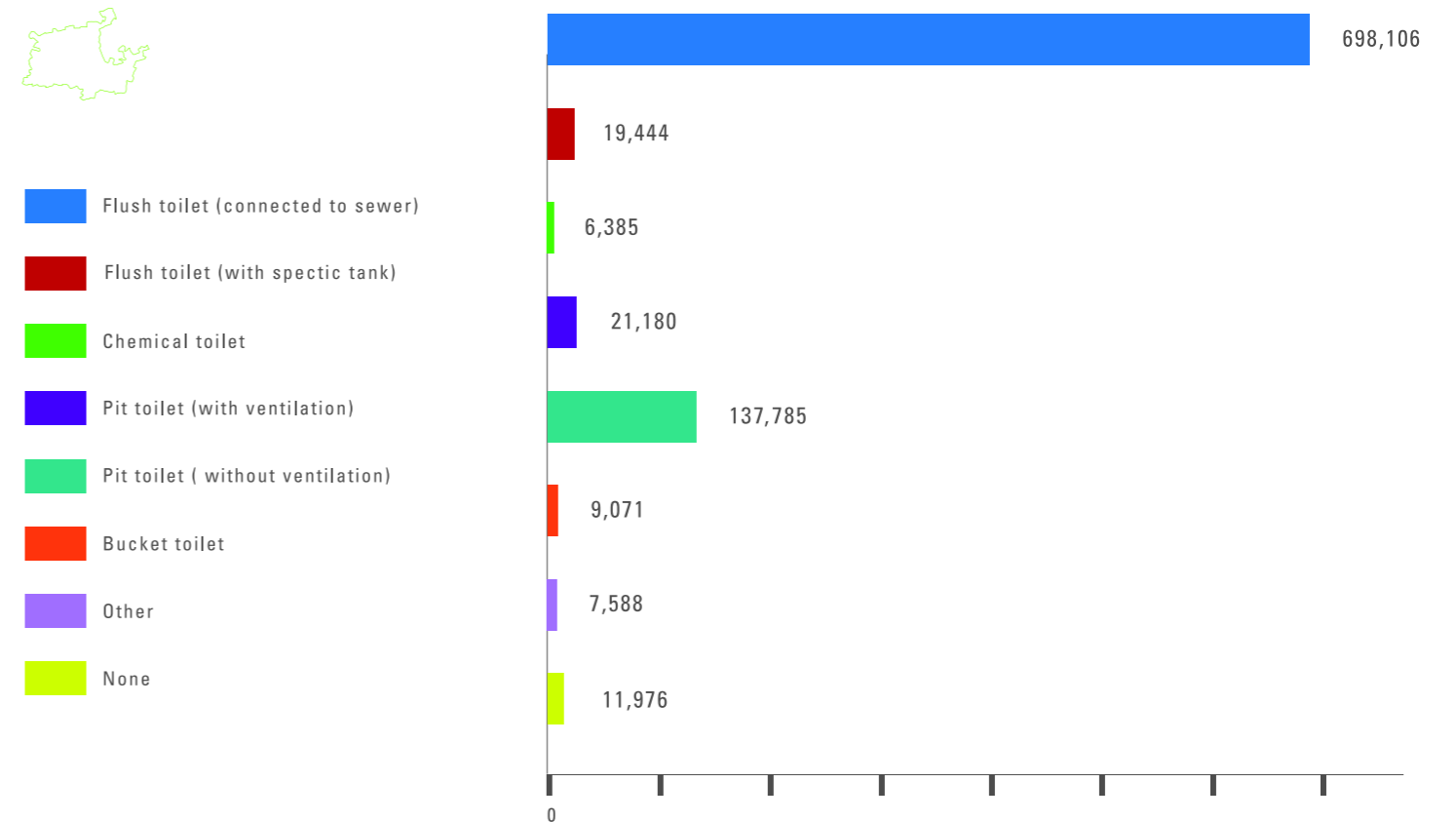
The City of Tshwane has 10 waste-water treatment plants - Babelegi, Temba, Rietgat, Klipgat, Sandspruit, Rooiwal, Zeekoegat, Baviaanspoort, Daspoort and Sunderland Ridge where all the waste water is treated before it is discharged into the river system in accordance to specified standards and license requirements.

Census 2011 reveals that in terms of sanitation (see Figure 2.18)⁷⁴, 698 106 households have access to a flush toilet that is connected to a sewer. The City has a relatively low number of households that are still using the bucket system, but the City is committed to eradicating this situation completely.

Figure 2.18 City of Tshwane household access to toilet facilities, 2011

CITY OF TSHWANE

ACCESS TO TOILET FACILITIES, 2011



Access to quality water and sanitation are important contributing factors for the City's health and human development progress. As such it is imperative that the City continues to ensure that all households have access to these basic services.

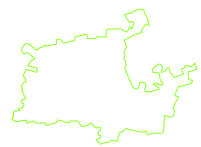
Waste management

Waste management is important for managing the City's broader environmental aspirations. The waste management statistics generally indicate that in all the Regions, refuse is mainly collected by the local authority or a private company, but of concern is the existence of own refuse dumps in the Regions (see Figure 2.19)⁷⁵.

Figure 2.19 City of Tshwane refuse collection by Region, 2011

CITY OF TSHWANE

REFUSE COLLECTION BY REGION, 2011



Region	Removed by local authority private company	Communal refuse dump	Own refuse dump	No rubbish disposal
Region 1	181,644	5,145	30,956	9,296
Region 2	47,374	2,788	34,521	8,166
Region 3	184,640	2,393	4,892	1,404
Region 4	118,931	1,616	9,660	1,109
Region 5	19,776	1,076	4,318	2,138
Region 6	170,016	5,646	18,091	6,268
Region 7	21,966	1,312	6,483	1,595

Transport and mobility

The City of Tshwane residents and visitors depend upon an effective transport system to fulfill their daily mobility needs. An integrated urban transport infrastructure and services are the backbone of an efficient City. Furthermore, economies that possess greater mobility are often those with better opportunities to develop. The City is faced with a range of transport challenges. More than half of the transport challenges are fundamentally the results of the poor land development pattern that occurred in the past. Other challenges include the:

- Reliability, convenience and safety issues with respect to the public transport services;
- Traffic congestion causing delays, increased user costs, fuel consumption, accidents and subsequent deterrence of investment, especially in the CBD because of over-reliance on private transport;
- Overcrowded public transport facilities;
- Lack of coordinated and integrated public transport modes; and
- Inadequate pedestrian and bicycle facilities to support other mobility modes.

Some of the current practices in the City promote and support private car use that contributes to the City's congestion, but may be justified by a lack of a quality public transport system and lack of non-motorised transport facilities. Currently the following are synonymous with high private motor vehicle usage:

- Developers allowed to provide excessive parking, with no maximum limit;
- Lack of promoting travel demand management measures;
- Until recently non-motorised transport (NMT) focused on captured users, with no active promotion of NMT as a viable and sustainable alternative mode;

- Lack of NMT facilities and networks, in a safe and secure environment;
- Poor funding of infrastructure maintenance and operational costs;
- Tshwane developed Road Safety Plan for disadvantaged areas; and
- Limited interaction and integration between Metro Police and Traffic Engineering on road safety issues.

The slowness in developing the Tshwane Western Bypass (TWB/PWV 9), a provincial freeway, to improve access to the west of the City needs to be addressed since the industrial node of Rosslyn cannot reach its full potential. Currently it forms part of the Gauteng Freeway Improvement Project (GFIP), which has been dogged by poor public participation on the concept the user-pay principle. PWV9 urgently needs to be removed from GFIP and be given priority in support of the Tshwane Vision 2022 by all three spheres of government.

As part of the City of Tshwane's efforts to overcome the present challenges and lay the foundation for a more effective integrated public transport system, the City has developed a strategic public transport network plan⁷⁶ to provide reliable and frequent public transport with acceptable walking distances for commuters. The plan will also provide Tshwane with a permanent and recognisable public transport framework consisting of radial and circular routes. To respond to improving mobility, the City of Tshwane has begun the first phase of its bus rapid transit system 'A Re Yeng' which means 'Let's go'. Tshwane's bus rapid transit system was identified as the appropriate mode of transport to lead the transformation of public transport in the City. It is a high-quality, bus-based transit system that delivers fast, comfortable and cost-effective urban mobility through the provision of segregated right-of-way infrastructure, rapid and frequent operations.

Health facilities

The Tshwane health district is one of three metropolitan areas within Gauteng and is situated within the northern-most part of the province (Tshwane District Health Plan, 2012/13). There are currently 26 community health centres and clinics managed by the City of Tshwane, 35 Provincial clinics, 12 Community Health Centers, 8 satellite clinics and 8 mobiles in the Tshwane district. About 96% of all citizens in Tshwane are within a 5km radius of a clinic. In addition, 24-hour health services are also provided by the district hospitals (Mamelodi West Hospital, Pretoria West Hospital and the Tshwane District Hospital).

The main challenges we face in the City are the impact of migration; high burden of disease within the most at risk population; fragmented health system between the public, private and civil society compounded by poor quality health infrastructure and information systems and health work force shortages; and climate change, for example. The City has seen a downward trend in the number of people living with HIV and it is further expected that by 2016, about 7.5% of its population will be living with HIV.



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OUR ENVIRONMENTAL AND HERITAGE RESOURCES⁷⁷

The City of Tshwane's geographical location and landscape make for a favourable natural environment to support a diversity of trees, plants and small wildlife. The City is particularly proud of its natural heritage. The City of Tshwane is home to the Pretoria National Zoological Gardens; the largest zoo in the country; while our National Botanical Gardens are spread over 76 hectares. Other parks include Burgers Park, Jan Cilliers Park, Springbok Park, and Venning Park/Rose Park.

The City became the only city in the world with a big-five game reserve within city boundaries - the 90 000 hectares Dinokeng Big 5 Game Reserve. It is also home to the first proclaimed game sanctuary in Africa, the 500 ha Groenkloof Nature Reserve that was proclaimed in 1895. The City also boasts one of the world's largest urban nature reserves, the Rietvlei Nature Reserve. This is a unique retreat where many bird and animal species can be viewed on the 3 800 hectares of open grassland.

Other nature reserves include Austin Roberts Bird Sanctuary, Bishop Bird Nature Area, Boardwalk Bird Sanctuary, Bronkhorstspuit Nature Reserve, Chamberlain Bird Sanctuary, Colbyn Nature Area, Faerie Glen Nature Reserve, Kallerkop Nature Reserve, Kwaggaspruit Nature Area, Luton Valley Bird Sanctuary, Moreleta Kloof Nature Area, Struben Dam Bird Sanctuary, Wonderboom Nature Reserve and the Pierre van Rynevekd Nature Area.

The Tswaing meteorite crater is Gauteng's best-kept astronomical secret. The Tswaing Meteorite Crater Museum in Soshanguve, 40 km to the north of the city centre, is the only tourism destination of its kind in Africa. The City of Tshwane is steeped in a rich cultural heritage intertwined with the South African history. The City is awash with many fine heritage sites, museums and art galleries. These include the Union Buildings and its spectacular gardens, as well as the Diamond Hill Battlefield, Voortrekker Monument and Freedom Park among others. The City of Tshwane is home of the Nan Hua Buddhist Temple, the largest Buddhist temple in the Southern hemisphere and the only one in Africa.

In conclusion, the current spatial structure of Tshwane is such that less affluent areas tend to be found on the peripheral areas of the City. Thus, while City of Tshwane has made strides in improving the quality of lives for the residents, certain communities currently do not enjoy access to a full range of services, social amenities and facilities. The analysis presented in this chapter lays the foundation for the rest of the vision document.



SECTION C

TSHWANE VISION 2055: A BROAD LOGIC TO GUIDE THE CITY'S GROWTH AND DEVELOPMENT

This chapter articulates the Tshwane Vision 2055 which provides broad development logic and serves as a point of reference for the City interventions over the next 40 years. An outcome of the year-long consultation process with various stakeholders was the agreement on the six Outcomes to frame development priorities and programmes that will lead to the attainment of Tshwane Vision 2055.

CHAPTER 3
TSHWANE VISION 2055 FOUR
DECADES OF REMAKING
SOUTH AFRICA'S CAPITAL CITY

"A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection. The objects of local government are:

- *to provide democratic and accountable government for local communities;*
- *to ensure the provision of services to communities in a sustainable manner;*
- *to promote social and economic development;*
- *to promote a safe and healthy environment; and*
- *to encourage the involvement of communities and community organisations in the matters of local government."*

South Africa Constitution 1996⁷⁸



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It is difficult to predict what cities and in particular, capital cities will look like in 2055. However, South Africa, Tshwane in particular is poised to take its place among the world's successful, modern and sustainable cities. It is critical to deliberately use South Africa's local government policy and legislative framework to influence a sustainable urban transition and to support the City's social, economic and environmental development aspirations.

Further, it is also important for Tshwane together with various sectors of society to work together towards the achievement of the Tshwane Vision 2055 which will also contribute towards the NDP 2030 aspirations. Therefore, when trying to imagine 2055, it is necessary to step back 20 years to consider how much things have changed not only in the City of Tshwane, but in South Africa and globally.

KEY MESSAGES

- The core objective of the remaking of South Africa's capital city is basically about how the City forges a new identity. The legitimacy of that identity is dependent on how the City's leadership and residents reconcile various historical experiences with a collective vision of the City's reform agenda.
- It is not unimaginable that the City of Tshwane will be the only capital in South Africa by 2055. The journey to realise this objective requires mobilisation of other spheres of government, residents, civil society, and private sector in order to concretise the process that will lead to a shared understanding of South Africa's capital city.
- Tshwane Vision 2055 which arises from the Freedom Charter principles is a call to all residents and South African citizens to contribute in the creation of a capital city that will be non-racial, a non-sexist, prosperous, and cohesive society.
- Tshwane Vision 2055 provides all stakeholders with a platform to imagine, transform, remake, and build a cohesive and adaptable society and to intervene decisively in breaking the cycle of generational poverty, inequality and underdevelopment.
- Tshwane Vision 2055 Outcomes supported by the four decades of game changing actions that have been developed will enable the City to address the challenges of poverty, inequality, unemployment and social exclusion to create a better life for the residents of the City.
- The six Outcomes are the results of the change that will directly impact the people living in the City by 2055 based on the priorities and strategic actions. This change will either be in terms of learning (knowledge, skills, attitude, and awareness), action (behaviour, practice, decision-making, policy, social action) or conditions (social, economic, civic, and environmental).
- Tshwane Vision 2055 is about making conscious development decisions that meet the basic needs of the present generation, especially the poor, as well as for the future generation to meet their own needs.
- The City of Tshwane as the capital city has a responsibility to provide efficient and effective leadership to all South Africans in managing tensions and constraints that may arise while ensuring that set developmental priorities are met to achieve its vision.
- Tshwane Vision 2055 positions the City as a place where all residents' ability to access, occupy, use urban spaces and produce goods, and trade with others will in turn make it possible to cultivate societal values that promote social cohesion, inclusion and participation in decision making.

INTRODUCTION

Building on the principles of the 1994 Reconstruction and Development Programme that was premised on the traditions of the Freedom Charter, the City of Tshwane by actively involving the community in determining the socio-economic future will have overcome the legacy of apartheid. We therefore need to briefly outline the history of the capital city and what might inform its remaking as the City progresses towards 2055.

THE INCOMPLETE MAKING OF A SOUTH AFRICAN CAPITAL CITY

A capital city is the primary site where the country's collective self-image, translated into reality through public architecture, cultural artifacts, and performance of national rituals, is put on public display. Capital cities contain within them various types of capital. One such type is their reason for being a political and administrative capital for a country. However, the political and administrative function is of a dual nature. Even though the capital city represents the nation, its leadership is ultimately accountable to the residents who elect it.

While the forms of capital are presented in this chapter are to be found in other cities, it is only the capital city that assumes the 'quality of monumentality.' This quality has everything to do with the political role of the capital city as a reflection of the nation – where the greatness of the past can only be equalled by the projection of the city into the future.

Like other capital cities, Tshwane has its own monumentality although not to the same scale as some other capital cities. This monumentality can be seen in the design of the Union Buildings, of the Voortrekker Monument, of the Universities of South Africa (UNISA) and Pretoria, and more recently, the modest Freedom Park to honour the memory of the liberation struggle, and Tshwane House which will be the new official headquarters of the City of Tshwane.

However, there are historical reasons the City of Tshwane did not completely take on the monumental qualities found in most other capital cities. The compromise reached when establishing the Union of South Africa in 1910 led to the creation of three capitals, namely Pretoria as the seat of executive authority, Cape Town as the seat of the legislative branch, and Mangaung as the judicial capital. The physical dispersal of authority or decision making points meant that the City of Tshwane was not an exclusively political or administrative centre. Even today, Government departments are not in one government complex that is inaccessible to the public. They sit side by side with shops in the City's downtown placing the national decision makers on par with the citizenry to the extent that they are visible and accessible.





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While the City of Tshwane is home to a number of government departments, embassies, tertiary and research institutions, and several heritage sites, the City's historical spatial development approach has resulted in the:

- Apartheid-bound experience of social and economic exclusion of the larger part of residents from the city space;
- Persistence of apartheid-bound settlement patterns of residents in the City which continues to define the city space; and
- City's historical identity as an unreachable social space.

The remaking of the City of Tshwane will be anchored in changing the rationale that led to the formation of three capitals as well as establishing a definitive monumentality symbolised by the presence of national government departments and the relocation of Parliament.

The remaking of the capital city is also about intervening decisively in the transformation of human settlements, space economy as well as the creation of functioning nodes. In reference to the call made in the RDP for the eradication of apartheid geography, the remaking of Tshwane will be premised on achieving the principles of spatial justice, spatial sustainability, spatial resilience, spatial quality, and spatial efficiency (see Box 3.1 for explanation of terms).

Box 3.1 Spatial transformation principles

Spatial justice is about reversing the historic policy of confining particular groups to limited space, as in ghettoisation and segregation, and the unfair allocation of public resources between areas, to ensure that the needs of the poor are addressed first rather than last.

Spatial sustainability is about promoting living environments whose patterns of consumption and production do not damage the natural environment.

Spatial resilience is about building the capacity to withstand vulnerability to environmental degradation, resource scarcity and climatic shocks.

Spatial quality is about improving the aesthetic and functional features of housing and the built environment to create liveable, vibrant and valued places that allow for access and inclusion of people with disabilities.

Spatial efficiency is about supporting productive activity and jobs and reducing burdens on business. Efficient commuting patterns and circulation of goods and services should be encouraged and ensure that regulatory procedures do not impose unnecessary costs on development."

Source: National Development Plan- Vision 2030: Our future – make it work, p. 277

It is therefore unimaginable that this spatial urban divide should continue. Therefore, Tshwane Vision 2055 is a call for all of us to ensure that all of us are afforded equal rights and the benefits that our beautiful capital city could potentially provide. This calls for spatial reform.

THE REMAKING OF A SOUTH AFRICAN CAPITAL CITY

The City of Tshwane, as South Africa's capital city, assumes great importance as an administrative centre of the nation as it is this function that draws not only the employees, but also many businesses to locate themselves in and around a capital city. In addition, the State of the Cities Report by the South African Cities Network (2011)⁷⁹ highlights the importance of cities as drivers of development.

Thus, for the City of Tshwane to become a 'complete' capital city as is defined and represented in many other countries, it will proactively reconfigure the hard (physical) and soft attributes (culture) of the City. Milestones such as the opening of a Reconciliation Road linking two of our heritage sites – the Freedom Park and the Voortrekker Monument, on December 16 2011, demonstrates our capacity as a City to bridge our cultural and political divides. It is yet another remarkable aspect of South Africa's eclectic approach to cultural preservation. The symbols of the hated past have not been brought down to be put away in the basement, but stand on public squares as reminders of the past. As the nation's capital city, the City of Tshwane stands better poised than any other city in the country to continue representing the country's patrimony to include even those voices and faces that are not represented yet.

However, it will be important for spatial reconfiguration to take place in the City of Tshwane in order to ensure functional efficiency, social inclusion and environmental sustainability⁸⁰. Therefore, the transformation of Tshwane will have to be balanced against the competing needs (1) of becoming a capital city with global status with that (2) of being a national symbol that is (3) responsive to local developmental needs of its population. What gives the City of Tshwane an advantage is also the fact that capital cities are always in a state of re-invention.

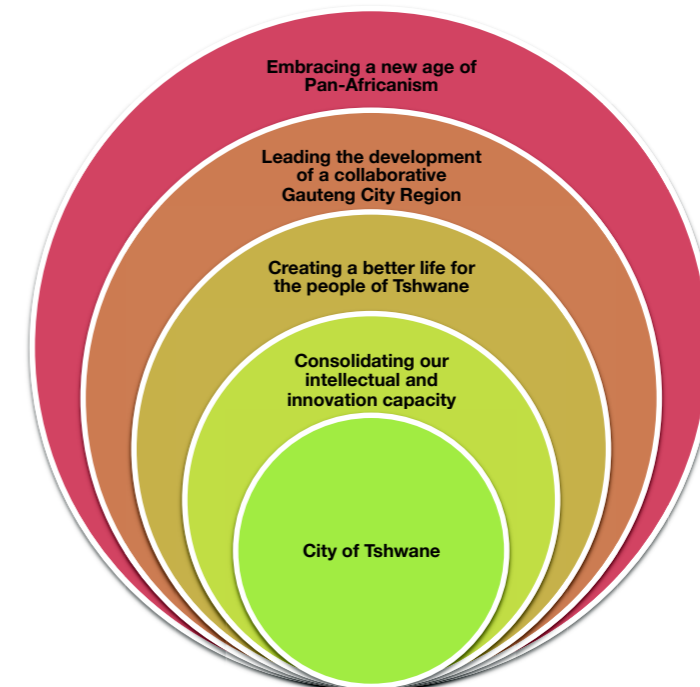
The physical construction of monuments, the related investments in infrastructure and the spin-off in terms of tourism will be of economic value that goes beyond the decorative. Billions of Rands will be invested in the construction of streets and boulevards, government departments, diplomatic quarters, educational institutions and other public amenities. Visitors will come from far and wide to learn about South Africa's cultural history; while parents and children undertake journeys of discovery as Africans, sharing stories of the country's 'long walk to freedom.' After all, freedom was born in the city with the inauguration of Nelson Mandela as the country's first democratic president. It was here that many battles for freedom were waged, including the women's march on the city in 1956. Thus, as the City of Tshwane remakes itself, it will become home to newer monuments as South Africans and other nations re-visit and re-tell their stories of the remade City of Tshwane.



Source: <http://static.ddmcdn.com/gif/human-kindness-7.jpg>

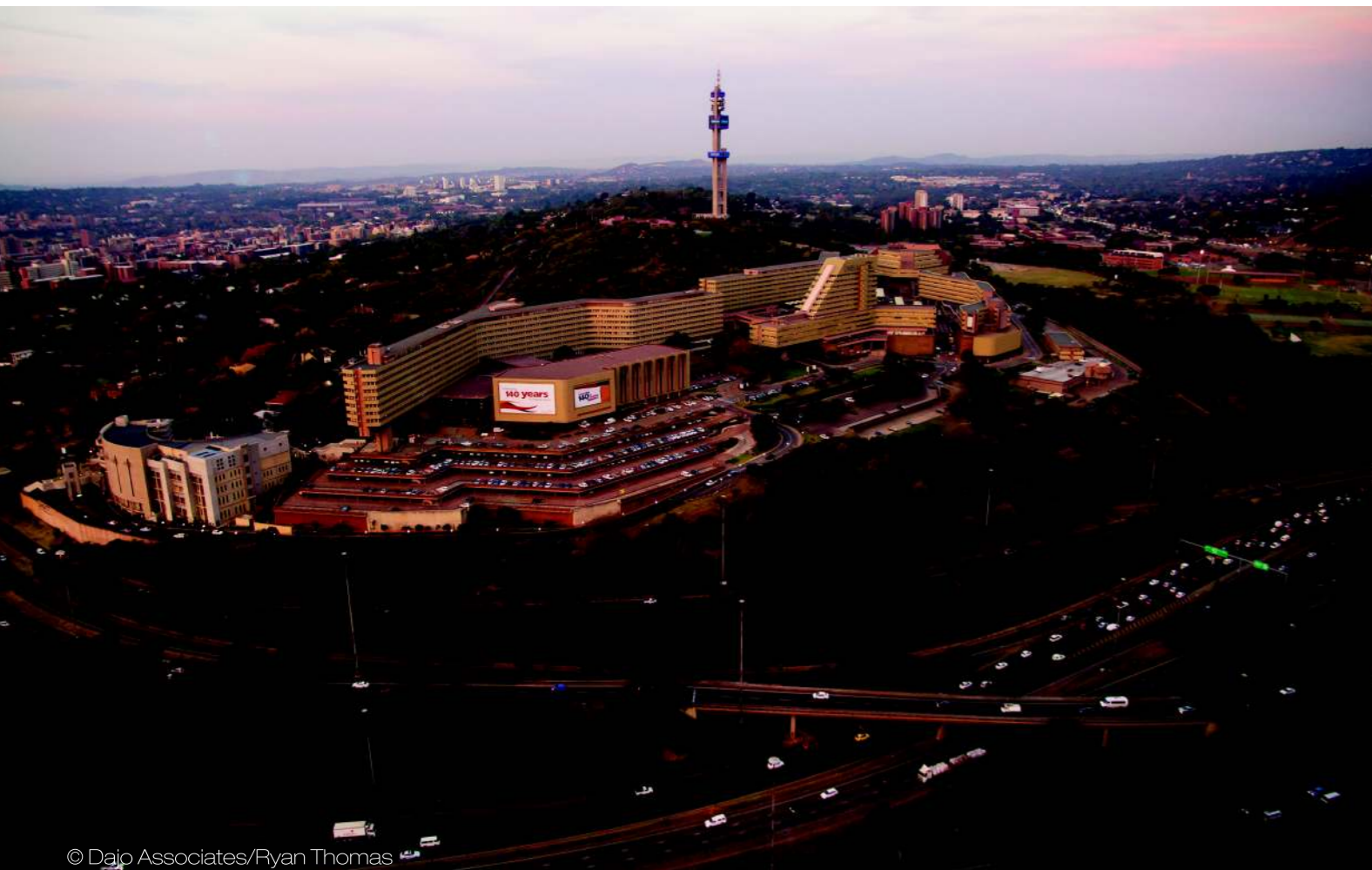
Tshwane Vision 2055 has identified four key levers to provide the sustained impetus on our journey to remake the City of Tshwane. These levers (see Figure 3.1) broadly articulate our role within the broader continent context as the leading development partner for South Africa's foreign and national interest; our role within Gauteng Province; and finally, our role at the local level as a developmental local government. We discuss each lever in the following sections.

Figure 3.1 Levers for remaking the City of Tshwane



Lever 1: Consolidating our intellectual and innovation capacity

As part of Tshwane Vision 2055, the City of Tshwane should aim to develop into a local and continental centre of excellence by anchoring itself within its knowledge institutions, especially its institutions of higher learning. Tshwane is home to nationally and internationally respected universities. Tshwane University of Technology is the largest residential university in the country and the University of Pretoria is ranked among the top five South African universities. The University of South Africa is the largest long distance learning institution in Africa and in the world. This institutional and intellectual density gives Tshwane comparative advantage over every other country in the area of African international relations for mainly two reasons.



© Dajo Associates/Ryan Thomas

While there are a number of imponderables about what political decisions might be made by future politicians, Tshwane/Midrand/Johannesburg will dominate the South Africa's political economy. With that economic dominance the region is likely to have more political clout when it comes to moving the other branches of government to one location. Such a move would further enhance not only Tshwane but also South Africa's international relations. The reason that companies, intellectuals, and artists would want to move to political and economic megalopolis is the proximity to political decision makers as well as the market that such a city provides. The access is not just to the city but also to the country. Once located in the country companies can in turn engage in trade with other African countries, or with the rest of the world. South Africa would not only be a gateway for companies seeking access to Africa, but for African companies seeking access to South Africa and the world.

Thus, the City of Tshwane could easily become the intellectual hub for Africa-related studies in both the arts and the sciences and as the multicultural home of the African Renaissance.

Lever 2: Creating a better life for the people of Tshwane

The City of Tshwane is committed to creating a space for citizens to find value in the idea of remaking the City of Tshwane, South Africa's capital city. The idea of a capital city is an intangible benefit that would find resonance mostly among residents who see the city as a space for expression of socio economic prosperity and progress. The idea of the capital city therefore would be a space of dialogue between the City and citizens where citizens

constantly negotiate what it means to be a capital city while at the same time adapting to the ideals proposed by the City when it comes to the vision of its remaking of the capital city.

Importantly, the City will not see its residents as passively recipient of what it means to live in the capital City; rather, the call will be for creating enduring partnerships that will lead to a tangible better life for the people that live in the capital city. This means moving beyond service delivery to a passive citizenry and the regulation of the physical environment to the creation of conditions in which all citizens can develop to their full potential by leading productive and fulfilling lives⁸¹. Thus, to effectively do this, a concerted effort is required from national government and political parties, as well as from local municipalities to restore popular trust and credibility in local government⁸².

Lever 3: Leading the development of a collaborative Gauteng City Region

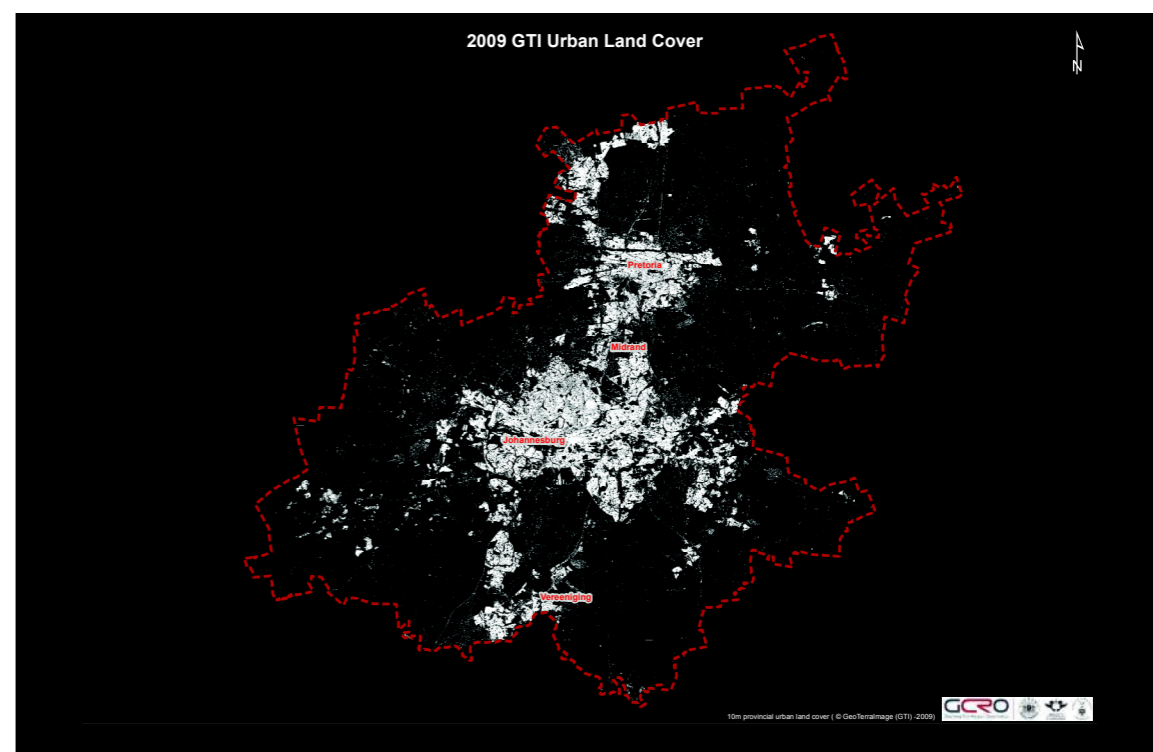
It is crucial to understand how individual cities and towns function within a larger polycentric urban whole, and further how optimal functioning of this whole can be advanced through improvements in intergovernmental relations between the separate administrations responsible for pieces of the larger region. In a nutshell, this is an argument to acknowledge that no part of the urban region is an island, and because the parts form a composite whole as an indisputable geographic fact, it is important to collectively work together to address cross-boundary challenges, and optimise region-wide opportunities.

While 'competitiveness' may certainly be enhanced by this 'working-together', just as important are the policy goals of integration, social and economic inclusivity, accessibility to opportunity and urban amenity, and environmental sustainability. All of these are more relevant to the immediate, localised needs and aspirations of residents than is the issue of the standing on the hierarchy of world cities.

Cities and city regions form part of a world-wide network of places that, more than the national territories of which they are a part, articulate the global economy of production, exchange, consumption and innovation. This notion has underpinned the further idea that cities ought to aspire to be more important nodes within the web of the world economy. As a policy-good, this thinking goes that, urban centres should strive to become 'world-cities' or 'global city-regions'.

The city region is a new way of looking at urban Gauteng, not just as a collection of towns, cities, local governments and boundaries, but as a single metropolis with potential at the global level (see Figure 3.2). This change of focus is important for establishing institutional relationships that will lead the growth and development of the city/region⁸³. The Tshwane of the future is also likely to be more demographically diverse than it is now with more and more people attracted to the opportunities offered by the new megalopolis.

Figure 3.2 Urban land cover of the Gauteng City Region, 2009

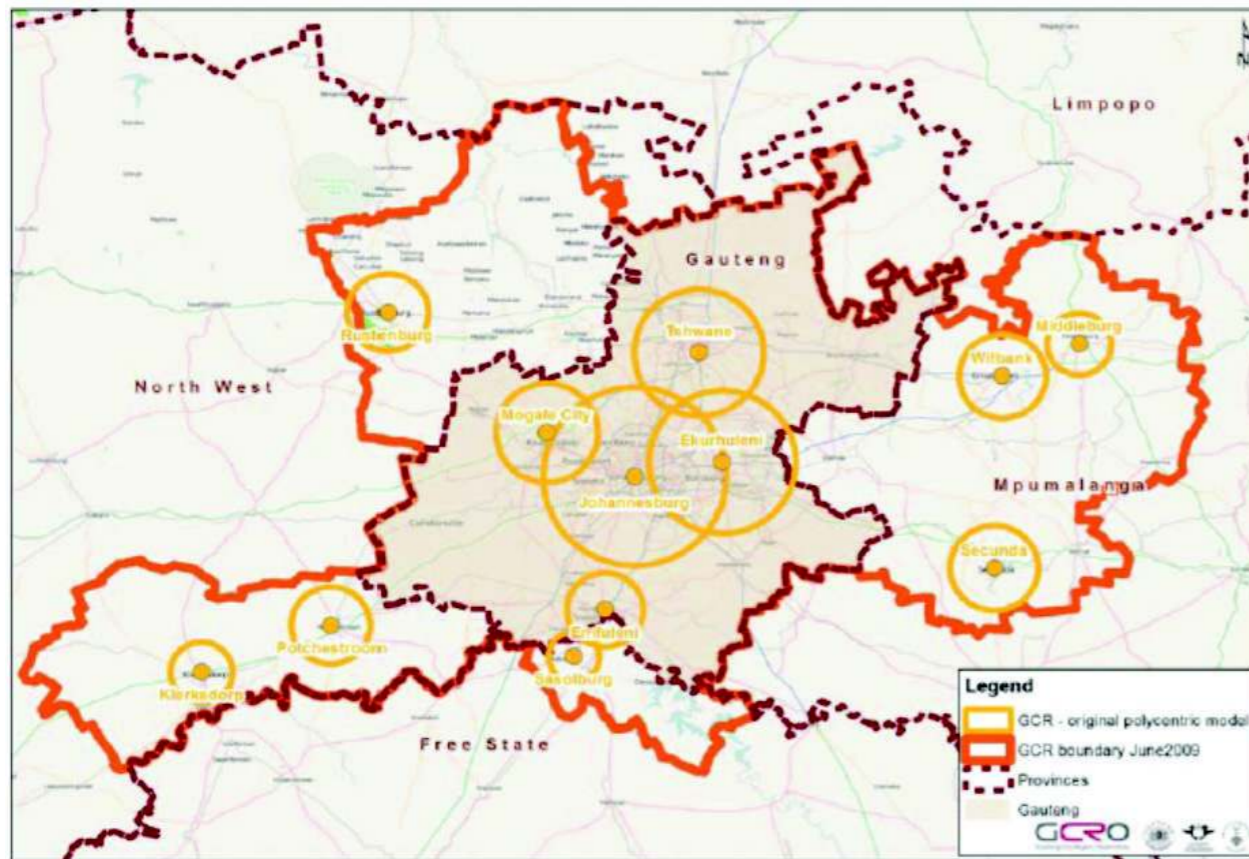


Source: GCR0: http://www.gcro.ac.za/sites/default/files/maps/pdfs/gcro_urban_land_cover_gti_2009.pdf⁸⁴

The Gauteng City Region (GCR) is comprised of the of Tshwane - Johannesburg - Ekurhuleni metropolitans (see Figure 3.3)⁸⁵. The Gauteng City Region (G2055) discussion document provides a long-term plan for the development of the Gauteng City Region (GCR). The Gauteng Provincial Government's Vision 2055 offers the following as an overarching statement of the global city-region⁸⁶:

"Anchored by an urban core, city-regions span larger functional areas, whose geographic borders are drawn by a number of concentrations, flows and linkages. These typically include large populations and dense labour markets, commuting flows from places of residence to places of work, transport logistics corridors that move goods and services, firm networks, spatial agglomeration economies, and even water catchments and other biophysical variables, such as rainfall and biosphere reserves."

Figure 3.3 Schematic footprint of the Gauteng City Region



Source: GCRO: Gauteng Provincial Government, 2012. G2055 Discussion Document

The G2055 further indicates that the GCR is also a highly inter-connected geographical area with a 'footprint' that extends beyond Gauteng's borders due to connectivity, interdependencies and synergies. This metropolis is growing into one of the major urban regions in the world. The GCR is noted as having the largest urban economy on the continent and plays a significant role as the logistics hub of the SADC region.

Our contribution to the Gauteng City Region

The City of Tshwane will lead the support effort to develop a Gauteng City Region being led by the Gauteng Provincial Government. We have identified a number of interventions that we will pursue within our own boundaries and across municipal boundaries within the Province to promote the development of the Gauteng City Region over the next few decades. These include but are not limited to the promotion of:

- Co-ordinated land public transport service provision;
- Co-ordinated development of land freight transport facilities and integrated management;
- Co-ordinated development of road networks especially where economic corridors have been identified;
- Co-ordinated investment in industrial renewal / refurbishment especially where industrial zones / corridors cross municipal borders;
- Co-ordinated development of new urban nodes where these are on the edge of municipal boundaries or where these are based on joint provincial and local infrastructure investments;

- Improved co-ordination around management of development applications and licenses where full compliance requires that businesses deal with both local and province;
- Co-ordinated policy approaches to hidden bulk-cost structures that affect the expansion of the Gauteng region;
- Co-ordinated large scale tourism infrastructure investments, especially where there may be locational overlaps or symbolic synergies;
- Collaboration with other municipalities to facilitate investment attraction;
- Joint efforts to manage down the rising costs of key resource inputs sourced externally; and
- Co-ordination of strategic information gathering exercises and information management facilities to benefit the Gauteng City Region.

Lever 4: Embracing a new age of Pan-Africanism

The Tshwane of the future is also likely to be more demographically diverse than it is now with more and more people attracted to the opportunities offered through the remaking of the City. It is in this regard the City of Tshwane will position itself as the home of the African renaissance, bringing together cultural and intellectual perspectives from within South Africa and the continent as a whole. However, it will not be about domination of the African renaissance agenda; rather it will be about the City of Tshwane supporting South Africa's commitment to "Pan Africanism as a guide to action and the foundations for Africa's Renaissance⁸⁷." Our commitment to support our country's foreign and national interest is magnified because of the significant concentration of the diplomatic community within our City.

From an economic development perspective, the City of Tshwane has a role to play in supporting the country's BRICS agenda. The BRICS (Brazil, Russia, India, China and South Africa) configuration is an association of the leading emerging economies. The grouping had been called BRIC before the accession of South Africa in December 2010⁸⁸. Projections of future economic growth by size of economy rank Brazil (7) Russia (15), India (3), China (1) and South Africa (36) will be in the top 40 by 2050⁸⁹. As South Africa's capital, the City of Tshwane will support all government programmes of ensuring that the African agenda is consolidated, remains at the core of BRICS capital cities and increasing strategic cooperation with other emerging economies.

To this end the interrelated relationship between international relations, diplomacy and trade is clearly evident in the City of Tshwane. This is because, with the increase in the size of cities there has been a concomitant rise in the development of what some scholars call 'paradiplomacy' or 'constituent unit diplomacy,' which refers to the development of international relations among cities.

Paradiplomacy can broadly be understood as diplomacy activities conducted by other entities such as provincial governments or local governments as other than the state with a view of promoting their own interests.

Paradiplomacy is part of a new trend in the sphere of international relations itself. This is the shift from 19th and 20th century conceptions of international relations that were almost exclusively focused on balance of power and the maintenance of power blocs to a construction of international diplomacy based on trade. Paradiplomacy becomes crucial precisely because the fate of nations increasingly depends on the capacity of their biggest cities to develop trade relationships with other cities in the world. This calls for the development of new international / inter-city international relations skills within local governments.

Our approach to paradiplomacy will not be driven by a narrow interest of promoting our own interests. Rather, our paradiplomacy focus will firstly be at the national and provincial levels where we will aim to play a significant support and leadership role to support the national and provincial governments' national and foreign interest agenda. In order to play a leadership role in such a context outlined above, the City of Tshwane will actively continue to develop its own international relations capacity, particularly given our role as South Africa's capital city. Secondly, at the local government level, the City of Tshwane as the capital city, will lead collaborative paradiplomacy interventions to support other cities and co-operate with them on the basis of promoting local government interests internally and externally.

WHAT THE CITY OF TSHWANE COULD BE IN 2055

During our engagement and outreach process, stakeholders shared their vision for the City of Tshwane.

"How is the City positioning itself particularly when it comes to global competitiveness?"

"The people of Tshwane should understand and respect people with disabilities."

"Together with this we could create a pedestrian oriented city...by making more attractive walkways and good building interfaces... redesigning buildings to interact with people on the street."

"We can construct a fast subway train that passes through the CBD connecting to the important nodes."

"The City must employ local community members for maintaining and clearing parks"

"The Hennops river needs a huge clean up. Hiking adds to a balanced life. But not a pleasure walking there with all the rubbish around..."

"I think library facilities that offer a vibrant environment for people to read and learn especially young people is crucial, perhaps positioning libraries in busy areas such as multi-purpose centres would be a great example."

"I wish the City could have flexible routes to drive around the CBD, create a well-managed area for vendors, it's difficult to walk around"

"I do wish there'd be more debate about a green city, and the place of the arts. Cities of the future have to build these elements in; it can't all be about governance and transport. Cities need a heart, too."

"The municipality must create dedicated Taxi stops to reduce bad driving in order to improve road safety on the township streets."

"A dilemma - the longer the provision of housing takes, the more people will be forced to live in settlements, but they also need a certain standard of living so if basic services and so on are provided, the chances are that the settlements will remain."

"Urban design would transform the value of the City and encourage people to love walking it...this will reduce carbon emissions"



The current and future city of Tshwane as envisioned by a young person

These characteristics that were described as well as what we are learning as good practice from other capital cities and other cities lead to a visioning of what the City of Tshwane could look like in 2055. These city perspectives – not cast in stone – are useful to help us imagine and articulate what physical and intangible attributes people want to see in a capital city. And while these may change informed by the present realities, they are a useful compass for the remaking of the capital city where our monumentality will not just be about physical buildings, it will be about a remade City of Tshwane that has the following characteristics⁹⁰:

- Addresses the needs of the poor and deliberately deals with poverty in an urbanised setting which holds obvious advantages for the poor in getting access to services and opportunities and to the state as custodian of public service provision;
- Achieves sustained economic growth which is therefore a precondition for sustained improvements in the lives of people;
- Provides high quality living experiences in which people want to settle and invest. A high quality environment is a reflection of the range of economic opportunities, cultural experiences, sense of safety and a quality physical environment. The availability of a range of effective and efficiently provided public services, transport and amenities are important factors in creating a high quality living experience;
- Provides connectivity in terms of availability of quality communications infrastructure, mass transit systems and excellent regional and international transport connections. This is a prerequisite in establishing a foothold in trade and financial flows within a region and global context. Public investments in transport and communications infrastructure are key factors influencing competitiveness; and
- Increases the size which generates agglomeration advantages since it stimulates a growing range of economic activity. Competitive agglomeration benefits are influenced by dispensable income, the cost of public services, transport, labour and other input costs, as well as the appropriateness of the labour skills to economic requirements.

Figure 3.4 represents a perspective on the City of Tshwane's aspirations.

Figure 3.4 An artist's impression of quality of living in Tshwane in 2055



©City of Tshwane



OUR SPATIAL REFORM AGENDA

In line with the Freedom Charter commitment of redressing the issue of access to land and shelter, the government of South Africa between 1994 and 2011 built in excess of 3 million houses for over 13 million citizens of which some were built in the City of Tshwane⁹¹. However, the first 20 years of our democracy has also been marked by unprecedented urbanisation and migration into cities. As it is the case for other cities, in the City of Tshwane the majority of the people who have migrated into the City find themselves either residing in the previous dormitory townships or in the informal settlements. These townships and informal settlements are usually located on the periphery of the City's economic activity zones, are poorly serviced areas, and do not have security of tenure. This further alienates these residents from accessing City socio-economic services, opportunities, and they usually incur greater costs of transportation.

It is therefore against this background that central to Tshwane Vision 2055 is the recognition that our capital city is not only a place for the more affluent members of society, but for all who call the City of Tshwane home.

The City of Tshwane's spatial reform agenda is premised on the appreciation and understanding that the complete remaking of the capital city requires strong spatial governance. Strong spatial governance is about the City's capacity to lead, direct, and engage with all stakeholders around the City's long-term spatial vision that is anchored in the public interest. Our long-term spatial vision will not only be about putting 'a plan' forward; it is about changing the spatial distortion that currently exists. For this change to happen, bold leadership, innovation, and being receptive to new ways of knowing and doing are prerequisites.

We know that the City of Tshwane is a polycentric City that is made up of Regions and nodes (see Figure 3.5) that possess a number of opportunities. Drawing from experiences of other cities, the combination of these opportunities and the principles of spatial transformation dictate that we, through our Regions:

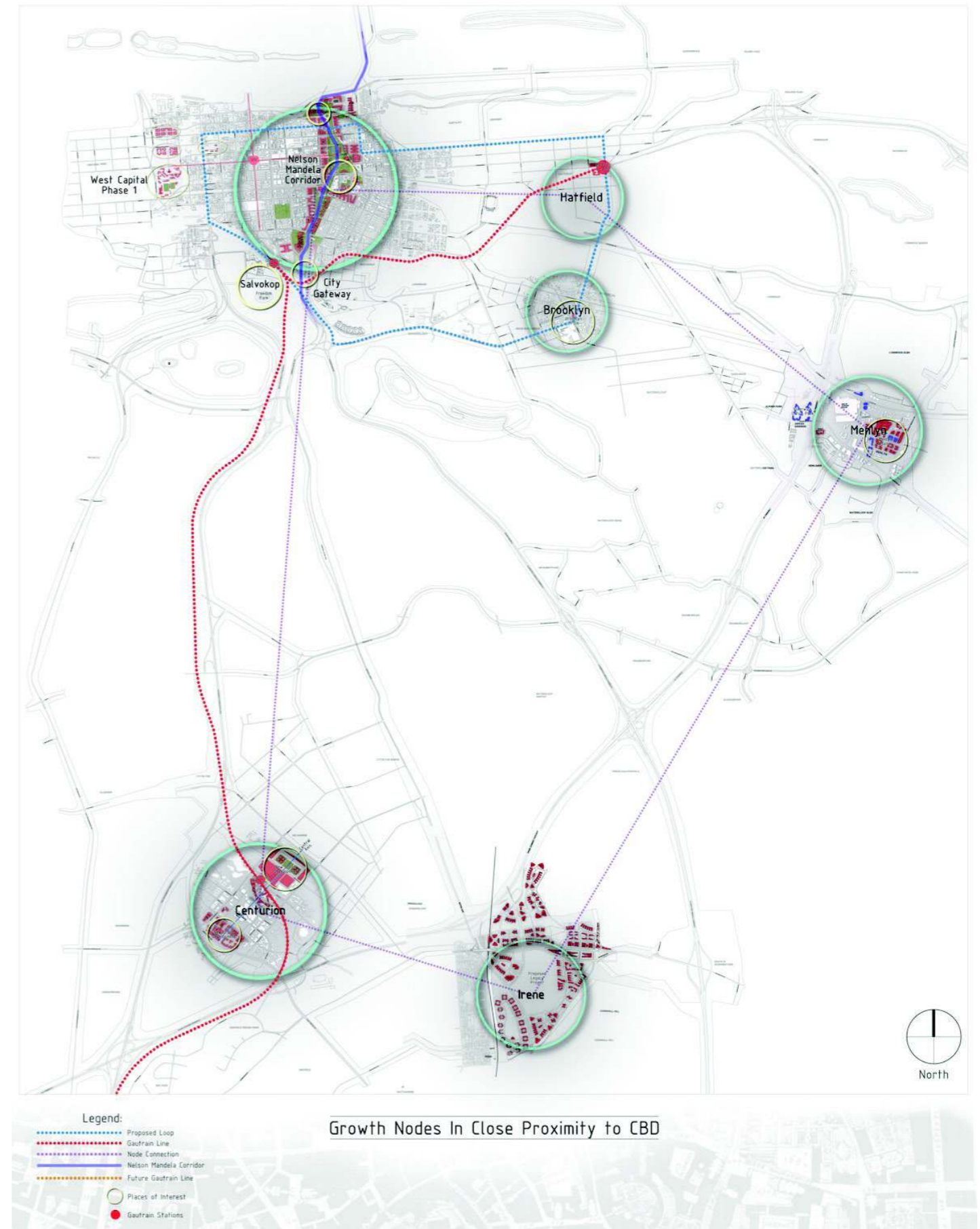
- Drive spatial transformation through densification and compact development;
- Address many of the ills currently caused by urban sprawl;
- Achieve a balanced sustainable growth to optimise the potential and infrastructure capacity;
- Revitalise and develop new economic nodes that support transit-oriented development and public transport systems;
- Strategically invest in infrastructure targeting various nodes, corridors, activity spines, and strategic land parcels that support higher intensity of mixed use development;
- Achieve a balanced sustainable urban growth by implementing a certain density typology based on the characteristics of the locality;
- Conserve and protect natural resources through the intentional ordering of urban development within the boundaries of specific delineations; and
- Give equal access to the City's social and economic infrastructure.

Moreover, for the City of Tshwane to be a liveable, resilient, and inclusive City, our spatial transformation agenda will be:

- Reliant on the extent to which our legislative framework incentivises community and private sector-led initiatives;
- Supported by our ability and willingness to proactively manage informal and formal growth;
- Premised on the implementation of compaction and densification policies.

It is important to note that as efficient as new growth areas and nodes may be within themselves, these will not be sustainable if residents cannot access them. Thus, connectivity through the mobility networks will ensure access for residents, providing access to residential that better integrates them to employment opportunities. The Tshwane Vision 2055 also emphasises the principle that the catchment area of each node in the City of Tshwane should be fully covered in terms of feeder route systems that support the main transportation routes, and that no person should have to walk more than 800m within a node to find a form of quality public transport.

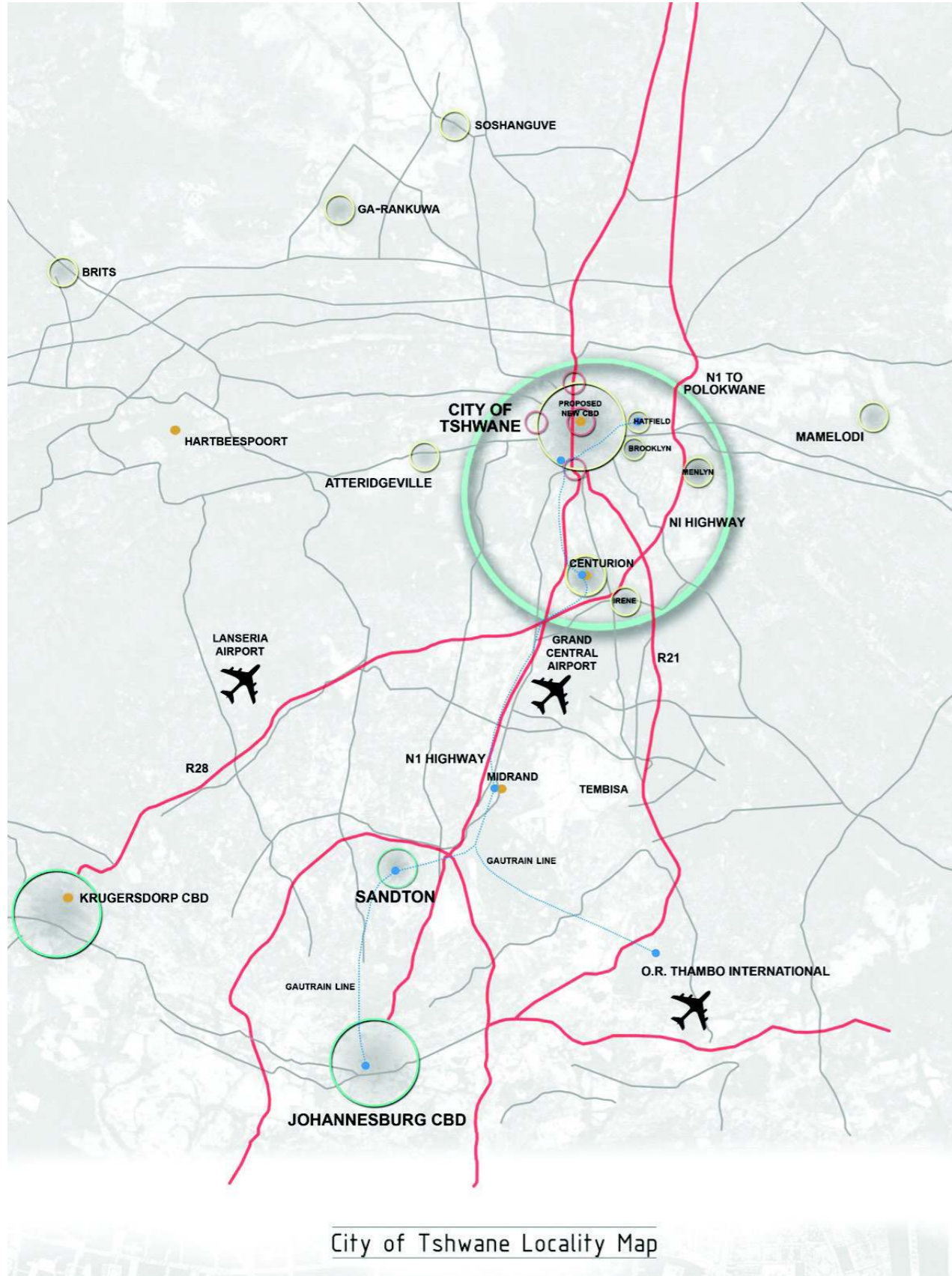
Figure 3.5 Selected City of Tshwane nodes



Developed André Wright, Boogertman + Partners Architects

For the next four decades of game changing, the City of Tshwane's spatial reform will be led by the City through deliberate infrastructure investment on strategic land parcels in the Regions so as to crowd in investors and other spheres of government (see Figure 3.6). The City will also make a concerted effort to support community-led initiatives as part of broadening access to socio-economic opportunities.

Figure 3.6 Tshwane Vision 2055 spatial reform agenda



Developed André Wright, Boogertman + Partners Architects

For the City of Tshwane to meaningfully contribute at the social, economic and political levels that support the realisation of a functional Gauteng City Region (discussed earlier in the chapter), it has to reconfigure its spatial form. The concept of a city region is built around the existence of functional, interrelated geographic network of urban centres each contributing to its growth.

To build an integrated, competitive African capital city with a diverse economic base requires a functional capital core. The spatial reform strategy of the City of Tshwane is about integrating different parts and Regions of the City and also about developing sustainable and functioning nodes. The role of the capital core is amplified in that it forms the nucleus from which nodes emerge, develop, and grow. In most of the Regional nodes, the City will direct its infrastructure investment in various nodes so as to stimulate various economic activities.

In order for the City of Tshwane to accommodate projected population growth, diversification of its economic base, and become sustainable, future development will be based on strategic catchment areas located along major public transport routes. The following are some interventions (interventions named here are not exhaustive) identified for each Region that will support the City's spatial reform agenda.

Region 1

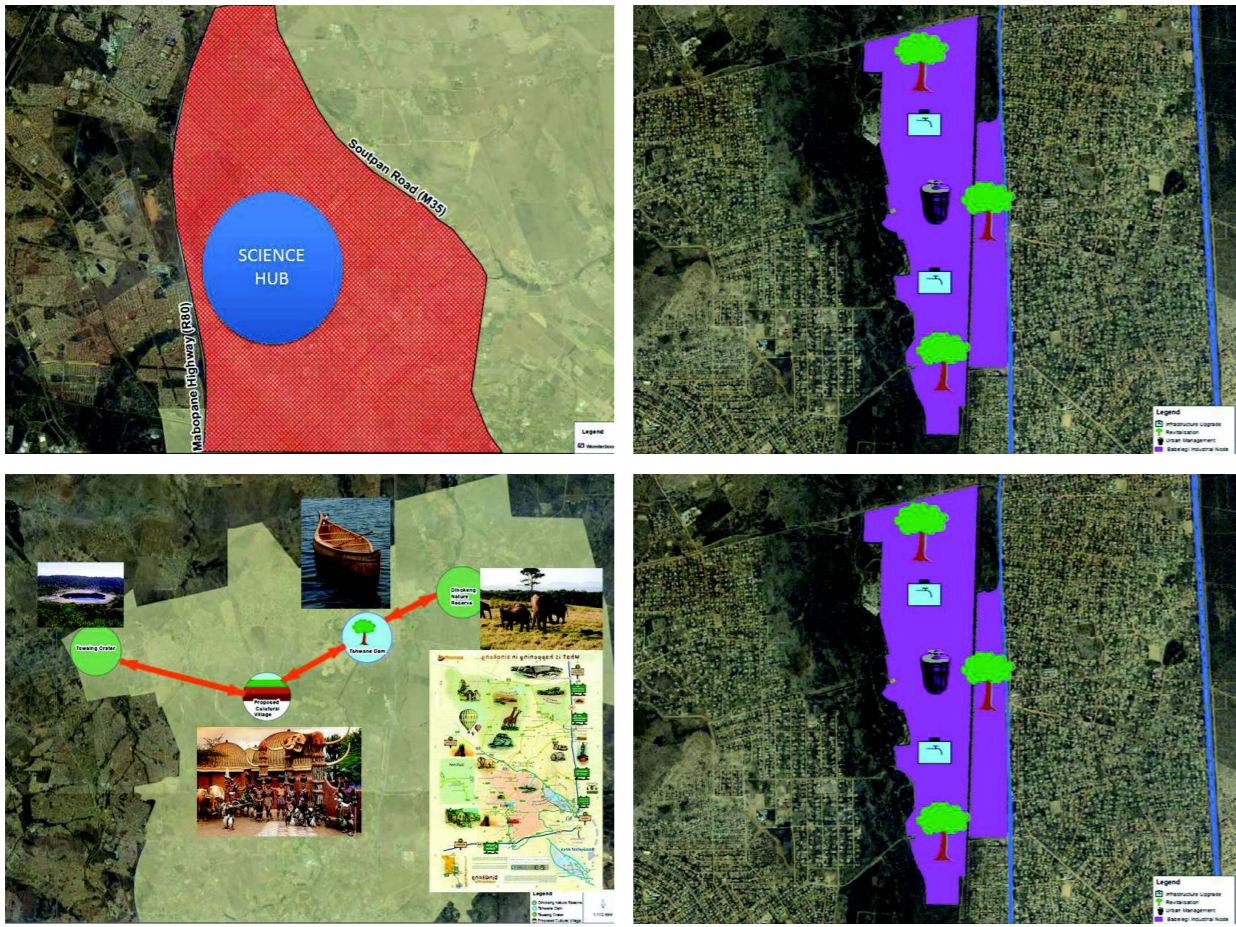
The Zone of Choice is a strategic investment focus area and a catalyst on the development within the northern areas of the City of Tshwane. The identification of the Zone of Choice is related to its proximity to the capital core, existing infrastructure (such as the N4), and the momentum of existing developments such as the industrial area of Rosslyn which provides employment opportunities for the majority of the City's residents. The investment in infrastructure in the Zone of Choice, Mabopane, and Ga-Rankuwa will support future development and growth of the automotive industry. The Rainbow Junction is the mixed use economic node also located within the Zone of Choice.



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Region 2

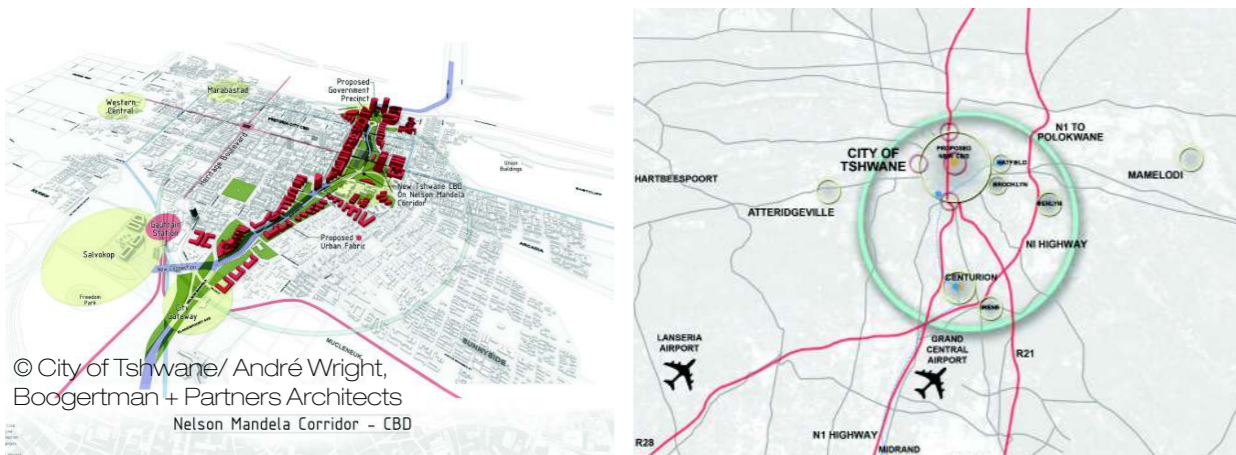
Currently, Region 2 does not have a strong economic base, but has limited economic activities namely informal trade, community stokvels and the existence of a small industrial park – Babelegi, and a recently developed shopping centre. As such, Region 2 is considered to be an area of consolidation which means the City of Tshwane will lead in the investment of socio-economic infrastructure in the Hammanskraal CBD so as to crowd in and direct public and private sector investment.



©City of Tshwane

Region 3

Region 3 includes the inner capital core, which is the home of national government, institutions of higher learning, and knowledge centres and provides the interchange for various public transport modes. The modernisation and the regeneration of the inner capital core forms an integral part of the remaking of the capital city. Catalytic projects such as the Mandela Development Corridor, Tshwane House, the West Capital which is a City and national government-led initiative in partnership with the private sector, the pedestrianisation of Paul Kruger, and Salvakop as well as development around the Pretoria Gautrain station will play a major role in modernising the capital core (see Figure 3.7 - Figure 3.9).



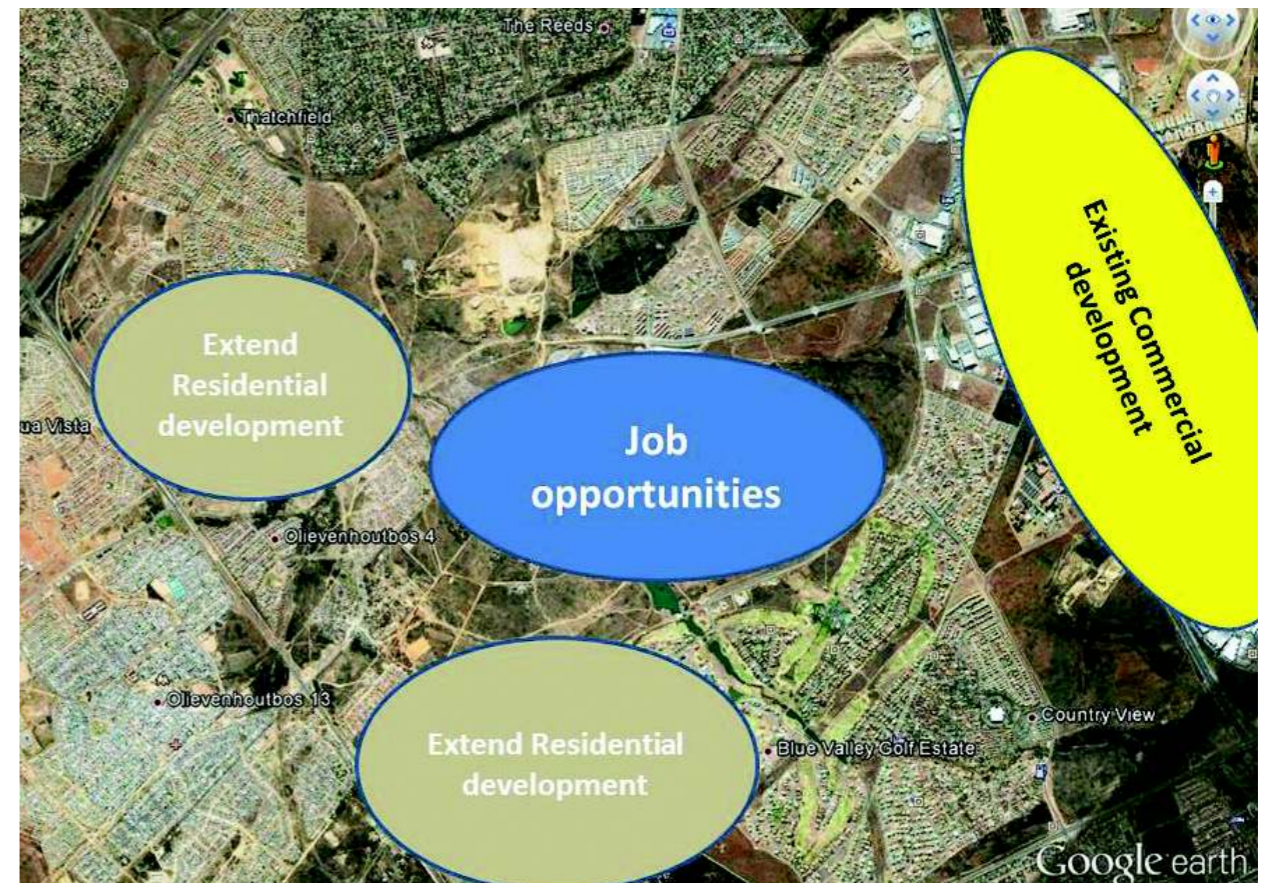
© City of Tshwane/ André Wright, Boogertman + Partners Architects Nelson Mandela Corridor - CBD



©City of Tshwane

Region 4

Region 4 acts as an important corridor linking Midrand and Centurion CBD and it is known as the high-tech belt due to the existence of Aerosat and the Centurion Aviation Village (CAV). The Region also falls within the ‘economic core’ of the Province. The Centurion CBD and the African Gateway project represent a significant landmark mixed use development in the City of Tshwane. Further, the N1, N14 and M1 interchange also provides a future prominent focal point for economic development and will enhance the identity of this region.



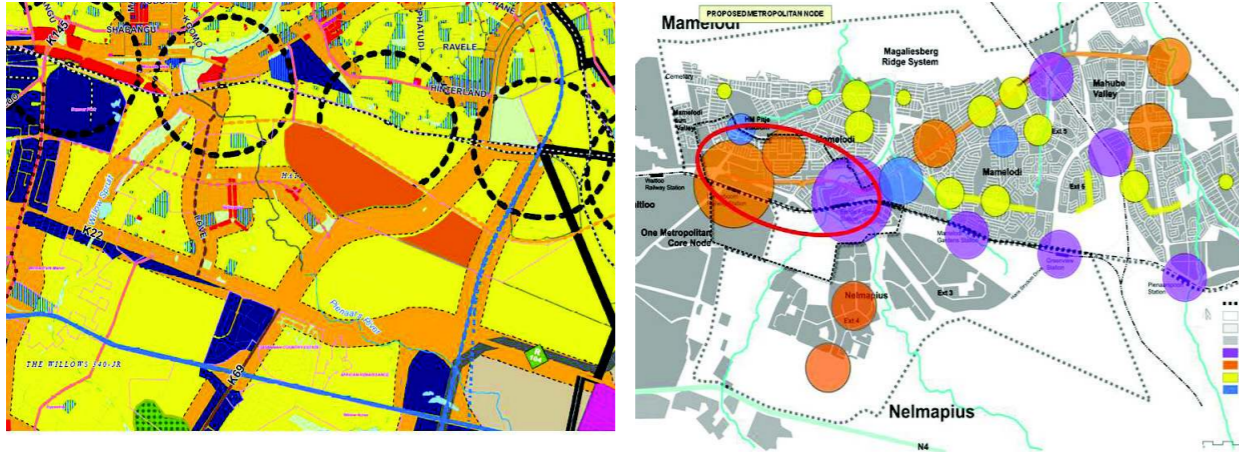
Google earth

Region 5

The revitalisation and development of this Region will be anchored around the three areas of Cullinan, Refilwe, and Rayton. As part of this revival, the City of Tshwane will lead the infill high density and mixed use development in and around the Rayton CBD as well invest in the upgrade of infrastructure to support future economic activity.

Region 6

Known as the ‘knowledge belt’ in the City of Tshwane due to the high concentration of research and development institutions. The presence of some of the biggest financial services entities as well as the development around Menlyn makes this node one of the critical nodes for future development. The City will deliberately drive the development of Mamelodi CBD and promote township tourism through the preservation of heritage.



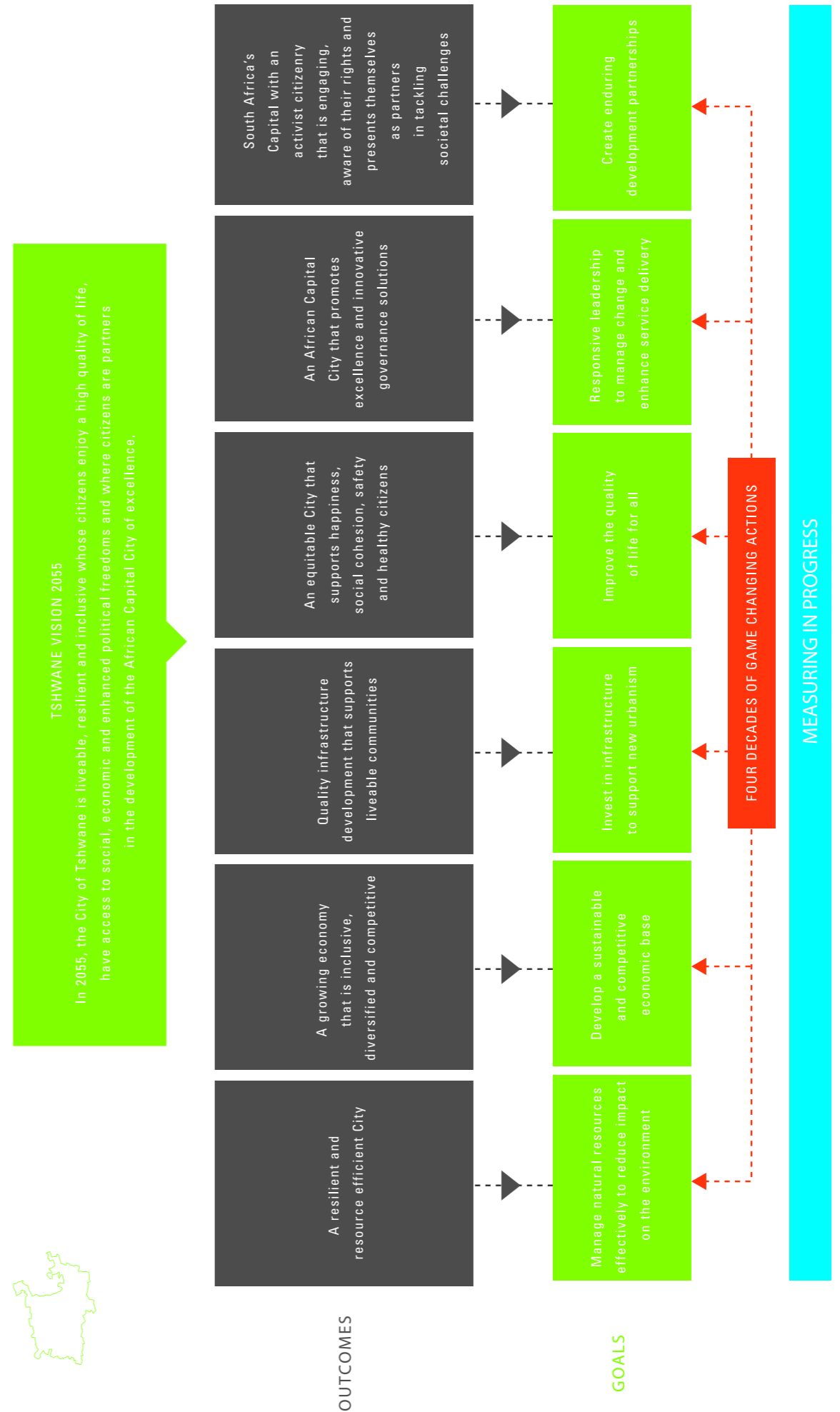
Region 7

The City of Tshwane will continue to invest in the further development of light industries in the areas of Ekandustria and Bronkhorstspuit in order to support the manufacturing sector and small businesses. It is also regarded as the main agricultural focal point in the region for developing an agro-processing hub and value-add products for the export market.

To this end, to maximise the capital investment and funding streams into these areas, as part of the reform strategy, the City of Tshwane has adopted the principles contained in National Treasury’s proposed Urban Network Strategy (UNS) which is aimed at supporting spatial restructuring programmes that seek to develop and/or revitalise hubs/nodes.

It is against this backdrop of remaking the City of Tshwane that the vision statement is developed for Tshwane Vision 2055 and is presented in South Africa’s 11 official languages and other languages in recognition of Tshwane’s status as South Africa’s capital city. Figure 3.10 shows how the vision statement is translated into six Outcomes that have a specific goal that will be achieved through the implementation of strategic actions during the four decades of game changing. Measuring progress in terms of impact will be a critical loop to inform if and when is it necessary to undertake updating or realignment so as to remain on course.

Figure 3.10 Tshwane Vision 2055 framework



OUR VISION

In 2055, the City of Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.

-Tshwane, My City, Our Capital-

Afrikaans

Voorgestelde visie vir Tshwane: Teen 2055 sal Tshwane 'n leefbare, veerkragtige en inklusiewe stad wees waar sy burgers 'n hoë lewensgehalte en maatskaplike, ekonomiese en politieke vryheid sal geniet, en vennote sal wees in die ontwikkeling van die Afrika-hoofstad van uitnemendheid.

IsiNdebele

Ihlolembono laka-2055 elihlongozwa yiTshwane: Ngo-2055, iTshwane izokuphila, iqine begodu ibe mKhandludorobha ofaka koke lapho abahlali bazokuthabela khona ipilo ephezulu, bafikelele kutjhaphuluko yezehlalakuhle, yomnotho neyepolitiki begodu babe basebenzisani ethuthukweni yeHlokodorobha ye-Afrika enobuKghoni.

IsiZulu

UMbono ophakanyisiwe weTshwane Vision 2055: Ngonyaka we-2055, iTshwane iyoba iDolobha okuhlalekayo kulo, elizinile futhi elibandakanya wonke umuntu lapho abahlali bathokozela khona izinga lempilo eliphezulu, befinyelela kwinkululeko yezehlalo, yezomnotho neyezombusazwe futhi ababambisene nedolobha ekuthukisweni kweDolobha eliyiNhlakodolobha Yase-Afrika eyenza umsebenzi oncomekayo.

isiXhosa

Umbono oqulutywayo weSixeko saseTshwane: Ngonyaka ka-2055, iTshwane iya kube iyidolophu ehlalekayo, ezinzileyo, ebandakanya wonke ubani ohlala kuyo, apho abemi, beya kuxhamla kwintlalo entle, kwezomnotho nenkululeko ngezopolitiko, kwaye babeyinxalenye yophuhliso lwesi sixeko sikhulukazi sase-Afrika esiphume emagqabini.

Sepedi

Pono yeo e šišintšwego ya Tshwane ya 2055: Ge go fihla 2055, Tshwane e tla be e le Toropokgolo ya go phelega, ya go tia ya go akaretša bohle moo badudi ba ipshinago ka bophelo bja maemo a godimo, ba nago le tokologo go tša seleago, ikonomi le polotiki ebile e le bagwebišani tšwetšopeleng ya Motsemošate wa Afrika wa Bokgoni.

Sesotho

Ponelopele e sisintsweng ya Tshwane: Ho fihla selemong sa 2055, Tshwane e tla be e le toropo e monate ho ka dula ho yona, e kgonang ho itshehetsa le ho itsosollosa maemong afe kapa afe ebile e akaretsa le ho amohela bohle, moo baahi ba tlang ho natefelwa ke bophelo ba maemo a hodimo, ba kgone ho fihlella tokolloho phedisanong, moruong le dipolotiking, le ho ba balekane ntlafatsong ya motsemoholo wa Seaforika o tswetseng pele.

Setswana

Ponelopele e e tshitshintsweng ya 2055: Ka ngwaga wa 2055, Tshwane e tlo nna Toropo e e maphataphata, e e maatla e bile e akaretsa mang le mang moo baagi ba tla tshelang botshelo jwa maemo a a kwa godimo, ba na le kgololosego ya loago, ikonomi le polotiki mme ba dirisana mmogo le toropo go aga Motsemošate wa Aforika o o Manontlhotlho.

siSwati

Umbono lohlongotwako we-Tshwane: Nga-2055, iTshwane itawube ilidolobhakati lelinetsetekile, lelibuyele esimeni nalelifaka tonkhe tinsita lapho takhamuti titawutfolelapho lesezingeni leliphakeme, tifyecelele enkhululekweni yetenhlalo, yetemnotfo neyepolitiki, babuye babe balingani ekutfufukisweni kwenhlokodolobha lehamba phambili yase-Afrika.

Tshivenda

Bonolo gaganywaho la Tshwane la 2055: Tshwane i lo vha lorobo i tshileaho khayo, yo dzingindelaho nahone i katelaho vholhe hune vhadzulapo vha lo liphina nga vhezani ha naha ha vhezani. Vha vha na mbofholowo ya u swikelela kha zwa matshiliso, ekonomi na zwa polotiki, vha vha miralo kha mveledziso ya lorobo-khulu ya Afurika ire na vhukoni.

Xitsonga

XitsXivono lexi ringanyetiweke xa Tshwane Vision 2055: Hi 2055, Tshwane ku ta va ku ri Dorobakulu ro hanyeka, ro kota ku cinceka na ku va na nkatselo laha vaaki va nga tiphinaka hi vutomi bya nkoka wa xiyimo xa le henhla, va va na mfikelelo wa ntshuxeko wa mahanyelo, ikhonomi na swa tipolitiki naswona va va lava nga vatirhisani eka nhluvukiso wa Ntsindza wa Afrika wa Dorobankulu ra Vuswikotonga

French

En 2055, la ville de Tshwane sera une ville agréable à vivre, résiliente et inclusive, dont les citoyens bénéficieront d'une très bonne qualité de vie, auront accès à de plus grandes libertés sociales, économiques et politiques, et où les citoyens seront les partenaires du développement de la capitale africaine de l'excellence.

Spanish

En el año 2055, la Ciudad de Tshwane es una ciudad habitable, resistente e inclusiva, cuyos ciudadanos disfrutan de una alta calidad de vida, tienen acceso a mayores libertades políticas, sociales, económicas, y donde los ciudadanos son aliados en el desarrollo de la Ciudad Capital Africana de la excelencia.

Portuguese

No ano de 2055, a cidade de Tshwane se revela num local agradável de se viver, evoluída e solidária, cujos cidadãos gozam de uma elevada qualidade de vida, com acesso a maiores liberdades políticas, econômicas e sociais e onde os cidadãos são parceiros no desenvolvimento da capital africana por excelência.

German

Im Jahre 2055 ist die Stadt Tshwane eine lebhaft, robuste und inklusive Stadt, deren Einwohner eine hohe Lebensqualität genießen und Zugang zu sozialen, wirtschaftlichen und verbesserten politischen Freiheiten haben und in der die Bürger Partner bei der Entwicklung der afrikanischen Hauptstadt des höchsten Standards sind.

Mandarin

到 2055 年，茨瓦内将成为一座宜居、富有弹性且包罗万象的城市，这里的人们安居乐业、过着高品质的生活，享受社会自由、经济自由和更完善的政治自由，市民还可以亲身参与到这座非洲卓越首都城市的发展中来。

UNPACKING TSHWANE VISION 2055

The various concepts used in the vision statement will guide how the City sets policy and investment priorities as well as balance competing needs of social, spatial, and environmental issues brought about by the City's ever-changing population dynamics. Importantly, the City's commitment to human rights, social mobility and environmental justice, gender equality, poverty reduction, participatory democracy and an engaged citizenry underpin Tshwane Vision 2055's vision statement. These concepts used in the vision statement are explained in the sections that follow.

What does liveable mean for the City of Tshwane?

Liveability means different things to different people as their day-to-day experiences will differ according to their circumstances. Liveability should ultimately achieve a balance between the needs of different people and make the use and experience of the city an enjoyable one. The spatial form of a city plays an important role in creating liveability as represented by the design of the city, streets, buildings and spaces, for example.

Liveability for the City of Tshwane is described in terms of how residents experience and access a high quality of living standard.

"The City's neighbourhood parks will have standard features such as ablution amenities, walking trails, playground equipment and requisite park furniture thereby providing a liveable recreational space supported by the requisite levels of safety"

*Councillor Kgosientso Ramokgopa,
City of Tshwane Executive Mayor*

Liveability for the City of Tshwane is interpreted to broadly encompass the City's aspirations in terms of how citizens experience and access a high quality of living standard (see Figure 3.11). For us liveability refers to the social and cultural, economic, environmental development and good living environment that supports the needs of residents to live, work, play and invest in the City⁹². The following are the constructs of liveability for the City of Tshwane⁹³:

Social and cultural constructs of liveability focus on the City's capacity to invest and facilitate equitable access to social infrastructure such as affordable housing, health and education. It is also about the City's developing communities and neighbourhoods that are safe, and nurture social capital development to support community-driven problem-solving. Furthermore, the City's transportation and mobility infrastructure connects the residents within the City as well as beyond the City to access to other social and cultural opportunities that take place within the Province.

The **economic construct of liveability** is about how the City's planning and development facilitates access to meaningful work opportunities. This requires that the City continues to invest in economic infrastructure that attracts investment and enables the diversification of the City's economy and supports entrepreneurship by reducing the cost of doing business. Similar to the social and cultural constructs of liveability, the transportation and mobility infrastructure connects the main and subsidiary nodes of economic activity to support seamless and greater economic integration locally, Provincially and beyond.

The **environmental construct of liveability** requires that the City manage its resources and environment to sustain social and economic transformation. This is done by ensuring the sustainable use of land for development, protecting the City's biodiversity, water resources and managing pollution of water and air.

Figure 3.11 An artist's impression of liveability in Tshwane in 2055



© City of Tshwane

The final **construct of liveability is governance**. This focuses on the City's capacity to enable meaningful inclusion and partnerships with residents, private sector, civil society and other spheres of government in the planning and development of the City.

What does resilient mean for the City of Tshwane?

The City has adopted the definition of resilience as outlined by the South African Cities Network (SACN). Resilience is described as the "capacity of a place to anticipate, respond and adapt successfully to challenging conditions."⁹⁴ The SACN further articulates what being resilient means in a City's context describing "urban resilience [as] both a city's capacity to withstand and recover from an external shock and its ability to adapt and transform to changing circumstances⁹⁵."

A **resilient economy** is one that has the capacity to adapt to difficult economic situations while a resilient environmental system has the capacity to withstand environmental changes and disasters. A resilient social urban system is characterised by high levels of inclusivity within the City. Finally, a resilient governance system is where there is capacity and capability at City-level administration to provide the leadership and institutions to support the developmental aspirations of the City's citizens as well as a governance system that supports an active citizenry.

Being resilient is "a city's capacity to withstand and recover from an external shock and its ability to adapt and transform to changing circumstances."
SACN, 2011

What does an inclusive City mean for the City of Tshwane?

For the City of Tshwane, being an inclusive City is about promoting equitable growth based on sound governance and respect for human rights regardless of gender, age, race, ethnicity, religion or economic status⁹⁶. This requires that the City meaningfully supports, enables and empowers residents to fully participate in the collectively developed social, economic and political opportunities that the City has to offer.

An **inclusive economy** is about creating an enabling environment that fosters equitable access to economic opportunities for the citizens be it through the City in investing in economic infrastructure, or provision of quality public transport, etc. The City will in particular, support youth, women and people living with disabilities as well as ensure the integration of migrant entrepreneurship.

On the other hand, being **socially inclusive** is the creation of a clean, healthy and safe environment is inseparable from the dignity and integrity of our communities. The spatial reconfiguration of the City remains not only central to undermining the historical legacy of apartheid, but most importantly for creating sustainable livelihoods and human settlements⁹⁷. Spatial justice and transformation is central to ensuring social inclusivity. This is about the City providing access to all the necessary services one needs to be an equal citizen in the City.

Finally, **inclusive governance** is about the City promoting active citizenry based on the sound belief that citizens are the ultimate guarantors of their lives and interests⁹⁸ and are thus partners in the current and future development of the City. This is about ward-based planning, citizens participating in Council processes where permissible, for example. Inclusiveness governance facilitates greater ownership of City development processes and interventions, poverty reduction as well as fosters greater social cohesion⁹⁹.

What does quality of life mean for the City of Tshwane?

Several descriptions about quality of life can be found. For the City of Tshwane, quality of life is a multi-dimensional concept that objectively and subjectively assesses the conditions of life for the people living, working, investing and 'playing' in the City. The domains of life that the City of Tshwane seeks to continue to improve the quality of and/or access to include those identified by the Gauteng City Region Observatory as well as others. These domains include housing, safety and security, health, infrastructure, transportation, ICT, work opportunities, education, services such as water, energy, environment, green spaces, and air quality. For the City of Tshwane this in part is best reflected by the extent to which the City of Tshwane is able to implement the principles of new urbanism/cradle-to-cradle.

New urbanism is about exploring ways for raising quality of life and the standard of living in a new modern era by creating better and more viable places to live. It is also about the creation and restoration of diverse, walkable, compact, vibrant, mixed-use communities in a more integrated fashion, and complete communities (see Figure 3.12).

Cradle-to-cradle (C2C)¹⁰⁰ has a strong focus on eco-effectiveness, instead of the common practice around eco-efficiency. The C2C concept calls for a rethink in the way things are designed – in this instance, how a city is designed and developed. Table 3.1 shows the similarities of principles of the two approaches to city planning and development.

New urbanism principles	Cradle-to-cradle principles
<ul style="list-style-type: none"> Walkability and connectivity: Pedestrian friendly street design and high quality pedestrian network and public realm 	<ul style="list-style-type: none"> Citizens should live within a 15- to 30-minute walk to green spaces Walking anywhere in the city should be easy and safe
<ul style="list-style-type: none"> Traditional Neighbourhood Structure: Quality public realm; public open space designed as civic art Mixed Housing: A range of types, sizes and prices in closer proximity 	<ul style="list-style-type: none"> Attractive spaces between buildings invite citizens to interact
<ul style="list-style-type: none"> Quality Architecture and Urban Design: Beauty, aesthetics, human comfort, and creating a sense of place 	<ul style="list-style-type: none"> Improved energy efficiency and effectiveness in existing and new buildings
	<ul style="list-style-type: none"> Easy, effective and efficient public transportation
	<ul style="list-style-type: none"> Electric and hybrid cars and plenty of charging stations will reduce air and noise pollution Well-designed cycling and motorbike infrastructure
<ul style="list-style-type: none"> Sustainability: Minimal environmental impact of development and its operations to promote efficiencies 	<ul style="list-style-type: none"> City leaders recognize sustainability as a driver for innovation, creativity, and prosperity Improve quality of life for citizens Clean rivers, lakes, wetlands and aquatic systems Access to fresh food and clean water Engage citizens in sustainability – which leads to ownership and empowerment through education Educational opportunities for (especially young) people to ensure a vibrant atmosphere

Figure 3.12 An artist's impression of pedestrian friendly pathways and public space in Tshwane in 2055

Table 3.1 New urbanism principles and Cradle-to-Cradle principles

What do social, economic and political freedoms mean for the City of Tshwane?



The Constitution enshrines social, economic and political freedoms which the City of Tshwane needs to uphold. Social freedom focuses on how the City supports residents' rights to privacy, freedom of conscience, religion, belief and opinion, freedom of expression; and freedom of association. Economic freedom is about how the City of Tshwane can facilitate access to greater economic opportunities through creating an enabling regulatory environment as well as providing quality economic infrastructure. This will support the City of Tshwane upholding the right of residents to choose their trade, occupation or profession freely. Upholding political freedoms is about the City of Tshwane upholding residents rights to make political choices, peacefully and unarmed assemble, demonstrate, picket and present petitions to the City of Tshwane.

What does an African capital city of excellence mean for the City of Tshwane?

Understanding the City of Tshwane's objective of becoming an African capital city of excellence transcends racial,

regional boundaries. Furthermore, there are two concepts that we need to explain – African capital city and notion of excellence.

Tshwane's identity as an African capital city also has much to do with its relationship with its broader region as it extends northwards. For a long time the City has been part of a diaspora of many communities to the north, and also home to many people from neighbouring African countries. For the City of Tshwane, it is about putting the citizens at the centre of our development but very aware that task of dismantling the legacy of apartheid totally remains. At the same time, being an African capital city for the City means adopting the collectivism culture that defines most African countries and concept of Ubuntu and the social values it represents.

According to Makgoro (1998), a Judge of the Constitutional Court of South Africa, Ubuntu "is a world-view of African societies and a determining factor in the formation of perceptions which influence social conduct...[Ubuntu] is a philosophy of life, which in its fundamental sense represents personhood, humanity, humanness and morality; a metaphor that describes group solidarity where such group solidarity is central to the survival of communities with a scarcity, where the fundamental belief is that 'motho ke motho ka batho/ umuntu ngumuntuntu ngabantu ¹⁰¹,' which literally translated, means a person can only be a person through others.

The concept of Ubuntu remains central in the City of Tshwane developmental agenda while imagining a better future where socio-economic equality is part of the societal fabric. It is about taking all on a journey of capital city building synonymous with that of nation building as the City attempts to find clear expression of our status as the capital city of South Africa given the broader symbolism of capital cities the world over. This in turns requires that as a City of Tshwane, we will need to be a leading example of metropolitan government excellence reflected by a functional, stable and capable organisation. Furthermore and importantly, it requires that the City is a caring City with a people-centred developmental paradigm that will see it become liveable, inclusive, and resilient.

Becoming an African capital city of excellence will ultimately be reflected in the enhancement of the quality of lives for the residents of the City of Tshwane as well as sound City governance and administration. This, we believe, is better operationalised through the City of Tshwane becoming a smart city. Being a smart city is not just about ICT. It's about economics, about people, about infrastructure and being technologically competitive. Smart cities can be identified along six ¹⁰² main dimensions: economy, mobility, environment, people, living, and governance. These dimensions will be explained in the relevant Outcome chapters later in the document. Smart cities distinguish themselves from 'intelligent' cities or 'digital' cities in that smart cities emphasise investments in human capital and marry that with the existing and developing physical infrastructure such as transport and mobility connectivity, information and communications technology capabilities among others ¹⁰³ to support sustainable city development, high quality of life and participatory governance ¹⁰⁴.

Furthermore, the City of Tshwane will learn from other successful cities such as Curitiba, Brazil, which is well known for excellence in urban management; Chengdu, China, which is becoming the dominant high-end financial services and electronics centre in western China; and Las Vegas, United States, which constantly repositions itself to reinforce its role as the entertainment capital of the world.

WHAT OUR VISION MEANS

Transforming our space economy to support equitable development

The City of Tshwane has undeniably been shaped by a legacy of apartheid urban form, space economy, and settlements that has resulted in spatial inequity and equality. In 2055, it will be South Africa's capital city, with an identity that represents the aspirations of South Africans. Spatial justice and urban form will be re-engineered. It will be Africa's most liveable, healthy, safe and sustainable capital city to live, work, visit and invest in. Mobility and public transport in the City of Tshwane is improved and significantly contributes to the City's high connectivity and low carbon status.

Supporting smart growth through environmental protection

The City of Tshwane has increased its use of alternative forms of energy. Its built environment has high quality buildings that are respectful to the City's heritage but environmentally sensitive. The City of Tshwane is known for its water conservation and waste management initiatives. People living in Tshwane re-use and recycle at every opportunity.

Fostering people development by providing reliable service delivery and infrastructure

The people in the communities in the City of Tshwane will respect, accept and celebrate each other's differences. Human settlements infrastructure will encourage equality, cohesiveness and inclusivity among the people who live in them and will reflect the aspirations of the Freedom Charter. People living in the City of Tshwane will feel that they belong. Communities derive benefit and value from the services provided regardless of where they live. Communities will be safe, public spaces accessible and used to encourage active community engagement.

Leading the way to develop sustainable, equal, diversified, green city economy

The City's knowledge, research and development capacity together with its education and higher education institutions will drive innovation, enterprise and entrepreneurship in the City of Tshwane and beyond. The City of Tshwane's economy is prosperous and sustainable. It will be known for its equal, diverse, productive, and high labour absorptive capacity. While it has built on the strength of its key sectors, it is known for its resilience and responsiveness. It is known as Africa's leading green economy and has developed capacity to create and enter new industries.

Creating meaningful opportunities for an active citizenry to participate in development

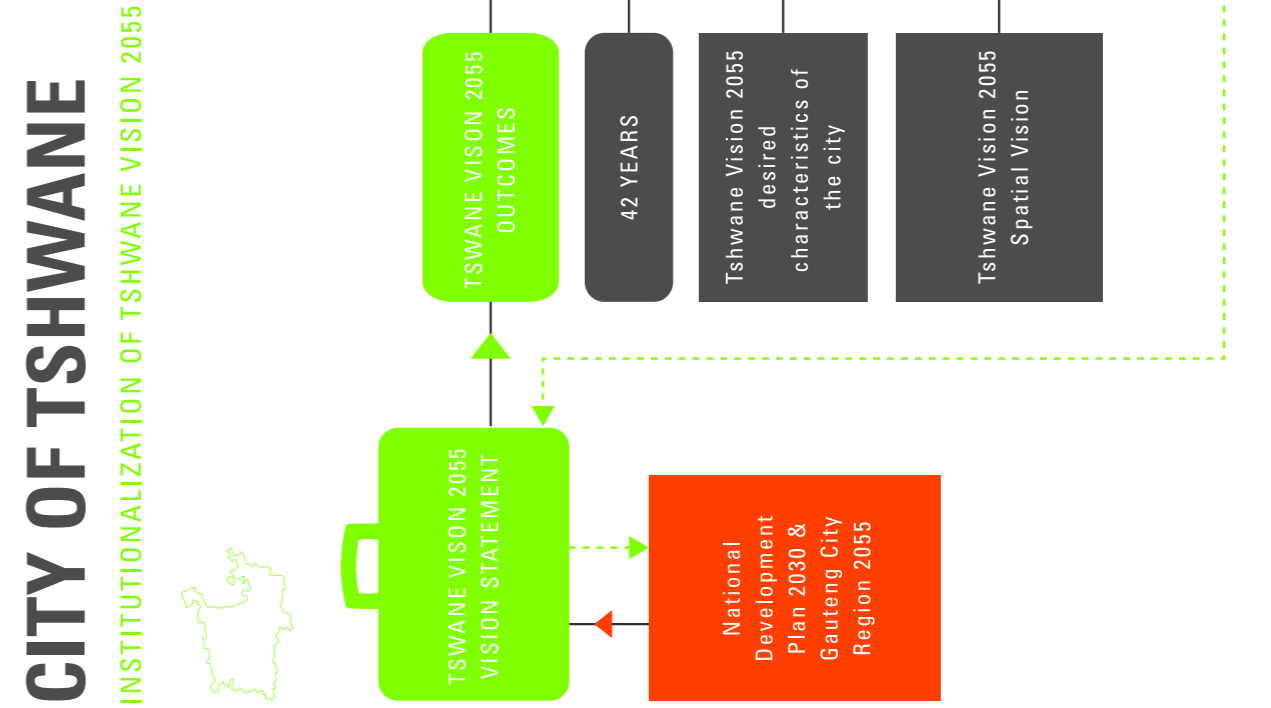
The citizens of the City of Tshwane will actively and confidently participate in the governance of the City. They will partner with the City to drive the City's development agenda and benefit from the City's socio-economic infrastructure investments. Ideas and input is valued and is part of developing meaningful interventions.

Building a capable, accountable developmental local government

The City of Tshwane connects South Africa with Africa and the rest of the world. It is known as an economic and social development facilitator, collaborator, enabler and partner of choice in Africa. It is known as an exemplar for local government excellence reflected in its sound financial and capable human resources. The City of Tshwane is accountable, transparent and responsive. It is part of the successful Gauteng City Region and contributes to its economic success by investing in socio-economic infrastructure.

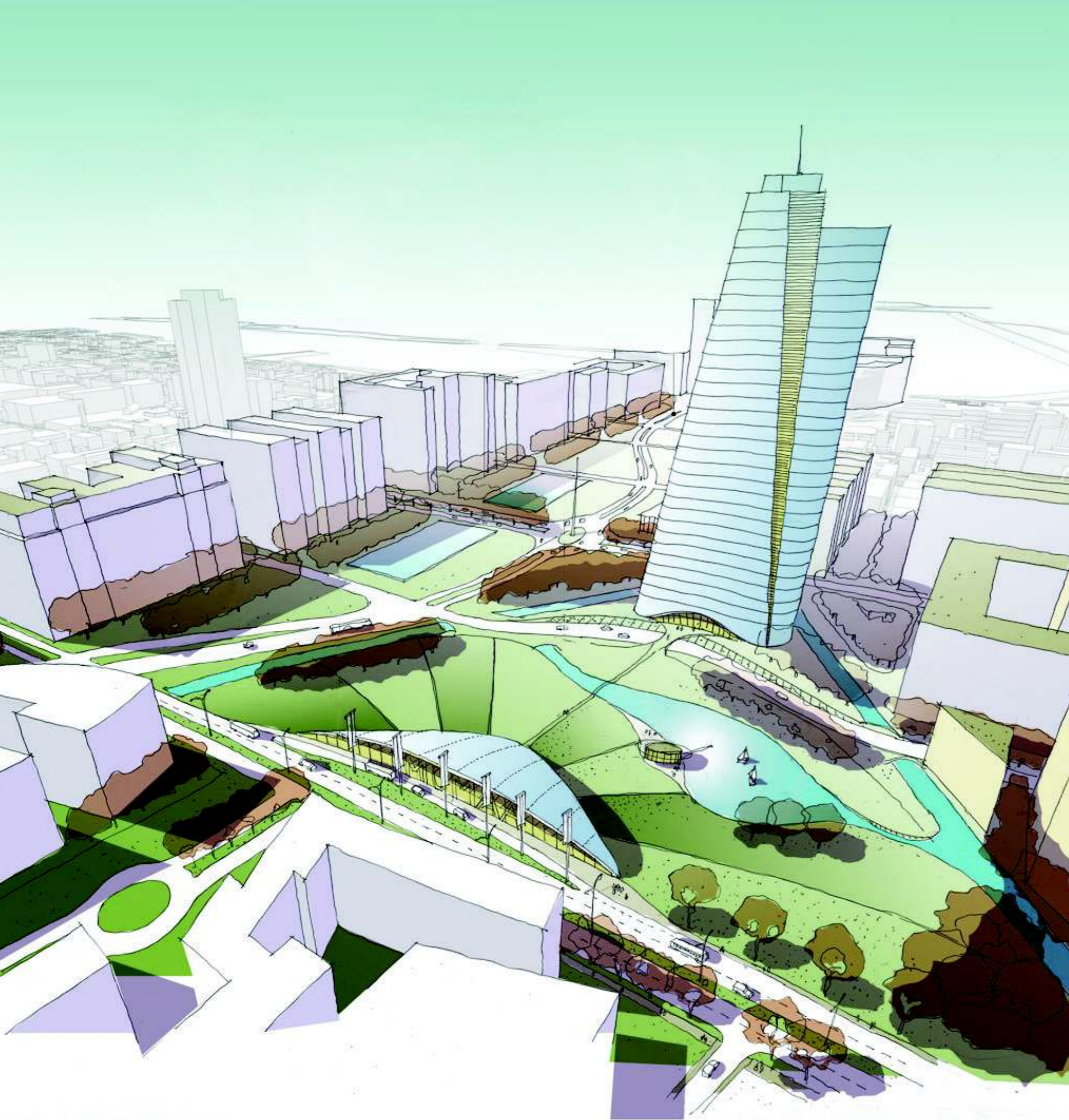
INSTITUTIONALISATION OF TSHWANE VISION 2055

To ensure the institutionalisation of the Tshwane Vision 2055 over the next four decades, Figure 3.13 shows how the City's medium to long-term strategic planning and budgeting will be aligned with Tshwane Vision 2055.



In conclusion, the City of Tshwane as a capital city should creatively utilise the different forms of capital that exist within it - both for its macro-political role as a capital city, home of the diplomats, and also as a City that is a home to its residents. The City of Tshwane will have to keep its windows open so that all the cultures of the world can blow through it, without having its identity as a liveable city blown away by such cultures.

Figure 3.3 Institutionalisation of Tshwane Vision 2055



SECTION D

REALISING THE FUTURE

CAPITAL CITY

The rights enshrined in the Constitution that the City of Tshwane has to respond to as a developmental local government find expression in the six Tshwane Vision 2055 Outcomes developed. Each Outcome is explained in detail and includes an articulation of the context, importance of the Outcome, the goal, gamechangers for the next four decades of change as well as how the City of Tshwane will measure its progress.

CHAPTER 4

REALISING THE VISION OF THE FUTURE CAPITAL CITY

Everyone is equal before the law and has the right to equal protection and benefit of the law
Everyone has inherent dignity and the right to have their dignity respected and protected
Everyone has the right to life
Everyone has the right to freedom and security of the person
Everyone has the right to privacy
Everyone has the right to freedom of conscience, religion, thought, belief and opinion
Everyone has the right to freedom of expression
Everyone has the right, peacefully and unarmed, to assemble, to demonstrate, to picket and to present petitions
Everyone has the right to freedom of association
Every citizen is free to make political choices
Everyone has the right to freedom of movement and residence
Every citizen has the right to choose their trade, occupation or profession freely
Everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future
Everyone has the right to property
Everyone has the right to have access to adequate housing
Everyone has the right to have access to health care, food, water and social security
Everyone has the right to education
Everyone has the right to use the language and to participate in the cultural life of their choice
Everyone has the right of access to information

Adapted from the Bill of Rights, South Africa Constitution 1996¹⁰⁵

TOWARD TSHWANE VISION 2055

The vision translates into six broad Outcomes that represent the areas that are key for the City of Tshwane's broad development logic over the next four decades. The six Outcomes are:

- **Outcome 1:** A resilient and resource efficient City
- **Outcome 2:** A growing economy that is inclusive, diversified and competitive
- **Outcome 3:** Quality infrastructure development that supports liveable communities
- **Outcome 4:** An equitable City that supports happiness, social cohesion, safety and healthy citizens
- **Outcome 5:** An African Capital City that promotes excellence and innovative governance solutions
- **Outcome 6:** South Africa's Capital with an activist citizenry that is engaging, aware of their rights and presents themselves as partners in tackling societal challenges

There are many development paths that the City of Tshwane can follow to achieve its Tshwane Vision 2055 and Outcomes. Most successful cities use their long-term strategy as a tool to reposition themselves, platform for collaboration with various stakeholders, and to galvanise resources for joint implementation.

Regardless of the developmental path that is followed, central to the City of Tshwane's agenda is the creating of employment, elimination of poverty, reducing inequality and the creation of a better life for all residents. However, the extent of the impact will largely be determined by the boldness of the priorities and strategic actions taken by City leadership in each decade of change. The City's choice of actions could influence the future game changing path that the City might follow as explained in the next sections.

- **Playing the game better:** This entails the City of Tshwane implementing incremental changes using the current rules of the game to become a more efficient and effective metropolitan government.
- **Playing the game differently:** This is about the City of Tshwane taking lessons from the country's two decades of democracy and utilising this experience for rapid implementation to implement transformation.
- **Playing a different game:** This entails the City implementing strategic actions to drive growth and development, increasing the competitiveness of the economy and strengthening the City's sustainability capacity.

In terms of realising Tshwane Vision 2055, the following phases will be followed over the next four decades of change.

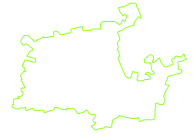
By 2020	By 2030	By 2040	By 2050 and beyond
Consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	Managing sustainable urban growth and development	Transitioning towards sustainable a urban form and economy	Consolidating the gains towards a better and prosperous life for all

For each Outcome, we will outline some actions needed in each decade of change to realise Tshwane Vision 2055. It is important to add that while we provide this broad logic to guide the City's growth and development, the approach chosen will be based on the conditions and realities at a particular time. This will then inform the decision to play the game better and/or play the game differently and/or play a different game. Further, the broad logic will also assist the City of Tshwane in its priority setting, to weigh the trade-offs, manage competing interests, and make hard investment choices.

A detailed explanation of each Outcome will be presented in chapters 4 – 9 and are structured as follows:

- **Introduction:** In this section an overview of the context for the outcome is presented. Key current issues and trends and where possible, future trends are explained based on inputs received during the outreach process as well as on the City's information.
- **Why the Outcome is important:** In this section, we explain the drivers of change that the City of Tshwane needs to respond to as well as the opportunities that these drivers of change present to the City. The section also describes the City's assets/strengths that it can capitalise on.

- **Our goal:** The goal identified for each Outcome is a broad description of what we intend to accomplish. The goal articulated for each Outcome serves as the foundation for informing our future planning approach as well as to inform the strategic choices and trade-offs that the City will need to take when identifying, prioritising and implementing new policies and programmes of action/interventions.
- **Game changers for the next four decades:** In this section we present the strategies/actions/interventions as well as some of the long-term projects that are currently being implemented. The additional strategic actions/interventions that the City might consider in the future will be based on other City budgeting and programme implementation processes. It is important to indicate that these additional projects are not finalised, but give the City additional lenses to view City problems and opportunities based on how the City wants to play the game going forward. The game changers presented in this document are intended to provide guidance in developing implementation plans and related resource allocation.
- **How we will measure our progress:** The implementation of the strategy will be monitored regularly and it is our commitment that we will report back on an annual basis. High-level indicators that are related to the outcomes that will show how we are progressing over time are presented for each outcome. As the City of Tshwane has also aligned Tshwane Vision 2055 with South Africa's NDP 2030 where common outcomes and objectives exist, the relevant NDP targets that Tshwane Vision 2055 will contribute towards have thus been identified and included.



VISION

In 2055, the City of Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.

OUTCOME

A resilient and resource efficient City.

GOAL

Manage natural resources effectively to reduce impact on the environment.

PLANNED RESULTS BY DECADE

By 2020, the City is consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality.

By 2030, the City is managing sustainable urban growth and development..

By 2040, the City is transitioning towards a sustainable urban form and economy.

By 2050, the City consolidates the gains towards a better and prosperous life for all.

GAME CHANGING ACTIONS

Sustainable Resource, Management Policy, Regulations & Strategy, City greening, Low Carbon Infrastructure Investment Planning, Waste minimisation & management, Environment, Education, Smart Economy

Development of Low Carbon Infrastructure (new urbanism), Green economy, Water and energy security, Efficiency and Diversification, Climate change resiliency

Maintenance of low carbon economy infrastructure

Maintenance, Protection of City Biodiversity Natural Heritage Water & Energy resources

PRIORITIES

Preserving the City's natural heritage, Managing the City's waste effectively

← Measuring our progress →



Throughout the world, cities are implementing programmes and initiatives that will improve their resource efficiency to support sustainable city development. Sustainable development has become increasingly important for cities given the need for cities to develop the capacity to become resilient in order to withstand economic, environmental, socio-political shocks¹⁰⁶.

The City of Tshwane's definition of resilience is premised on four pillars – social, economic, environment and governance. In this chapter, the focus is on the natural resources pillar of resilience with the other pillars discussed in the appropriate chapters.

This chapter outlines the goals and game changers for the next four decades as well as actions that the City will have to undertake in order to become a resilient and resource efficient City. This chapter concludes by detailing key indicators that will be used to measure the City's progress.

Key messages:

- Given that future projections of the population for countries and cities alike, any growth in population will likely see a corresponding increase in the consumption of natural resources to support social and economic needs.
- There is enormous pressure on the environment to provide resources required by countries in a sustainable manner. To this end, ensuring resource security for energy, water, land and food remains a challenge for South Africa and the City of Tshwane.
- It has been suggested that cities need to be resilient that is, have the ability to adapt to and absorb change within the context of global change¹⁰⁷.

INTRODUCTION

Sustainable development is premised on the 'limits to growth' debate¹⁰⁸, as well as developed countries' responsibilities based on historical and current global environmental pressures their societies place on global environment¹⁰⁹, in the context of growing current and future pressures from developing countries. The City of Tshwane's definition of sustainable development is that adopted by the South African government. Sustainable development is defined as "the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations¹¹⁰." This definition is premised on the principles of equity intra- and inter-generationally natural environment protection as described in Section 24 of South Africa's Constitution that says:

"Everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development."¹¹¹

Outcome 1 is the City of Tshwane's commitment to implement the principles and interventions of a 'smart environment.' The characteristics of a smart environment include the attractiveness of the City's natural environment, pollution reduction, protecting the environment and sustainable resource management¹¹². Through the adoption and use of innovative strategies supported by appropriate technology, the City of Tshwane will be better placed to achieve environment sustainability in the remaking of the City where environment sustainability is non-negotiable in achieving the City's economic and social goals. Environment sustainability is about the City improving the quality of life for its residents by protecting its natural resources. This requires the sustainable use of the City's natural resources while retaining and improving the quality of the natural environment to ensure 'green' urban growth as well as address climate change.

WHY THIS OUTCOME IS IMPORTANT

Our goal in achieving this Outcome is to use the City's natural resources effectively to reduce the City's impact on the environment while promoting economic and social development that seeks to overcome the challenges of poverty, inequality and unemployment. The global growth and development reality from the 1960s has been that the growth and consumption patterns were unsustainable; hence the acceptance of the sustainable development concept in 1992. The reality of the 1970s was that these development patterns also drove potentially irreversible changes in climate. While South Africa is endowed with natural and mineral resources that can be used to support greater development, it is important to note their potential environmental, social and economic costs if used at an unsustainable rate.

Within the City of Tshwane, the justifiable prioritisation of economic and social development needs has resulted in the unsustainable use of natural resources as well as environmental challenges such as increased waste generation and environmental (land, air, and water) pollution. Furthermore, rising urban populations within the City has led to increased demands on finite supplies of natural resources, particularly water and land.

Thus, the combined population and economic growth has placed pressure on the City's waste management infrastructure. Without inadequate recycling infrastructure this pressure is compounded due to the increased complexity of the waste stream. Furthermore, the backlog of waste services in informal and rural areas has led to an unpleasant standard of living conditions.

Given the importance of environment sustainability, the City of Tshwane will adopt the 'cradle-to-cradle' philosophy to enjoy greater gains than the likely small, incremental changes that we might achieve if we follow a business-as-usual approach.

To support our social, economic and quality of life aspirations, the City of Tshwane needs to ensure that its natural environment is resilient. The next sections focus on the City of Tshwane's natural environment priorities that the City will promote towards 'smart environment' and to achieve Outcome 1.

Preserving the City's natural heritage

The City of Tshwane's natural heritage includes the City's biodiversity, landscapes, and geological features that all living, working and investing in the City will maintain and preserve for use by future generations. The City of Tshwane's geographical location and landscape make for a favourable natural environment that supports a diversity of trees, plants and small wildlife. The City strives to manage its natural environment responsibly, and to deliver quality of life to all communities¹¹³.

Biodiversity management is key to maintaining the City of Tshwane's natural environment. This links strongly to ecosystem services provided by nature and diverse habitats that help regulate temperature, absorb pollution, control pests and maintain soil fertility. These play key roles in adaptation strategies for building the City's climate change resilience as they provide natural defences against floods, droughts, and maintaining water quality among others. Beyond just parks, green areas and reserves in and around the City, the City will focus on integrating biodiversity into city living and management.

The amount of green space that a city has is important for improving the urban environment, climate and pollution challenges. Green spaces include the City's parks, recreation facilities, and nature reserves that are publicly accessible. As outlined in Chapter 2, the City has a significant repertoire of nature reserves, parks and open spaces which everyone has to respect, maintain and preserve to support the achievement of social and health objectives, for example. The World Health Organisation¹¹⁴ recommends that cities maintain a minimum of 9m² green space per capita and further recommends that such spaces should be a 15-minute walk from the place of residence. Findings from the 2011 Africa Green City Index research that assessed the environmental performance of 15 African countries across environment sustainability parameters that include land use indicated that the City of Tshwane and the other cities in the study generally succeeded the WHO minimum standard.

The City's currently well-monitored parameters around air quality for the City will remain well managed and maintained. With increases in population, quality of life and transport demands, we will continue to pay attention to green areas which maintain the air quality balance and areas designated for tree planting will be identified, especially in poor air quality areas.



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Managing the City's waste effectively

Waste management is currently the worst-performing element according to the African Green City Index, mainly due to the high volume of waste generation per person (over 1 tonne/capita/annum) – the highest for any of the African cities assessed and more than double the average of 408kg. The City will develop and implement a waste management improvement plan to ensure alignment with the National Waste Management Act (2008), especially in areas of recycling and hazardous and industrial waste management.

Over the next four decades of game changing the City of Tshwane will work with its partners to preserve the City's natural heritage through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Climate change strategy and implementation plan developed informed by climate risk areas in City is mainstreamed throughout the City and Municipal entities New urbanism concept to be implemented in parts of the City is based on principles of environmental sustainability Green spaces planning Pilot environmental governance models such as community-led decision making and implementation of service provisioning work and procurement Strengthen biodiversity management Water and water waste smart technologies investment programmes and incentives Waste management infrastructure investment – separation at source, recycling
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Strengthen climate change adaptation programmes to safeguard the City's residents, infrastructure, natural resources, including disaster preparedness Increasing the green space per capita Accelerate waste management interventions
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintenance of the City's biodiversity and natural environment Maintenance of waste management infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Continue to maintain and preserve the City's natural environment through implementation of innovative and appropriate natural environment policies, strategies, techniques and tools

Sustainable land use to support City development and growth

South Africa as country, prior to 1994, relegated the majority of its citizens to settle in the so called 'townships and Bantustan homelands' with little hope of owning property. The 2013 marked 100 years of the enactment of the oppressive 1913 Natives' Land Act that the new dispensation has continue to dismantle. Thus, post-1994, the pressure to 'equalise the playing field' was paramount. To this day, the spatial restructuring of these inefficient cities continues and requires focused and unwavering application of sound planning principles over the medium- to long-term. In addition, other dynamics shaping development include migration, urbanisation, globalisation and capital mobility, climate change, and balancing competitiveness with liveability in light of increasingly scarce resources.

It is important to recall that the City of Tshwane's growth has not been due to planned but rather, due to the incorporation of new areas over time. This has resulted in a sprawled city form, vast and complex in nature. Large tracts of land owned by government have also had a significant influence on development patterns of the city, mostly by acting as buffers and restricting spatial integration. Much of this land is under-utilised and is located strategically for infill development or economic opportunities and can contribute significantly to the spatial restructuring of the City if released for development.

It would appear that at present, some cities do not respond to the sustainable space economy. In the City of Tshwane,

this is especially relevant due to its size and the extent to which different communities are spread throughout the City. This is also supported by findings from the 2011 Africa Green City Index research that assessed the environmental performance of 15 African countries across environment sustainability parameters that include land use¹¹⁵. The City of Tshwane's performance on this dimension was assessed as average where issues of low-density urban sprawl and high number of people living in informal settlements had a negative impact on the overall rating.

The City of Tshwane has adopted a nodal approach to spatial reconfiguration. Nodes are those parts of the City where development should be focused. The widest variety of services and opportunities should be provided at nodal points, at degrees relative to their nodal status. The process of increasing land use densities (the building density) in a planned and meaningful way within the existing boundaries of a specific area increases overall efficiency and reduces cost in the use of infrastructure, services and amenities.

However, a 2011 spatial analysis of the City of Tshwane assessed where the highest densities of people reside compared to the distance to and from work opportunities. The City was found to be extremely inefficient and ineffective, with the lowest densities residing closest to work opportunities and benefiting from the best of available infrastructure (see Figures 4.1¹¹⁶ and 4.2)¹¹⁷.

Figure 4.1 Gauteng City Region population density, 2011

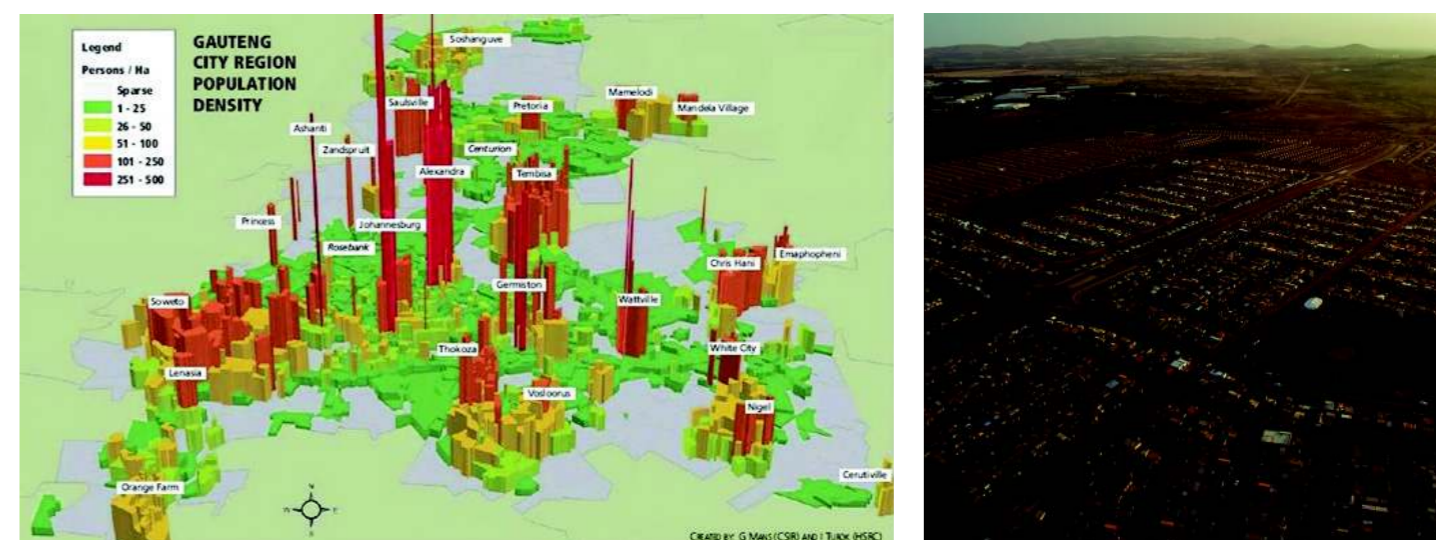
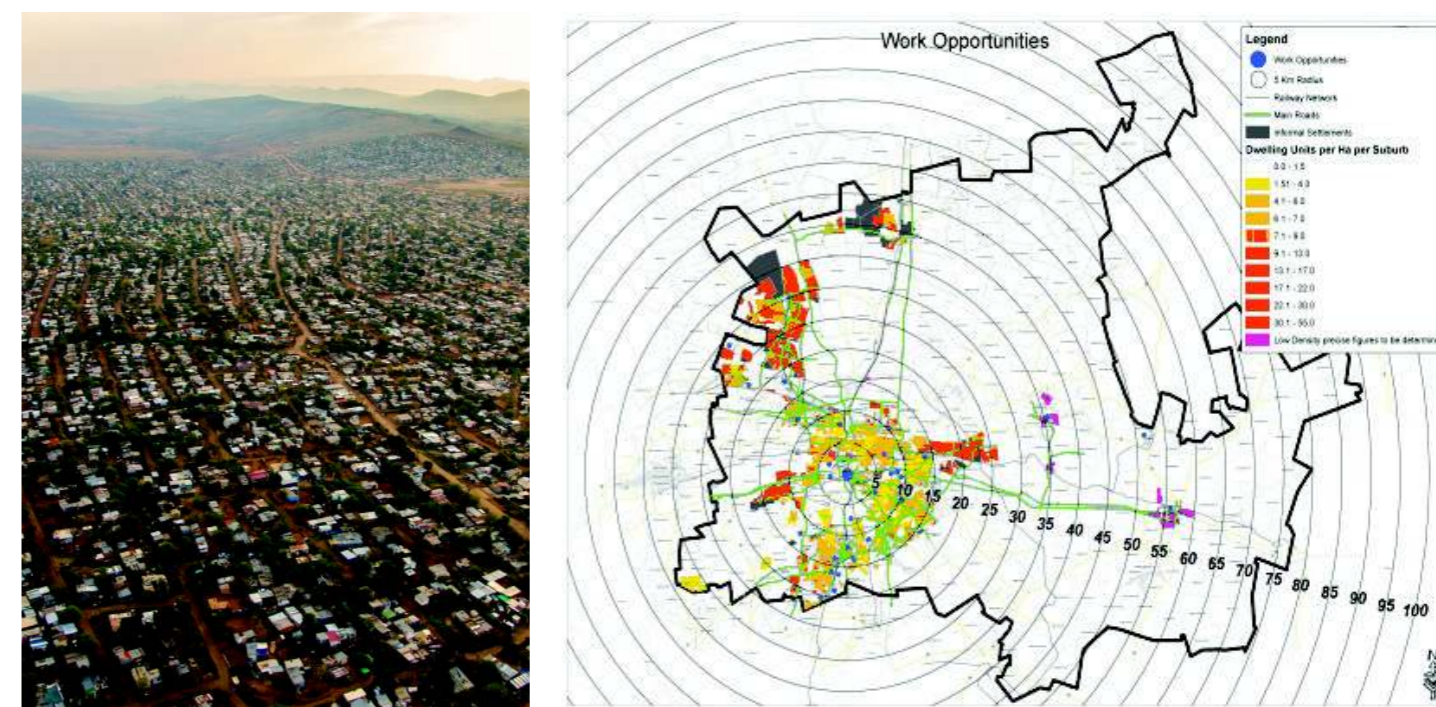


Figure 4.2 City of Tshwane's density sprawl in relation to work opportunities



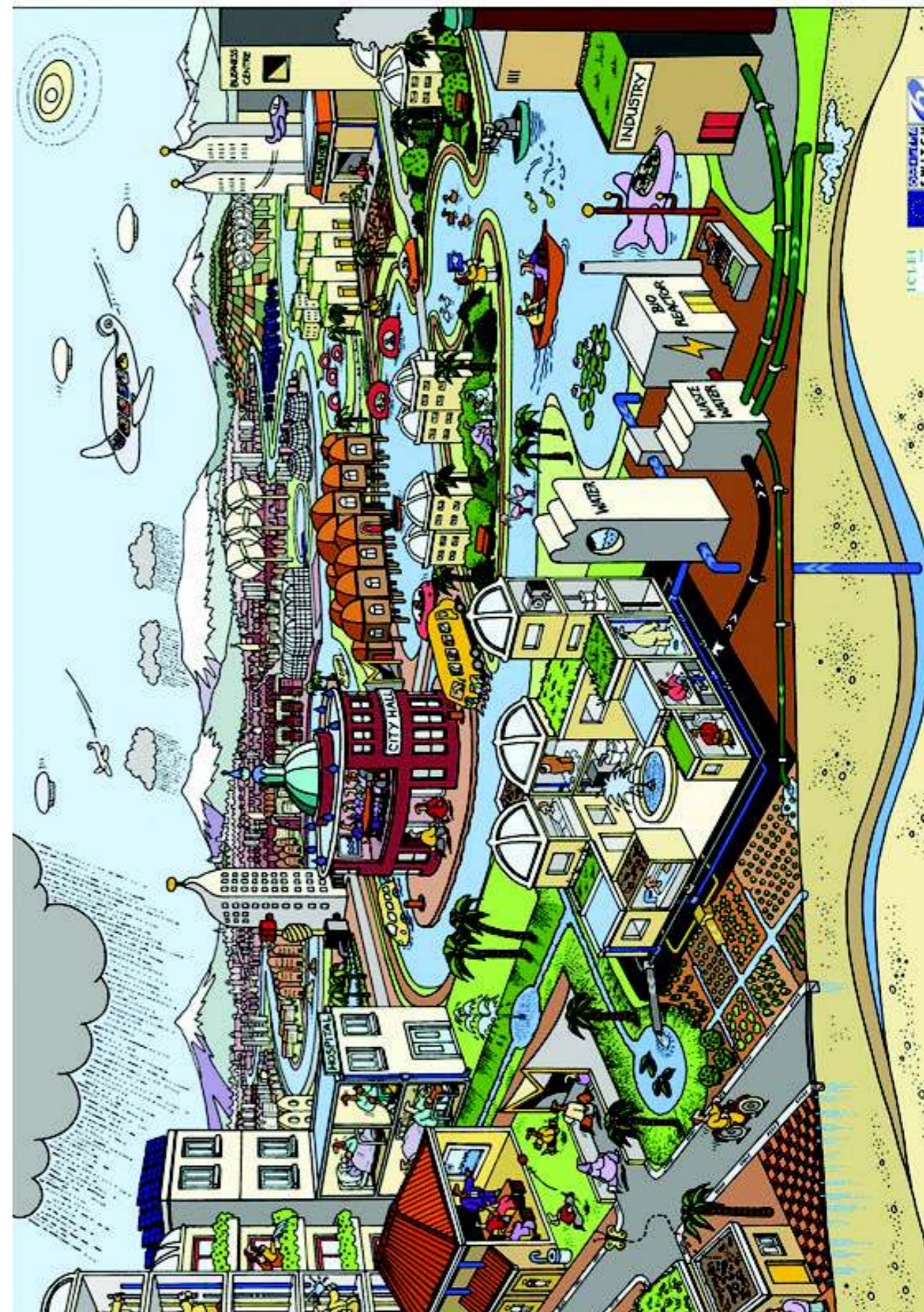
The provision of infrastructure and development that ensues places a burden on the natural environment. Urban sprawl is a key driver of environmental decline – it has a significant impact on the City's unique and rare biodiversity system, water, air and soil quality. Generally speaking, the larger the urban development footprint, the greater the impact on the City's natural environment.

In order to become an environmentally sustainable City, the City of Tshwane will adopt new urbanism/C2C principles. The combination of a sustainable spatial planning approach supported by an efficient and attractive public transport system will address many of the ills currently caused by urban sprawl. It is imperative that infrastructure is provided within strategically targeted areas (nodes) and that once provided, is used optimally, giving rise to transit-oriented development. Transit-oriented development will optimise the potential and infrastructure capacity of nodes through economies of scale while combating urban sprawl through movement between and connectivity of focus areas of development. There will also be a reduction in the cost of providing public facilities through the sharing of resources, equipment and land.

Building on these messages, the City of Tshwane will develop its urban development strategy based on the facilitation of space economy while addressing congestion and internal divisions within urban areas. The focus will be on harnessing the potential of urbanisation to deliver equitable and inclusive growth and poverty alleviation. The City's approach to space economy will involve the integration of the poor into the urban fabric through inclusive dialogical urban design.

Over the next four decades of game changing, the City of Tshwane will work with its partners to use land sustainably for the development of the City through a number of strategic actions presented in the following table.

Figure 4.3 Schematic indicating aspects of integrated water management



Source: Swiss Federal Institute of Technology, 2011. the City of Tshwane Water Information System (CWIS)

Water use and wastewater management

Water is a finite resource that is essential for the sustenance of life and all its supporting structures. Therefore its availability in qualities which are ‘fit-for-purpose’¹¹⁸ and adequate quantity, are fundamental to sustainable development using the three pillars of integrated water resources management¹¹⁹ - ecological requirements, economic efficiency and social equity (see Figure 4.3). Maintaining and sustaining balanced pillars for increasingly urbanised communities entail force-functioning infrastructure and population growth in order to create environments that support progressively improving standards of living for the inhabitants. The pursuit of ‘sustainability’ has emerged in recent years as a broader framework for integrating the holistic management of specifically three urban water streams, namely, potable water, wastewater and storm water³ with the practice of urban design. Water management is linked to other elements of city development that include housing, health, waste, transport, land-use planning, parks and recreation, economic development, energy, and urban agriculture¹²⁰.

Currently Tshwane City with an expected positive population growth rate in the future and marginal water service delivery backlogs is not future-proofed against future shocks of a limited water resource as our growth is significantly supported by external water sources. Some 71% of our water comes from the Vaal River system while local treatment works contribute to the balance. Vaal River, as a source of potable water, is not economically sustainable as it will become more expensive in the future given the worsening pollution trends and increasing practice to protect water resources by treating it as capital. These realities necessitate that the City of Tshwane future-proofs the City against potential negative impacts due to water by exploring and implementing additional sustainable alternative sources of raw water for treatment to various qualities in line with water and wastewater management practices.

In making the City of Tshwane, the City will minimise wastewater generation, treat wastewater to a standard suitable for effluent re-use opportunities and/or release to receiving waters, and treat urban storm water to meet water quality objectives for reuse and/or discharge to surface waters. For example, by creating avenues to allow use of storm water (see Box 4.1) in the urban landscape in order to maximise the visual and recreational amenity of developments adds to resilience of the built environment because large volumes of storm water have not be utilised sustainably this far, yet it is a huge resource that, for rain prone-areas, is an assured source of water. Performance of storm water technologies in harnessing the resource and restoring the water balance, and in removing emerging priority pollutants, however, remain poorly quantified¹²¹. All of these challenges are overlaid by the uncertainty of climate change. The challenge of designing these technologies so that they can be adaptable and resilient to changes should thus lie at local and national Government so that resources can be prioritised for the future¹²².

Box 4.1 New York City green infrastructure innovations

Streetside infiltrations

Runoff from the street is diverted by curb cut and routed into the swale, where specially engineered soils and native plant species are used to absorb water and filter associated pollutants, preventing polluted water from reaching Jamaica Bay.

Enhanced tree pits

Runoff from the street is diverted by curb cut and routed into this enhanced tree pit, where specially engineered soils and native plant species are used to absorb water and filter associated pollutants. In some enhanced tree pits, storage chambers hold additional runoff, available for plant uptake or groundwater recharge.

Thinking about future water management approaches are necessitating a shift towards re-creating water-sensitive urban designs and practices in order to assure resilient and resource-efficient cities¹²³. Forecasts for climate change, water demand and quality of life against anticipated population and economic growth, for example, will need to be geared to future-proof cities so that they can absorb the shocks of limited finite resources like water. The concept of water sensitive designing entails planning primarily to minimise hydrological impacts of urban development on the surrounding environment¹²⁴. The City of Tshwane will pursue this given its responsibility as a regulator and as well as development of bulk public and private infrastructure within its urban environment.

In light of the City of Tshwane’s integrated management of water sources, three futures for the different components of water and wastewater management and infrastructure are presented.

- Raw water: The focus is about making more water available from local sources for treatment to increase the City’s supply and thereby reduce “foreign” water dependence on the Vaal system. The City of Tshwane will implement water demand and water conservation measures such as rainwater harvesting, wastewater re-use, developing groundwater sources, promoting fit-for-purpose variable quality

water that matches use, green and climate-resilient treatment technologies and infrastructure, and demand management/conservation at a personal level (per capita saving) to reduce the City’s raw water quantity requirements.

- Potable water: The actions that the City of Tshwane will implement include managing quality, improving billing efficiency through increasing: increasing willingness-to-pay (valuing water as an economy good), ability-to-pay for water (by raising the “social floor” through lowering the Gini coefficient) and reducing unemployment¹²⁵, water availability (through reduction of water losses¹²⁶ and raising the wastewater recycled per capita), and retrofitting and greening efficient appliances to reduce demand. Personal water savings accumulatively reduce demand and a global savings on the water resource.
- Wastewater: The focus is to target minimising wastewater generation (resulting in a reduced water bill both for municipality and consumer), high-technology wastewater treatment to a standard that is suitable for re-use and/or release to pristine environments, and integrating storm water into resource recovery processes.

Sanitation is another key environment element that has an impact on water management. The City has done well in this area as explained in Chapter 2. However, there are still some challenges. The City will continue to investigate alternative and innovative solutions around on-site (and waterless) sanitation and work closely with the Health Department to roll out public awareness campaigns around responsible sanitation practices.

Over the next four decades of game changing, the City of Tshwane will work with its partners to use water resources more efficiently and effectively as well as improve its wastewater management through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Climate change strategy and implementation plan developed informed by climate risk areas in the City is mainstreamed throughout the City and Municipal entities • Rollout of virtual water policy adoption; 15% reduction in conveyance losses; water and energy accounting – metering • Programme to address water access and sanitation backlogs strengthens water demand & waste management practices (education, recycling, separation at source, waste to energy) • Programme to increase willingness to pay for water • Water demand and water conservation programmes (e.g. rainwater harvesting, wastewater re-use, developing groundwater sources etc) • Water and wastewater technologies investment programmes and incentives • Investigate alternatives for sanitation, especially those available for waterless or similar systems
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Strengthen climate change adaptation programmes to safeguard the City’s residents, infrastructure, and natural resources, including disaster preparedness • Continued investment in alternative water and water waste management technologies and solutions • Identify cradle-to-cradle actionable interventions such as sewage as input to gas/energy generation for the City’s businesses or residents
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of water and sanitation infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Minimise water use



- **Blue Prints** – This scenario postulates early action driven by domestic and international pressure and standards from major cities and multinational corporations for sustaining economic growth and international standards on emissions. These actions garner global action using markets, as such carbon is priced and the EU market incorporates the US and subsequently developing countries such as China. Global action facilitates investment in energy efficiency, paving a way for Carbon Capture Storage investments by 2020. Progress in wind, solar, and battery cells gain traction in the 2020s, with emissions decoupled from economic growth by 2050, where 90% coal fired power stations fitted with CCS in developed countries, and 50% in developing countries. Even though capita energy consumption peaks by 2055 in developing countries, and reduces by 33% in OECD countries, it does not meet the 2°C target.

The energy outlook for the country going to 2050 is however changing both from a structural point of view where electricity generation is being liberalised with a Bill¹³⁰, under development for the establishment of a state-owned Independent Systems and Market Operator whose function will be the operation and trading of electricity at wholesale level. This liberalisation trend is also observable where the Renewable Energy Independent Power Producer Procurement is facilitating the role of independent power producers, particularly towards meeting the Ministerial determination of 3,725MW of renewable energy. The country faces fundamental changes in primary energy sources, with shale gas reserves estimated at 13.7 trillion cubic meters of gas (5th after China, USA, Argentina, and Mexico)¹³¹ and the drive towards low carbon alternatives pointing to different futures in the coming decades.

Over the next four decades of game changing, the City of Tshwane will work with its partners to improve energy efficiency through a number of strategic actions presented in the following table.

Improving energy efficiency in the City of Tshwane

The South African primary energy supply¹²⁷ is driven by a relative abundance of coal, as such, in 2010 the country's primary energy supply was 67% from coal, with 19% from oil, solid biomass and waste 10%, whilst nuclear and natural gas contribute 2% each, with hydro contributing less than 1%. Another key characteristic is that the country's energy sector is primarily centrally planned, dominated by state-owned enterprises, where PetroSA dominates upstream oil and gas sector with synthetic fuels production by SASOL being one of the largest in the world, whilst Eskom generates 95% of the country's electricity.

The context of global energy futures going beyond 2010¹²⁸ are characterised by industrialising countries with increasing demand for energy to support infrastructure, transport, and consumer demands. This is further exacerbated by the projected 40% increase in world population by 2050. Another key characteristic is that the easily available oil and gas will not meet the growing energy demand by 2015, as such the investment of 'dirtier' forms of hydrocarbons such as tar sands and shale gas will increase in the period of 2010 to 2020. The last key driver is the concentration of greenhouse gasses in the atmosphere from the use of fossil fuels, which even if they were to be stabilised today will exceed safe levels of concentration associated with 2°C.

From the electricity sector, the peak demand is expected to grow from about 38 GW to about 63 GW by 2030 which is in the order of about 65% growth¹²⁹. The ERC report reflecting on options towards a new power plan, present significant growth in the wind, and biomass as well as central solar PV and solar thermal generation going to 2040. These energy sources are of special relevance to the City of Tshwane in the context of nationally planned, yet liberalised energy market going to 2050. The economic competitiveness of the City will therefore be highly linked greener energy sources available for supporting industrial activity, as well as the City's ability to not only grow its share of renewable energy, but also in the industrial activities supporting the green energy space.

The Shell Scenarios 2050 – Scramble and Blue Prints Energy Future - identify national and global policy decisions as the main drivers of the direction of energy futures in response to the context of global energy realities. The summary of the various scenarios is presented in the following section.

- **Scramble** - This is where governments focus on energy security and near future supplies, resulting in the doubling of coal usage by 2025. Driven by the 2015 energy crunch, second-generation biofuels make an early entry coming to stream in early 2020, a time which strategic decisions for increased nuclear build are made, however coming to stream around 2035. The associated emissions and environmental damage triggers stringent regulation around 2020, leading to a global economic slowdown, however with a recovery around 2030. In this scenario, no effective global agreement on carbon is reached until after 2030, where significant impacts of climate change are evident, and the world is more focused on adaptation as the world is on a + 550ppm GH concentration pathway.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Develop policy and regulatory frameworks that will guide sustainable land use that balances the needs of promoting equitable economic development and conservation of the City's biodiversity assets. • New urbanism concept to be implemented in parts of the City is based on principles of environmental sustainability • Integrated, safe, reliable public transportation system completed and alternative mobility systems implemented • Ecological footprint assessment • Explore cradle-to-cradle opportunities • Planning and early stage implementation of low carbon infrastructure • The City of Tshwane works closely with surrounding municipalities in terms of space economy and connectivity • The City of Tshwane supports sustainable procurement
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Strengthen climate change adaptation programmes to safeguard the City's residents, infrastructure, and natural resources, including disaster preparedness
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintain green spaces
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • New gains in efficiency based on new urbanism – human settlements that encourage mobility (walking, cycling etc) and where homes, business, schools and other amenities are close together and connection with other neighbourhoods is through transit transportation systems

Building the City of Tshwane's climate resiliency capacity

Climate resilient development has been viewed along the lines of managing current and future risks associated with a changing climate and its variability. Climate resilient and low carbon development specifically relate to climate change response, which can be seen as an aggravating rather than a defining factor in pursuit of sustainable development.

The analysis of futures is scoped in the context of a changing climate and a carbon constrained world, with an interpretation of plausible social and economic futures for the City of Tshwane. If natural resources, defined to exclude mineral resources are understood to be influenced by the climate system, whereas energy production, which is predominantly fuel fossil based, is understood to be central to economic development. The ability of such economies to be successful will be determined by the global and national consumption patterns, and empowerment of citizenry.

Temperature

The scientific consensus that human-driven emissions of greenhouse gasses, primarily from the burning of fossil fuels and deforestation are accelerating the natural energy balance of the earth system has been described as unequivocal. Carbon dioxide daily average concentration measurements at Mauna Loa Observatory in Hawaii for the first time in more than 800,000 years exceeded 400ppm on the 9th May 2013. The context of that level of concentration is that carbon dioxide concentrations in the atmosphere during the pre-industrial period of the mid 1800s, was at 280ppm, which translates to a rate of increase of 0.74ppm per annum, however the rate of increase in the last decade has been 2ppm¹³².

The observed mission trends suggest that the world will reach the 450ppm concentration, which is associated with the 'politically accepted' 2oC scenario in 2038 rather than 2050, and this was an important time based assumption in the Inter-Governmental Panel on Climate Change SRES¹³³ scenarios. The IPCC scenario associated with business as usual, i.e. the A2 scenario which is used in a number of climate projections has therefore been surpassed in light of the 2013 observed carbon dioxide concentrations. The temperature implication of the observed concentration levels is that the world is off-track for a 66% chance of keeping global average temperatures below 2oC from pre-industrial levels¹³⁴.

A number of projections from various Global Circulation Models as described in the IPCC's 4th Assessment Report project an above global average warming over the African continent, through all seasons, with some studies suggesting a global 2oC warming translates to 4-6oC over parts of Africa. The African subtropics, which include South Africa, are projected to have more warming than the moist tropics. In the case of South Africa, the six GCM ensemble in Figure 4.4¹³⁵ consistently show a higher increase in average temperatures for the west, northern and central sections of the country. The ensemble shows a range of increase from 0.9oC and 1.8oC by 2050 over the City of Tshwane, which already approximates the global average by 2100, five decades earlier.

Figure 4.4a Temperature projection 1990 - 2050

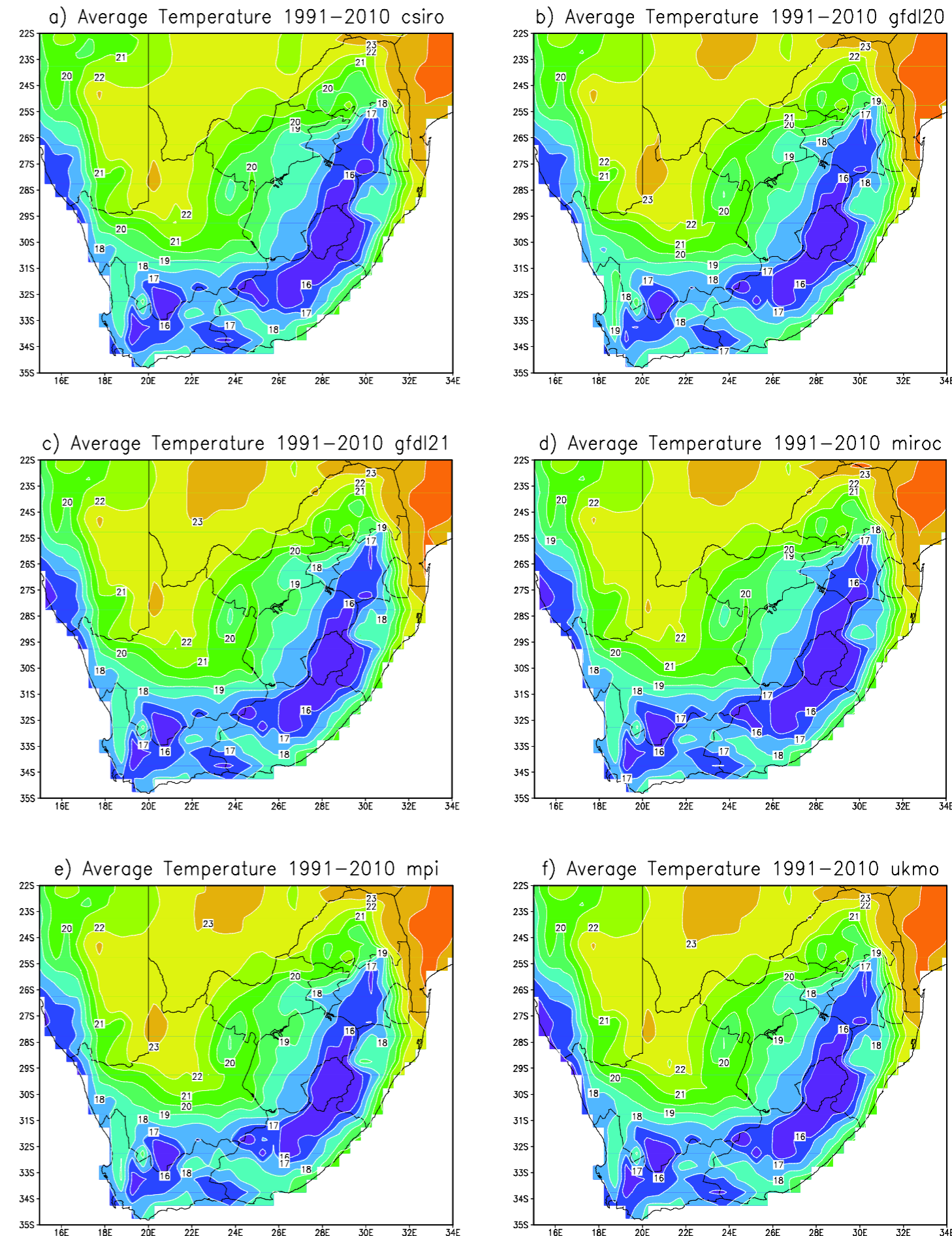
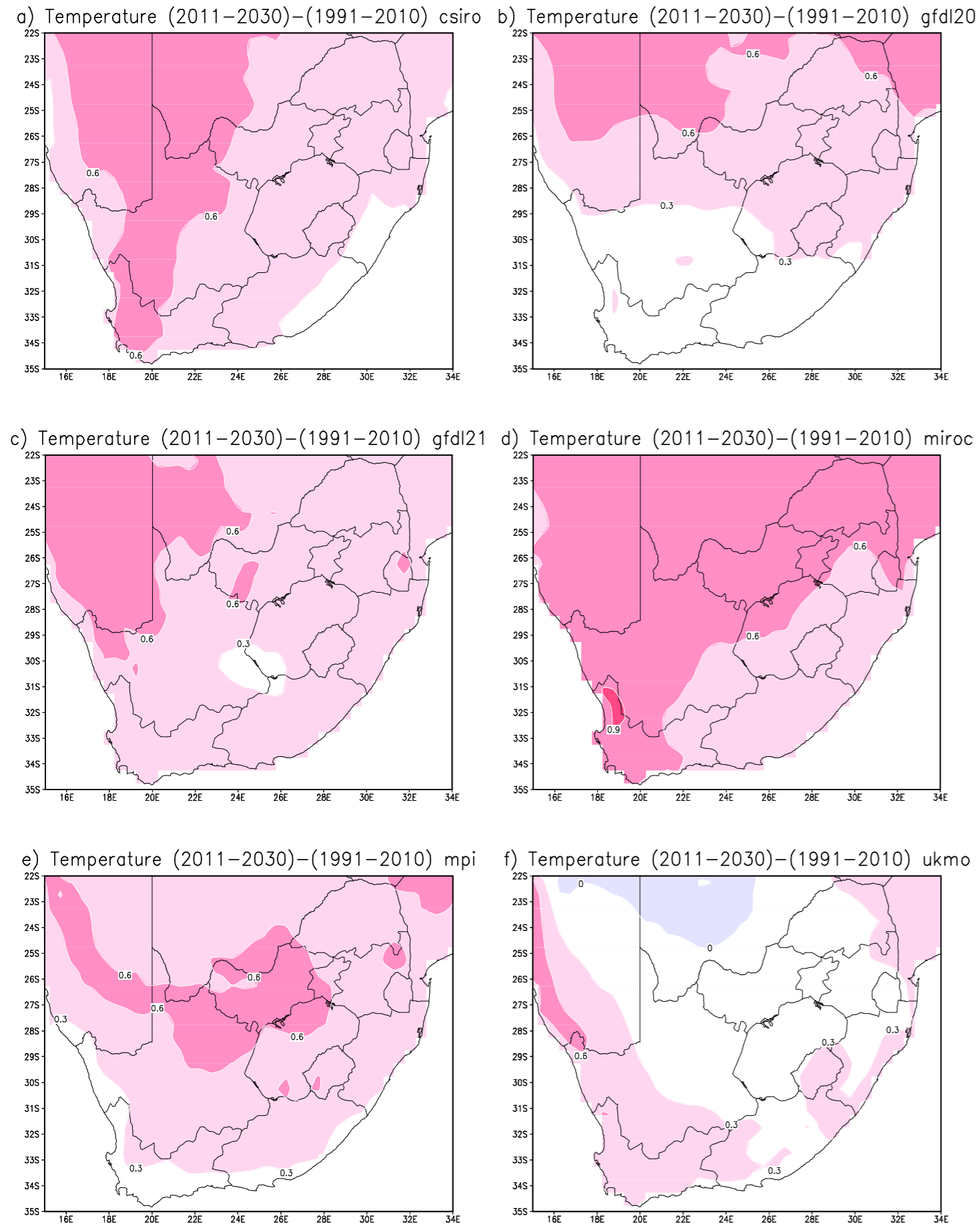
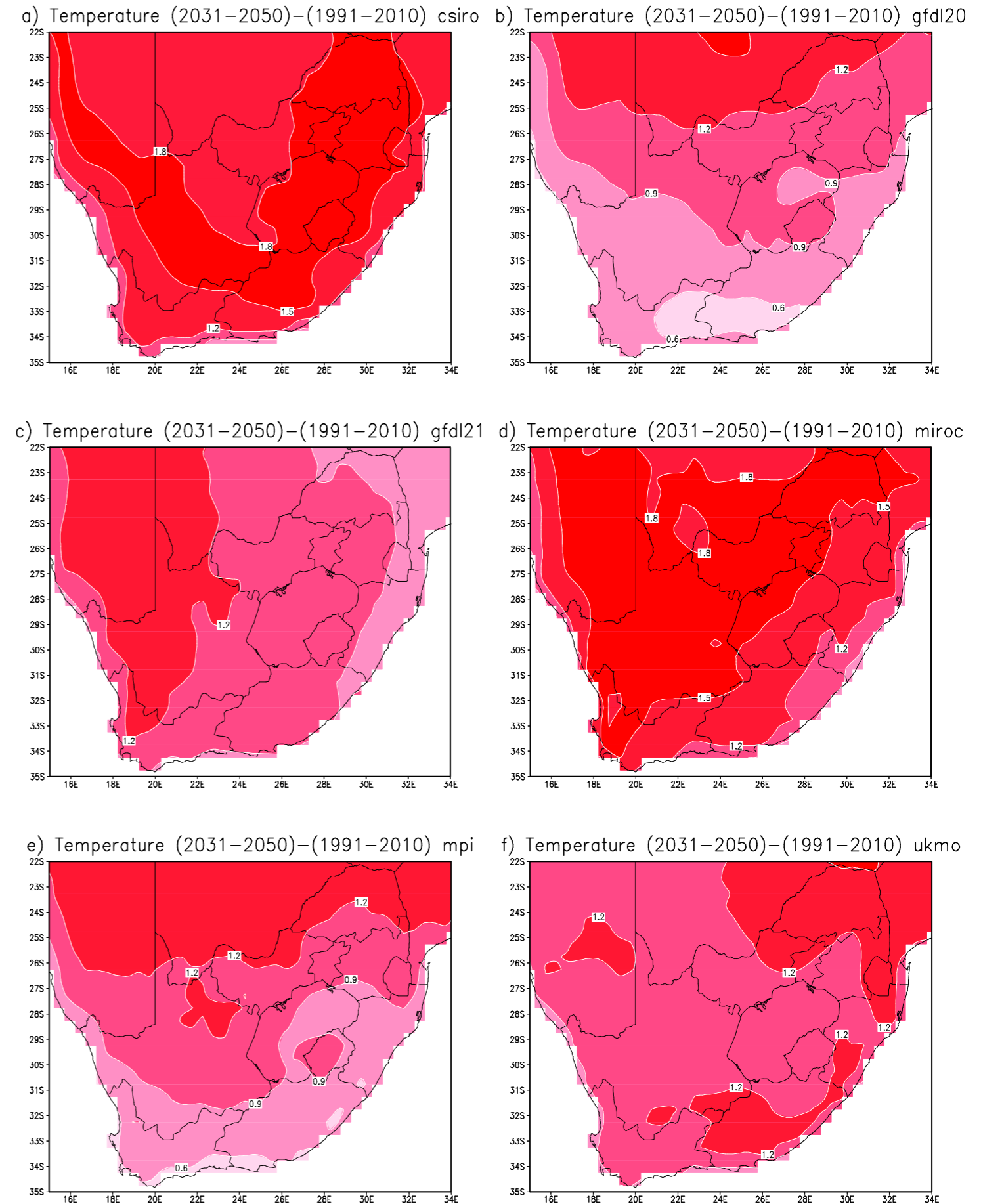


Figure 4.4b Temperature projection 1990 - 2050



Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. *Water SA* 37 647-658.

Figure 4.4c Temperature projection 1990 - 2050



Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. *Water SA* 37 647-658.

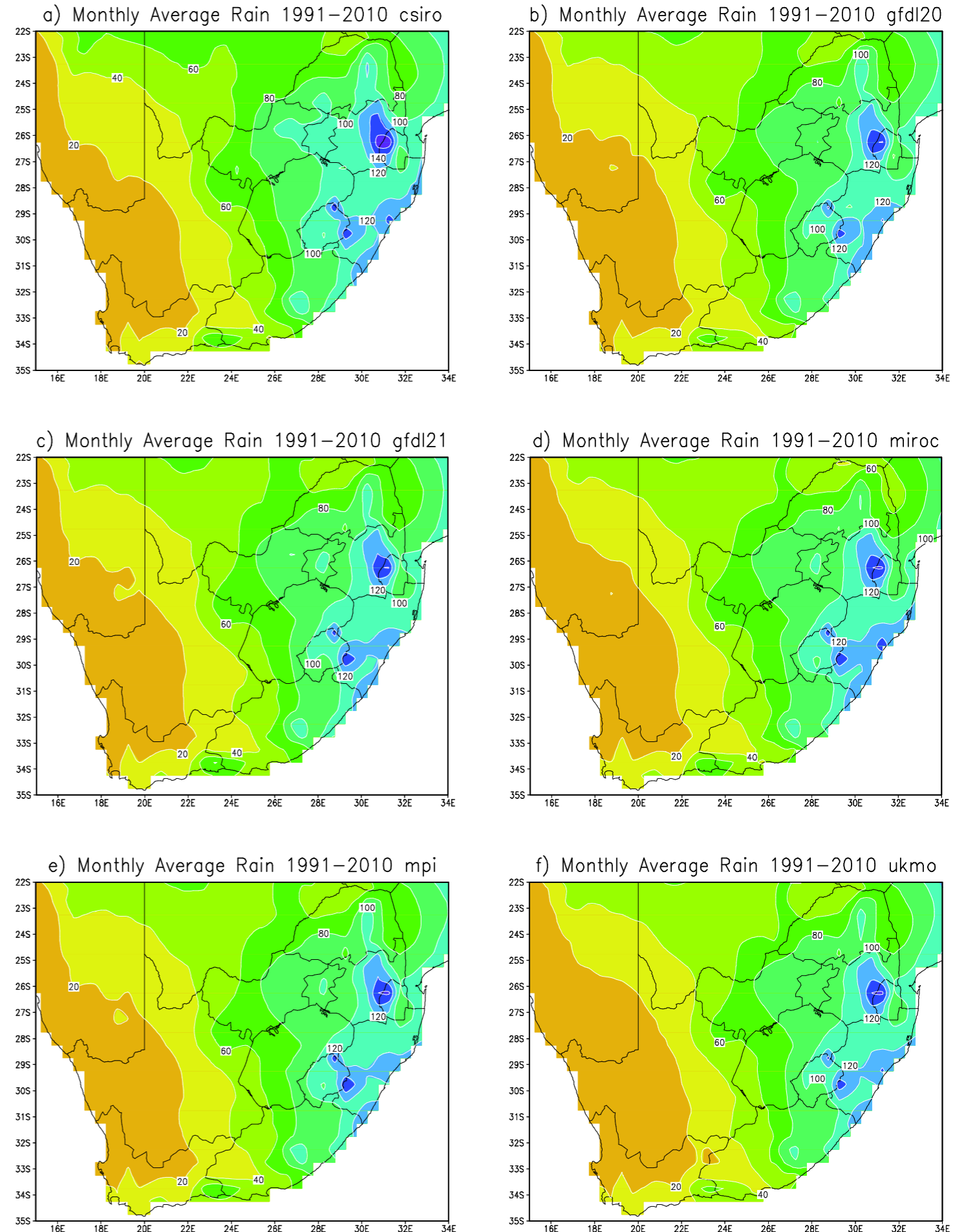
The associated changes of temperature increase on selected climate parameters are shown in Figure 4.5 and Figure 4.6, for rainfall and wind respectively.

Rainfall

The different model projections show a high degree of variability in their 2050 rainfall futures and this can be attributed to their different treatment of cumulus convection. However the ensemble show a general drying of the western and southern parts of the country, translating to a 25 to 50% reductions in monthly average rainfall, which is significant for areas with a monthly average rainfall of 20 to 40mm.

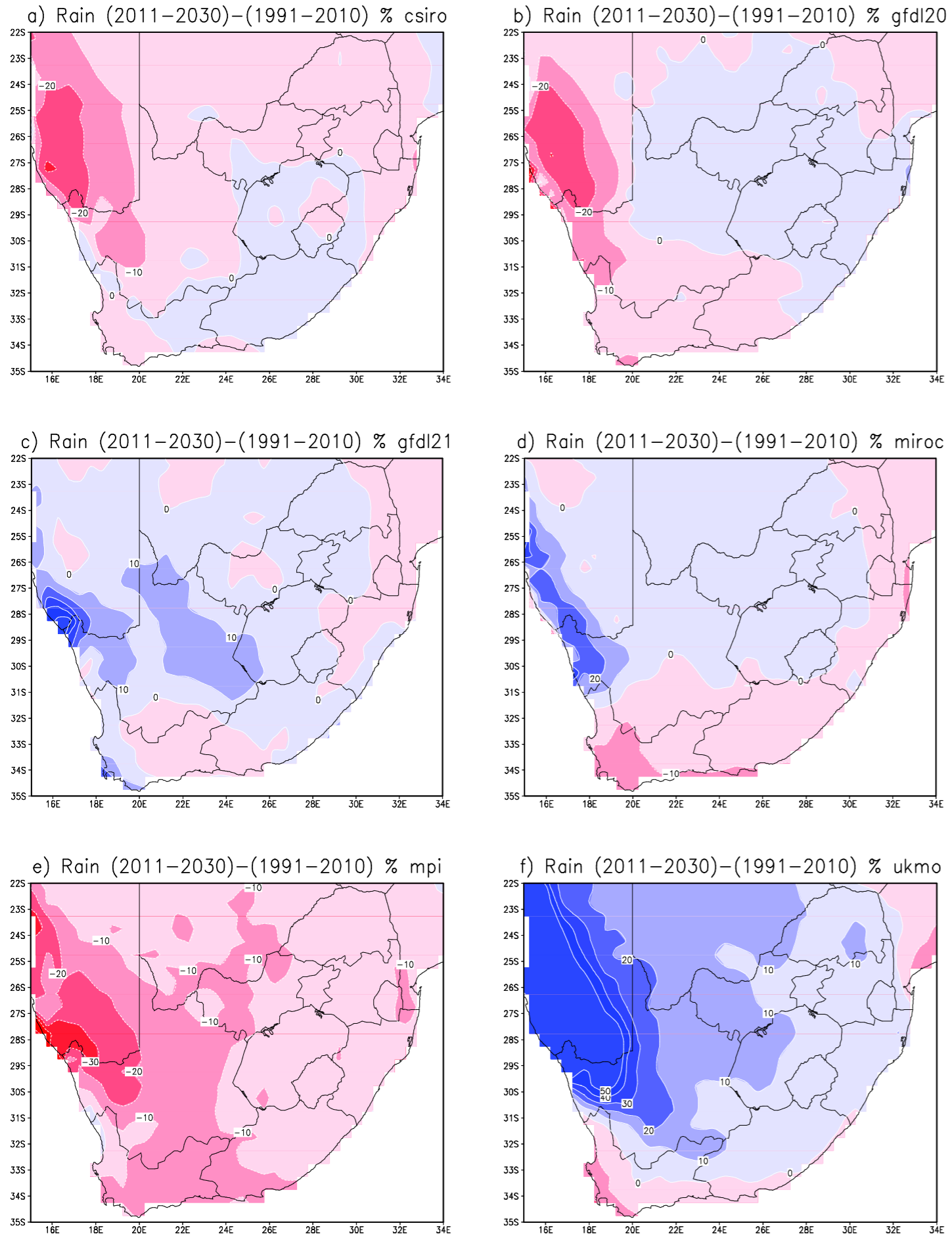
The average monthly rainfall for the City of Tshwane is 80mm, with most models projecting a 10 to 20mm reduction by 2050, translating to a 12,5 to 20% reduction. However the important area for the supply of water to the City of Tshwane is the Vaal and Orange River catchment systems which face a 10% reduction average monthly rainfall. The implication of these climate futures suggest an increasing water demand for the municipal area, due to both the increase in temperature as well as the reduction in average rainfall. The increased water demand is further exacerbated by diminishing supplies as rainfall in the catchment areas of major supply to the city of Tshwane is expected to decrease.

Figure 4.5a Rainfall projections 1991 -2050



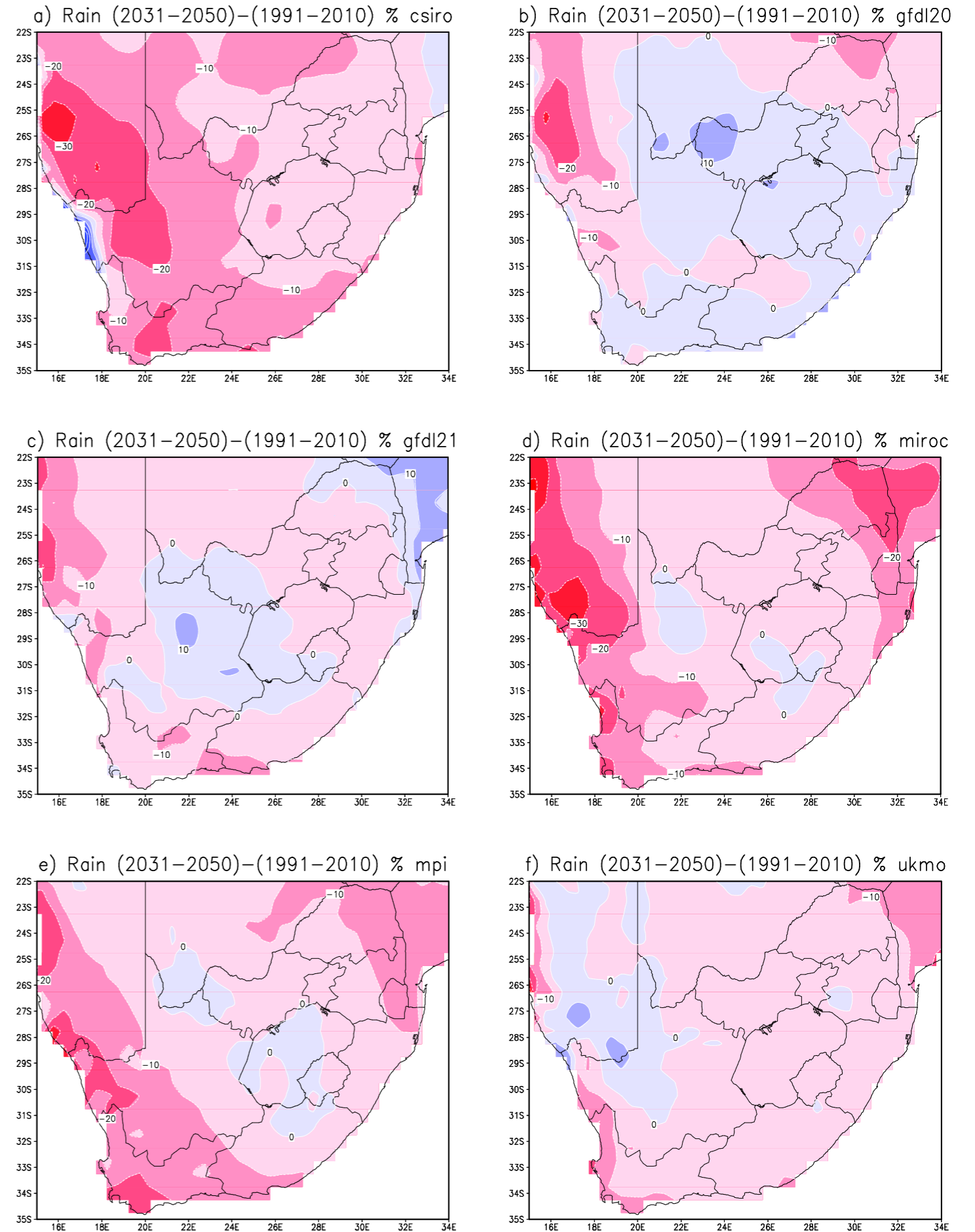
Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. Water SA 37 647-658.

Figure 4.5b Rainfall projections 1991 -2050



Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. Water SA 37 647-658.

Figure 4.5c Rainfall projections 1991 -2050

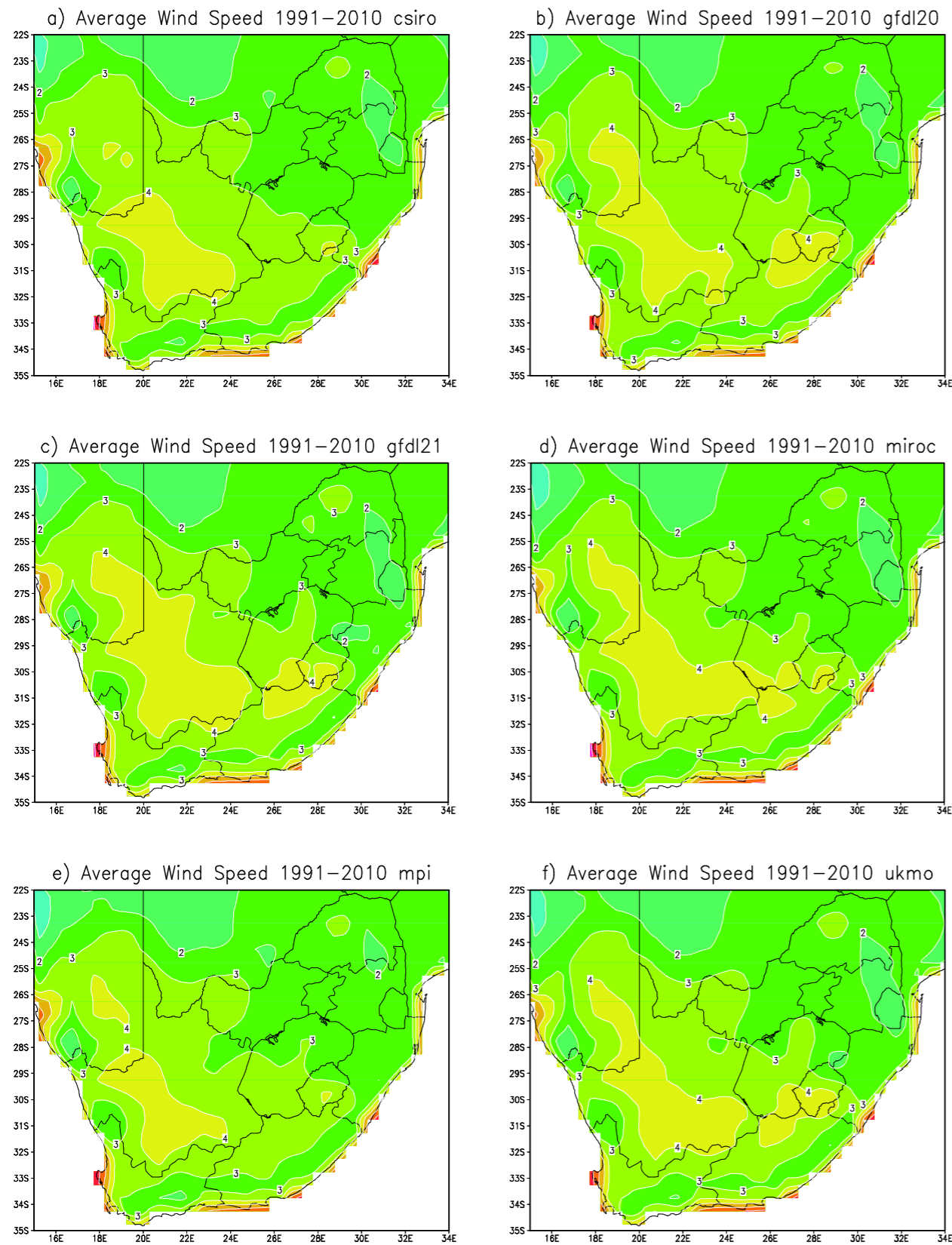


Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. Water SA 37 647-658.

Wind

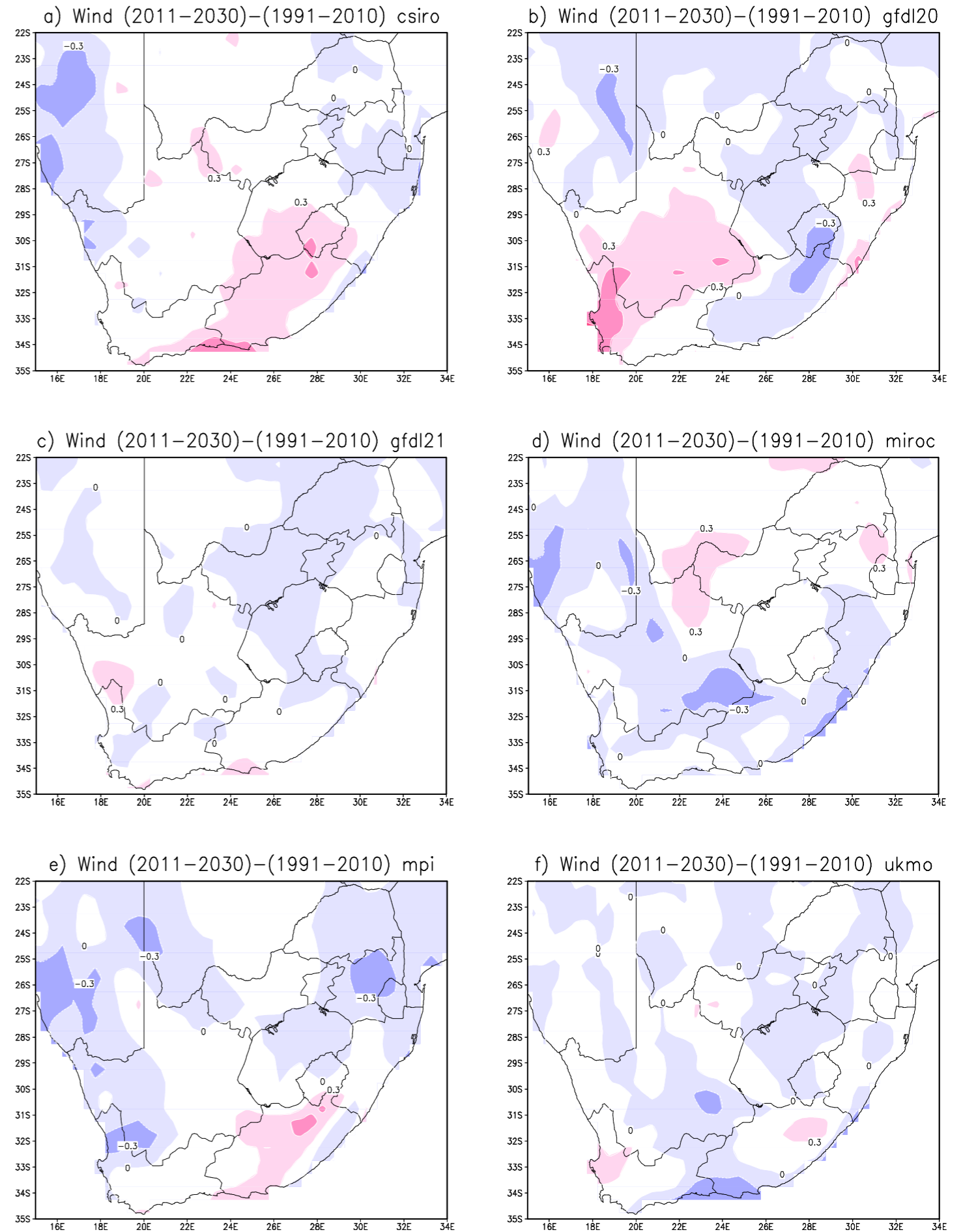
The changes in average wind speeds by 2050 across the country show +/- 10% change, with most suggesting no change for Gauteng, with only a single model suggesting a 10% reduction from average wind speed of 3m.s-1 for the region.

Figure 4.6a Projected wind speeds 1991 - 2050



Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. Water SA 37 647-658. Figure 4.6 Projected wind speeds 1991 - 2050

Figure 4.6 Projected wind speeds 1991 - 2050



Source: Engelbrecht F.A., Landman W.A., Engelbrecht C.J., Landman S., Roux B., Bopape M.M., McGregor J.L. and Thatcher M. (2011). Multi-scale climate modelling over southern Africa using a variable-resolution global model. Water SA 37 647-658.

Thus, the futures of a changing climate as well as an increasingly carbon constrained world mean water and energy, which are the primary drivers of economic and subsequently social development are not only uncertain, but set to change. These changes are not only felt at the local level in terms of those resources being drivers for change, but also the feedback loop from a global response.

Emissions being the driver of both carbon constraints as well as the climate futures are used as a starting point. The global climate policy dialogue is heavily weighted towards a 'pledge and review'¹³⁶ approach, an approach which is inward looking, and has demonstrated inability to be effective towards achieving the global temperature goal¹³⁷.

The Shell Scramble Scenario is more plausible with the 2015 Agreement coming to effect in 2020 having the potential to establish a stable, however ineffective international regime, which will however drive national policy shifts by 2020, with effective action coming through after 2030. However, growth and maturity in renewables will start earlier than in the Scramble Scenario driven by inward looking industrialisation and trade perspective. With emissions growing at slightly over the current decadal average of 2ppm per annum, the world will be on a 550ppm GHG concentration by 2050.

The climate system at 450 ppm is associated with a 2oC increase in global average temperature from pre-industrial levels by 2100, is shown in the climate scenarios as translating to up to 1.8°C over the City of Tshwane, a 20% reduction in rainfall, and a 10% reduction in rainfall from the areas that provide more than 70% of water to the City. To put into perspective, the changes in rainfall, a 10% reduction in rainfall can affect stream flow by up to 30%¹³⁸.

The increased variability of weather events is another significant contributor of the impact of climate change, with strong implications on the assurance of supply in the case of water. The emissions scenario however suggests a 550ppm path, which would translate to a 3°C change, suggesting almost a doubling of the effects by 2050. The City of Tshwane would therefore see approximately 30-40% reduction in average rainfall, as well as a reduction in assurance of supply from the Vaal system of a similar magnitude. The increasing demand for cooling energy and water would drastically change the economics and social challenges for the city.

The energy scenario inputs from both Shell scenarios suggest a global energy crunch around 2015, where the demand surpasses the easily available oil and gas supply. This would be exacerbated by the economic rebound around that time, and in line with the Scramble Scenario, would lead to energy security focus by countries with investments in tar sands and shale gas. As such it is plausible that South Africa will invest in shale gas exploration in the Karoo, whilst incrementally pursuing renewable energy alternatives through liberalising the energy market by 2015 as well as regional power pool sources of energy going to 2020. However, in light of delivering on the 2015 Agreement which comes into effect in 2020, a significant political impetus to decarbonise the economy is envisaged where investment in thermal solar will begin, so as biomass options in Swaziland and Mozambique, Natural Gas from Mozambique, Coal generation from Botswana, and Hydro from northern neighbours. From 2030 to 2050 the country will be seeing a consolidation and stabilisation phase in the energy and economics front.

The water and energy scenarios as well as the global economic state will greatly influence economic and social development, with the global economy rebounding in 2015, further accelerating the demand for resources in emerging markets. Albeit this recovery affords South Africa breathing space in terms of investment in infrastructure, it commits South Africa to the National Planning Commission's Solid Minerals Scenario for about a decade. This could delay the country's entry into the innovation and highly industrial economy until after 2030, leading to lower higher-job creation potential in the economy going to 2030, compounded by an insufficient skill base. Due to a lower share of economic development from a resource driven growth and the energy and water dependence and shortage in the City of Tshwane, the City will embark on 'playing the game differently' earlier and as such becomes the leading edge of South Africa economic transformation between 2020 and 2030.

The dependence on resources puts further pressure on inequality, as resource sectors generally do not drive a shared economic growth. Migration into the City from neighbouring countries is likely to stabilise due to faster economic growth in Botswana, Zimbabwe, and Mozambique from mineral driven economic growth in the former two, and gas in Mozambique. Pressure on the provision of basic services however increases in the municipal area and is typical of resource dependent economies. This leads to a change after 2020, where citizenry is more empowered in both planning and delivery of basic services residing at Ward level, and social cohesion growing after 2030 due to a more robust and dynamic economy.

Over the next four decades of game changing, the City of Tshwane will work with its partners to build its climate resilience capacity through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Climate change strategy and implementation plan developed informed by climate risk areas in the City is mainstreamed throughout the City and Municipal entities Develop policy and regulatory frameworks that will guide sustainable energy use and balance the needs of promoting equitable economic development Rollout of energy accounting through metering Programme to increase willingness to pay for electricity Explore cradle-to-cradle opportunities Planning and early stage implementation of low carbon infrastructure Refurbishment of existing power station and photovoltaic (PV) power generation and solar water heaters to abate incrementally growing demand from a recovering global economy and rising energy costs Encourage local production of the photovoltaic and solar water heating Planning and commencement with a 400MW CCGT immediately after 2020 should form the backbone infrastructure investment for future economic growth. Investment in science, engineering training in wind, energy storage for thermal power generation and transport systems, as well as wind energy and aeronautical capabilities, should form the preparatory economic investments.
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Scale up PV and SWH and building EE standards; recycling of grey water reach 15% supplying new power plants Diversification of the City's energy sources Strengthen climate change adaptation programmes to safeguard the City's residents, infrastructure, natural resources, including disaster preparedness Investment in low carbon technology to fuel the City of Tshwane's public transport using renewable energy/ biofuels Policy and regulatory framework to support carbon management/pricing Invest in recycling infrastructure Intensify waste-to-energy initiatives to support City of Tshwane's zero waste energy and carbon management targets
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Recycling of grey water reaches 40% supplying new PV-thermal power Public transport operates significantly on renewable or biofuels Maintenance of energy infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> New gains in efficiency based on new urbanism human settlements that encourage mobility (walking, cycling, etc) and where homes, business, schools and other amenities are close together and connection with other neighbourhoods is through transit transportation systems

FOUR DECADES OF GAME CHANGING SUMMARY

The four decades of game changing to become a resilient and resource City by 2055 put forward give an indication of how the City of Tshwane will go about taking certain strategic actions building on the actions that are currently being implemented. It is important to emphasise that how the City of Tshwane will play the game will be dependent on the complexities and opportunities present at the time; based on other City budgeting and programme implementation processes.

By 2020 we would have completed our planning for the transition

The planning for a just transition would have been completed where some of the necessary socio-economic infrastructure investment has been made to support the transition to a low carbon economy.

By 2030 we would have transitioned to a low carbon economy

In the period 2020 - 2030, the global economy will be characterised by constrained growth due to international policy obligations on emission reductions, with the climate variability starting to affect assurance of water supply.

By 2040 we would have an environmentally just City

Actions aligned with the Outcome will be planned and implemented, with continued focus on carbon emissions' reductions and improved adaptation measures to safeguard the City's properties, infrastructure and people. The City will ensure alignment with national policy and legislative developments, including working towards a downward trend on carbon emissions by end 2040 (as an overall emissions' total and per person figures).

By 2055 we would be a resilient and resource efficient City

We will be resilient in terms of social, economy and the environment so that we are able to absorb shocks and changes within global and regional context while maintaining or improving upon our performance.

TOWARDS TSHWANE VISION 2055 – CURRENT AND FUTURE PROJECTS/ INTERVENTIONS

Some of the initiatives identified for implementation by 2055 by the City of Tshwane and partners include:

- A waste-to-energy park where the City has committed itself to an integrated approach to waste management and the converting of landfill gas into electricity.
- The township and informal settlement greening programmes.
- The retrofitting of its Pretoria West and Rooiwal power stations to be more energy efficiency and increasing carbon reduction. This includes the manufacture of a newly developed combustible fuel mix compound consisting of coal waste, biomass waste, and mineral and manufacturing waste.
- The upgrading and expansion of the City's waste water treatment capacity.
- The green buildings project by installing integrated green technologies in a number of its municipal buildings.
- The creation of a 20 MW Solar energy farm where the electricity generated is fed directly into the grid resulting in very low transmission loss.
- The installation of Solar geysers, in partnership with Eskom, in 16 000 Tshwane households.

Rooiwal Solar Farm



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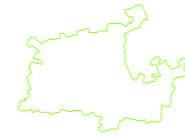


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MEASURING OUR PROGRESS

We present some indicators that we will use to measure the City of Tshwane's progress in terms of the key actions outlined in this chapter. These indicators are merely indicative at this stage and require refinement to align with other strategic approaches. Importantly, indicators are linked to the NDP 2030 especially where different actions and goals are set, based on the priorities identified from the proposed assessments and gap analysis.

Priority	Measure of Success	Link to NDP 2030
Biodiversity	<ul style="list-style-type: none"> Ecological footprint Public awareness and participation Natural capital index 	Building environmental sustainability and resilience
Energy and CO2	<ul style="list-style-type: none"> Proportion of households with access to electricity (%) Electricity consumption per capita Energy consumption per capita CO2-emissions from electricity consumption per person Total CO2 emissions for the city (tonnes) Proportion of renewable energy available (% of energy mix) Proportion of renewable energy used (% of energy mix) Proportion of public transport on renewable- or biofuel (%) 	<ul style="list-style-type: none"> Electrification coverage will be at least 90% of households Pro-poor electricity tariffs will be better targeted to include all qualifying electricity customers Lower carbon and energy intensity More than 20000MW of renewable energy Promote a low carbon economy by offering transport alternatives that minimise environmental harm
Land use	<ul style="list-style-type: none"> Population density (person/km²) Population living in informal settlements (%) Green spaces per person (m²/person) Cradle-to-cradle performance measures (details to be assessed) Superior public transport network (km/km²) 	Space economy
Waste	<ul style="list-style-type: none"> Waste generated in total for the City (kg/year) Waste generated per person (kg/person/year) Proportion of recycled waste collected and recycled (%) Proportion of waste feeding into other systems/processes (cradle-to-cradle approach) (%) Proportion of waste feeding into energy-generation projects and initiatives (%) 	Investment in consumer awareness, green product design, recycling infrastructure and waste-to-energy projects to become a zero-waste society
Water	<ul style="list-style-type: none"> Population with access to potable water (%) Water consumption per person (litres/person/day) Water consumption total for the City (kilolitres/day) Water system leakages (%) 	<ul style="list-style-type: none"> Water management systems Reduction in water demand by 15%



VISION

In 2055, the City of Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.

OUTCOME

A growing economy that is inclusive, diversified and competitive.

GOAL

Develop a sustainable and competitive economic base.

PLANNED RESULTS BY DECADE

By 2020, the City is consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality.

By 2030, the City is managing sustainable urban growth and development.

By 2040, the City is transitioning towards a sustainable urban form and economy.

By 2050, the City consolidates the gains towards a better and prosperous life.

GAME CHANGING ACTIONS

The City's competitiveness, Cost of doing business & enabling environment, The provision of quality economic development infrastructure, Infrastructure investment in marginalised areas, Entrepreneurship, Innovation & R&D, Agriculture/agro-business, City procurement, Smart economy

Diversification of the City's economic sectors, Green economy & green jobs, Economic resiliency, Regional agglomeration Infrastructure

Enhancing broader-based access to economic development opportunities

Maintenance of City economic development infrastructure

PRIORITIES

Responding to changing global economic order
 Becoming more responsive to a younger City
 Responding to the changing structure of economies
 Increasing importance of becoming a low carbon economy
 Broadening the City's economic transformation impact
 Diversifying the City's economic base

Promoting economic agglomeration within the GCR
 Mitigating the impact of unemployment and social exclusion
 Capitalising on the City's intellectual and innovation capacity

← Measuring our progress →

CHAPTER 5
 OUTCOME 2
 A GROWING ECONOMY THAT IS
 INCLUSIVE, DIVERSIFIED AND
 COMPETITIVE



INTRODUCTION

The City's role as an enabler of economic development requires that our focus be on creating an enabling environment that will see the economy flourish. In the context of globalisation, it is as much cities as it is countries that drive economic growth. Cities, and more specifically large cities, are the mainstay of most countries' economies. They are the spaces in which the surplus is generated for the development of areas with lower levels of economic output. They offer the largest concentrations of customers and provide the biggest markets in the country.

The City of Tshwane will need to build on its existing strengths that include its locality, innovation, research and development centres, and educational institutions. Furthermore, the City has certain instruments that it has direct control over that it can lever. For the City of Tshwane to meet its socio-economic goals, the City's economy must become more resilient as well as respond to the NDP's call for the country to create a "virtuous cycle of growth and development."¹³⁹

Outcome 2 focuses on economic sustainability and 'smart economy.' This requires that the City of Tshwane's economy be competitive, integrated within the GCR market and beyond¹⁴⁰ as well as diversified. A vibrant and sustainable City will support innovation and the creation of new enterprise that will see the realisation of Outcome 2. The City recognises the important role of new and small business in unlocking the City's economic potential. Furthermore, by placing greater focus also on the low carbon economy transition ideals set out in the South Africa Green Economy Accord, this will further improve the attractiveness of the City for responsible and sustainable business.

To overcome the triple challenges of poverty, inequality and unemployment, the City of Tshwane will need to create an enabling environment that supports the growth, development and diversification of its economic base.

In this chapter we present the goals and game changers for the next four decades of change that the City will undertake to maintain, grow and diversify its economic base to be inclusive, competitive, and generate employment as well as transition to become a green economy. The key indicators that will be used to measure the City's progress are also presented.

Key messages:

- In South Africa, local government discourse is dominated by the need for cities to drive green economies and city competitiveness in order to build 'resilient' cities. Such cities can become strategic drivers of a country's national economic and social agenda.
- The City's economy must become more productive, labour absorbing and simultaneously create and support entrepreneurship and overcome structural barriers for the entry of youth into the economy.
- The quality of services and infrastructure that the City of Tshwane provides influences the extent that its economy can grow, develop and diversify. A vibrant economy contributes to the overall quality of life for the citizens in part from their ability to locally access economic opportunities be it as part of the workforce required by the economy or as entrepreneurs exploiting such opportunities.
- The City of Tshwane recognises that being an equal and prosperous city will in turn contribute to its own revenues. These revenues can be used to further develop a more equal city by providing more socio-economic infrastructure in underdeveloped areas. This in turn will partly contribute to other City aspirations that include enhancing its liveability status as well as fostering social cohesion of its communities.

WHY THIS OUTCOME IS IMPORTANT TO US

Our goal in achieving this Outcome is to see diversified and shared economic development in the City of Tshwane. This is about economic development that is sustainably productive with a resultant higher labour absorption rate; competitive by being globally relevant and addressing overall improved quality of life for Tshwane's residents. It is also about the use of innovation, research and development to support and develop the City's priority sectors.

The world population is expected to reach 9.7 billion by 2050, translating to a growth of 39% from 2011 levels, with South Africa¹⁴¹ projected to be the 40th most populous country with a population of 57.9 million people as such growth of 14 % over the same time period in a medium fertility scenario. Furthermore, the NDP 2030 suggests that at present, the South African population is growing at 1% per annum, and by 2030, it is projected that it will be growing at a rate of 0.5% per annum. It is estimated that by 2030 South Africa's population will be 53.81 million¹⁴².

The highest population growth is expected in Asia, in the case of Africa, most growth will be driven by the rest of the continent excluding southern Africa. It is predicted that there will be significant increases in population in cities on the Asian and African continents by the year 2050¹⁴³. It is projected that the urban population in Africa will increase from 774 million in 2030 to 1.3 billion by 2050¹⁴⁴. Thus, in line with projected population increases in South Africa, the City of Tshwane's population is expected to continue to grow in the future albeit at a slower rate.

Importantly, it is estimated that by 2020 the number of households with an annual income of \$5000 or more will be about 128 million, increasing from 85 million in 2008, spurred in part by expected continued urbanisation¹⁴⁵. This is of significance as it is once households earn more than \$5000/annum that they begin to spend at least 50% of their income on items other than food. Such expenditure is important to drive domestic growth¹⁴⁶.

Furthermore, it is anticipated that by 2020, the percentage of households with an annual income less than \$2000 will fall from 24% in 2008 to 18% in 2020 with the middle class (those earning more than \$20000/annum) doubling from 6% in 2000 to 12% in 2020¹⁴⁷. Thus, the higher population growth in other parts of the world implies growing consumer demand, and more pressure on resources, presenting an opportunity for South Africa with lower- than-average rate of growth. What is known about human capital is that, if properly planned for, this asset can offer opportunities for the City of Tshwane as new people migrate into the city, new ideas and innovation penetrates and this contributes to our economic growth.

The City of Tshwane will play a significant role in facilitating greater access to economic opportunities particularly for historically disadvantaged South Africans to ensure that the ownership of the City's structure is reflective of the City's

demographics. Without redistribution of wealth and resources, the economic transformation ideals of the Freedom Charter will never be realised. To this end, the City of Tshwane will utilise instruments such as the City budget to effect its policy of economic transformation.

The global economy is projected to grow at an average of 3% from 2011 to 2050¹⁴⁸, thus doubling current levels in 2032, and nearly doubling again in 2050¹⁴⁹. The Chinese and Indian economies are projected to be among the largest economies in the world, whilst South Africa is expected to drop out of the top 20 economies in the world, with Nigeria attaining the 13th rank by 2050. Global economic growth has however not been shared, evidence being the increasing inequalities between nation states and within nation states. The inequality between nation states has grown from under 0.4 to just under 0.54 in the period from 1950 to 1999, with South Africa being one of the few countries with domestic inequality above the global average. Inequality is a major concern in terms of global stability, so as the fact that it has been linked to political polarisation in countries.

While the NDP 2030 identifies three socio-economic development scenarios (see Box 3) going to 2030, the City of Tshwane is geared towards scenario three which is to be a diversified dynamic economy.

To achieve liveability from an economic perspective, it requires that the City continue to invest in economic infrastructure that will contribute to becoming a resilient economy that has the capacity to adapt to economic turbulence as well as an inclusive economy that fosters equitable access to economic opportunities within and beyond the City's boundaries. When the City achieves economic liveability, resilience and inclusiveness, a better and prosperous life for all will be achieved.

To achieve this Outcome there are a number of drivers of change/priorities/ opportunities that the City needs to have the capacity to respond to over the next four decades of game changing. We discuss these in the following sections.

Box 3: NDP 2030 Socio-economic scenarios

The Baseline Scenario is business as usual where, the global economic conditions do not improve, no major policy improvements are realised, and the rates of infrastructure investment do not drastically improve, resulting in a reduction of unemployment only from 25 to 19%.

The **Solid Minerals Scenario** is however characterised by an improved global economic performance, domestic infrastructure investment, investments geared towards capital intensive sectors such as mining, energy, chemicals and metals, translating to a reduction in unemployment primarily from low-skill, low-paid services.

The **Diversified Dynamic Economy** scenario is characterised by strengthened municipal infrastructure, substantial investment in R&D and competitive positioning in export markets, and regional economic integration, thereby achieving social and economic development aspirations of the country

De-racialising the ownership of the City of Tshwane's economy

The City of Tshwane's economy is performing well given its apartheid and colonial legacy and the current global downturn. Over the past couple of years the City has enjoyed consistent growth. Unfortunately, the extent to which this growth has been shared equitably amongst all of the City's residents is not yet adequate for the requirements of a stable, integrated, and prosperous society.

The City of Tshwane's collective leadership strongly believes that growth can only be accelerated and sustained if all its residents meaningfully participate and benefit for the City's economy. Therefore, it is imperative that we collectively take a conscious decision and action to achieve the objective of de-racialising the ownership of the City's economy. Tshwane Vision 2055 will enable the City to continue to advance and drive focused and coherent economic transformation programmes aimed at empowering historically disadvantaged Black South Africans, in particular, women and youth.

As part of supporting the government's broader economic transformation agenda to exploit and create employment opportunities, the City of Tshwane has identified the sectors of tourism, agriculture, automotive, aerospace, information and communication technology, biotechnology, manufacturing, cultural including media, music and crafts, as well as high value-adding services, minerals and metals beneficiation and agro-processing as its key focus areas leveraging its research and development strength. Through the sectors mentioned above, as part of Tshwane Vision 2055 four decades of game changing, the City will:

- Substantially increase the number of black people who have ownership and control of existing and new enterprises in the priority sectors of the economy that the City has and will identify as part of its economic reform agenda;

- Ensure that there is significant increase in the number of new black enterprises, black-empowered enterprises and black-owned woman/youth enterprises in Tshwane;
- Support the development of black-owned enterprises to manage and operate community initiated and led enterprises, SMMEs, and co-operatives in Tshwane; and
- Increase ownership of land and other productive assets, invest in economic infrastructure to enable broader participation in productive economic activities especially in under-developed areas.

Developing the capacity to respond to the changing global economic order

It is expected that due to the global financial crisis, the world will see an economic power shift from the advanced economies to emerging market economies. An array of studies can be found that focus on the future projections of economic growth 2050 and depending on the key focus, the outcome is different. However, despite this, some studies suggest that by 2050, it is expected that China will be the leading economy where as of now, it has changed its focus from its low-cost manufacturing strategy to a focus on low-carbon industries, technology and high-end manufacturing.

As indicated earlier, the City of Tshwane has a role to play in supporting the country's BRICS agenda. Projections of future economic growth by size of economy rank Brazil (7) Russia (15), India (3), China (1), and South Africa (36) will be in the top 40 by 2050¹⁴⁹. Thus, the BRICS formation also provides the City of Tshwane with the opportunity to benchmark good practices of cities within member countries in areas that are of strategic importance for the City. Statistics highlight that intra-continental trade on the African continent is low – estimated at about 12% with SADC countries trading more between themselves with South Africa contributing 65.6% of SADC's combined GDP in 2010¹⁵⁰. This presents a significant opportunity for the City of Tshwane to lead regional economic development initiatives by developing the necessary infrastructure to facilitate such trade.

Over the next four decades of game changing, the City of Tshwane will work with its partners to develop its capacity to exploit regional and international economic opportunities through a number of strategic actions presented in the table below.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Develop and implement an internalisation strategy that will attract investment as well as facilitate access to national, international markets as well as provide support and/or incentives to potential investors • Promote the City's competitiveness to support existing and attract new businesses through the provision of quality services and socio-economic infrastructure • Invest in economic infrastructure to effectively collaborate and contribute to regional economic development and to attract new investment for the benefit of the region • Create an enabling environment to support R&D and commercialisation of innovation to sustain growth and productivity • Advocate and lobby for greater localisation policies to develop local industry that can compete due to increased R&D investment spending by other spheres of government, private sector and R&D and higher education institutions • Maintain attractive industrial and business hubs • Ease of doing business and cost of doing business • Strengthening liveability to attract the human resources capital that is required for growing the City's economy • Continued support and collaboration with other stakeholders with respect to GCR and other regional interventions led by other spheres of government • Increase ICT infrastructure to support economic development
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Promote the creation of green jobs through economic sector diversification • Strengthening City competitiveness through continued socio-economic infrastructure • Stimulating growth, development and diversification of the City's economic sectors to increase labour absorbing capacities
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of economic sector diversification through enabling environment • Leverage centres of knowledge to drive innovation and economic impact
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Improve socio-economic infrastructure and economic sectors to ensure a better quality of life, equality and poverty alleviation

Promoting economic agglomeration within the Gauteng City Region

The Gauteng Provincial Government's (GPG) vision¹⁵¹ is "an inclusive¹⁵² and sustainable Gauteng City Region that promotes a developmental and equitable society." To this end, short-, medium- and long-term interventions outlined in the 2010 Gauteng Employment, Growth and Development Strategy (GEGDS) represented by five strategic pillars and set of drivers seek "to set Gauteng on an endogenous growth path that will create decent jobs and enterprise opportunities in an economy that is innovating, green and inclusive." It is envisioned that to achieve the vision of the Gauteng Provincial Government these proposed interventions will entail:

- "Removing obstacles and bottlenecks that impede the efficient operation of a networked economy.
- Encouraging innovation, research and development and the knowledge economy.
- Increasing capacity and capabilities which in turn increases opportunities for increased income.
- Strengthening localized factors of production and economic development to ensure increased competitiveness and productivity.
- Ensuring optimal resource reallocation and sustainable resource usage.¹⁵³"

In terms of the Gauteng Spatial Development Framework (GSDF), the "Provincial Economic Core" is anchored by Rosslyn to the north (Tshwane) and is linked to the OR Tambo International Airport to the east (Ekurhuleni) via the N1/R21 and the Central Business District of Johannesburg to the south via the N1/M1 highway. The GCR and its strategic prominence is a very strong force that will shape the City's future not only spatially, but also economically and institutionally over the next decade. Co-operation has also been undertaken in sharing thinking and data on issues such as the development of a "smart" province, creative industries, tourism, agriculture and environmental management.

The City of Tshwane is well positioned on a strategic junction that can be labelled as 'the gateway to Africa', where the platinum highway and the N1 route intersects. The advantage lies in the concentration of activities relying on these highways to trade in the larger region. It is furthermore positioned approximately 60km from the Johannesburg International Airport which is a hub for international tourism. This emerging Gauteng Urban Region and its strategic prominence is a very strong force that will shape the City's participation in the regional economy.

Interventions that the City of Tshwane will pursue together with its partners to promote economic agglomeration in the GCR over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Support and collaborate with other stakeholders with respect to GCR and other regional interventions led by other spheres of government • Invest in economic infrastructure to effectively collaborate and contribute to regional economic development and to attract new investment for the benefit of the region • Strengthen our capacity to lead, mobilise stakeholders to support the implementation of mega projects (PICC, NGP, IPAP) • Develop of air, land freight transport facilities and integrated transportation management • Coordinate large scale tourism infrastructure investments, especially where there may be locational overlaps or symbolic synergies Maintain attractive industrial and business hubs • Support stimulated domestic demand including procurement as an integral part of regional growth • Ease of doing business and cost of doing business • Review regulatory burden • Investment in industrial renewal / refurbishment especially where industrial zones / corridors cross municipal borders • Increase ICT infrastructure to support economic development
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Develop new urban nodes where these are on the edge of municipal boundaries or where these are based on joint provincial and local infrastructure investments • Development of agro-business hubs and supporting the agricultural sector and its downstream industries in the GCR
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of economic sector diversification through enabling environment • Leverage centres of knowledge to drive innovation and economic impact
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of socio-economic infrastructure and economic sectors to ensure a better quality of life, equality and poverty alleviation

Becoming more responsive to a younger City population

It is projected that demographics are expected to play a critical role in assisting economies to grow¹⁵⁴. It is expected that by 2040, Africa's labour force (ages 15-64) would be the fastest growing in the world¹⁵⁵. The generation of young people in Africa can be an asset to fuel growth in the continent and with proper education and skills that are demanded by the market. This rapid growth of working age people will increase the number of people living in cities. The City will have to make concerted efforts to address the needs of youth. The fact that Tshwane has a relatively higher number of young people/youth in institutions of learning means that the needs of these have to be addressed. This might include the provision of affordable housing and integrated mixed-use developments in student precincts as well as provision of appropriate housing rental stock.

Globally, although around 25% of the working age population is between the ages of 15 and 24 and the youth account for almost half of the total world's unemployment statistics¹⁵⁶. Compared to adults, youth are almost three times as likely to be unemployed. In general, young women experience even more difficulties finding work than young men. Also, youth from poor families tend to face more structural barriers to entering the labour market than their middle-income peers. Even when employed, many are unskilled, are in insecure jobs, and working in unsatisfactory conditions¹⁵⁷.

Job creation mechanisms that address the needs of the youth are important for the future of the City. In order to ensure that these jobs and job opportunities contribute to meaningful poverty and inequality reduction, the intended outcomes of any intervention should ensure upward social mobility, dignity and choice.

The National Planning Commission indicates that this 'demographic window' of a significant labour force and a lesser share of children and the elderly "is often associated with rising incomes, faster productivity growth, higher savings and rising living standards. Alternatively, it can lead to a frustrating and destabilising environment where young people cannot get work, contributing to violence, crime, alcohol abuse and other social ills¹⁵⁸." The City needs to capitalise on this demographic window by creating an environment that facilitates business formation/growth.

Central to this effort will be to remain competitive and to attract young, skilled innovators whose contribution to the city's economy will be primarily coming through the so-called 'knowledge economy.'



The recent national survey has revealed that South Africa is in fact a young nation; 64% of Tshwane residents are below the age of 34. This is likely to create a set of unique challenges to the City of Tshwane. Not only is this related to proper planning of logistics and settlements, it also means that opportunities should be broadened as far as possible to ensure that, at this young age, the majority of the City's population acquire skills that will make them productive citizens over the next 10 years. If nothing drastic happens to restructure the City's economy and the entire social system, these young people will find themselves in another long wave of poverty, inequality and unemployment.

The City of Tshwane's youth programme will more generally focus on the City facilitating access to education and training, job creation, and to enable young people to realise their full potential and participate fully in the society and their future. All development and job creation programmes such as a national extended public works programme will address the problem of youth alienation and unemployment. As part of our commitment to youth development, the City will accelerate the implementation of the youth employment programme. This programme identifies young people, facilitates access to skills development so that as the City implements various service delivery programmes, it is then able to draw skills/youth-owned enterprises to provide the necessary skills.

In addition, the City of Tshwane's youth targeted policies will also build a spirit of national unity and reconciliation amongst the youth in the City of Tshwane as well as a sense of service towards the community and the nation.

Importantly, the City of Tshwane will support the International Convention on the Rights of the Child, and the supporting Plan of Action. The City will work to protect the lives of children, to promote the full development of their human potential, and to make them aware of their needs, rights and opportunities. The needs of children will be at the centre of all programmes aimed at meeting basic needs and socio-economic upliftment.

Over the next four decades of game changing, the City of Tshwane will work with its partners to support youth development through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Continue to assess youth and young adult service needs and develop appropriate interventions Continue to implement the youth programme Facilitate access to education through bursaries to support access to jobs / creation of enterprise Invest in economic infrastructure to effectively collaborate and contribute to regional economic development and to attract new investment for the benefit of the region Strengthen the collaboration between private, academic, community and public sectors to support youth development Support access to economic opportunities in youth sector as our contribution to transforming ownership of the economy Promoting youth entrepreneurship, small business, cooperatives through support of business incubators/hubs Strengthening liveability to attract the younger people to enable the growth of the City's economy Review regulatory burden Implement procurement spend on supporting youth Strengthen youth inclusion into economy
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Promote the creation of green jobs through economic sector diversification Identify youth focused enterprise development opportunities in agro-business hubs and tourism sector Review regulatory burden Strengthen skills development programmes to support youth development
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintain access to support programmes to develop youth and young people Strengthen youth and young people inclusion into economy
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Broadening youth inclusion into economy

Mitigating the impact of unemployment and social exclusion on development gains

Unemployment is not only an issue of insufficient tertiary education, but also an issue of the skills mismatch in the labour market. The inability to find employment creates a sense of helplessness and idleness among young people that can lead to a variety of social ills. Widespread impoverishment is sparking rising flows of rural to urban migration, which ultimately moves across national borders in the search for employment. The outcome seems to be an expansion of the overall reach of African migration, beyond the borders of Africa to new destinations in the developed world ¹⁵⁹.

Migration triggers include widespread impoverishment and severe levels of debt and structural adjustment exercises imposed by the international financial institutions; massive internal displacements in some parts of the continent due to conflicts and natural disasters; limited job opportunities and worsening urban unemployment; and unsustainable livelihoods in the rural sector. These changes take place against the background of falling economic growth rates for most African countries ¹⁶⁰.

The rate of in-migration from South African rural areas continues, signalling the continued, if not deepening spatial inequalities that exist between the urban and the rural areas, and the failure of the post-1994 South African state to decisively intervene and abolish the apartheid and colonial spatial development patterns. The main driver of domestic migration into the cities continues to be the migrant labour system that underlies South Africa's labour market. This migrant labour system is propped up by patterns of capital accumulation, which have historically been driven by natural resource-based industries.

Existing patterns of development show that the City's interventions in managing this migration have had limited effect, if not generating perverse outcomes. Firstly, the continuing urban sprawl increasingly puts pressure on access to the City's resources and opportunities and does nothing else but to worsen the already existing spatial inequalities within the urban space. The urban sprawl reflects the incapacity of the City to cope with the influx of migrants, which then results in them being "repelled" from the centre, where the resources are concentrated. Secondly, the main line of response by the national South African state in the City has been to build more houses, but this response is not anchored on an understanding of the underlying migrant labour system and the perverse incentive that this may bring in accelerating the in-migration from rural areas.

National policy recognises that the historical factors resulting in today's dual economy and society (restricted wealth accumulation on one hand and underdevelopment on the other hand) were not simply a set of legislative acts or events. Rather, they were part of a socio-economic process. Today, national policy focuses on generating a socio-economic process to overcome the legacy of the past and build the foundations for an equal opportunity society committed to sustainable development. To this end, the City of Tshwane has adopted a strategy on Expanded Public Works Programme (EPWP) as one of the levers to achieve accelerated and shared growth in the City. This EPWP programme facilitates social and economic inclusivity as it contributes to the country's empowerment agenda that targets the marginalised and brings them into the mainstream economy by improving their earning potential as well as improving human development through skills developed during the programme.

Interventions that the City of Tshwane will pursue to facilitate greater economic inclusion among poverty stricken communities over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Strengthen the collaboration between private, academic, community and public sectors to support City poverty alleviation programmes Promoting migrant entrepreneurship and small business through development of migrant-friendly policies, Strengthening liveability to attract the human resources capital that is required for growing the City's economy Review regulatory burden The City of Tshwane will re-evaluate land-use legislation to identify restrictive conditions, particularly those inhibiting less formal economic activities. Informality calls for changes to the existing regulatory framework, especially in the areas of land use and land development. Social protection access Cooperative support and access to markets Level procurement spending to facilitate economic development
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Review regulatory burden Transitioning target people from social support to sustainable livelihoods
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintain economic infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Sustainable livelihoods Broadened economic participation

Responding to the changing structure of economies

Research shows that three main factors shape the labour market: globalisation, technology and the new form of work organisation¹⁶¹. In South Africa, each of the nine provinces possesses an area of specialisation within the economic structure that provides employment. Gauteng has been specialising in financial services, construction and transport however, Gauteng is becoming less specialised in these activities because the activities are thriving elsewhere in the country.

To become a strong African economy, some of the factors contributing to the change in the structure of economies that the City must be able to respond to include among others:

- Changes in industrial organisations and forms of enterprise;
- The growth and presence of multinational firms which are themselves conduits of new technologies;
- The continuing rise of the middle class;
- The rising income and wealth inequalities and the attendant accentuation of the City's spatial inequalities; and
- The rise of labour-intensive and skill-intensive, unproductive sectors such as finance, real estate development and business services

Current trends suggest that services sectors, especially finance, are growing at the expense of productive sectors. The "spatial peripheralisation" of the vast majority, reflected in the urban sprawl, means that the costs of employment (transport) will increase, especially with the ever volatile oil prices and the exchange rate, thanks to the largely de-regulated liquid-fuel sector. This will have a huge impact on the competitiveness and efficiency of the City's economy. It will also have cost implications in relation to infrastructure development and access to basic stuffs such as food. Hence, the City's strategic approach to densification settlements is extremely important.

In short, current trends suggest that the economic structure is problematic. Value-chains remain locked away from small, micro and medium enterprises. The formal economy continues to be skill-intensive, which excludes the vast majority of the unemployed, especially Africans. These people are then forced to seek survival in the informal sector, which is characterised by high degrees of under-employment. The rise of the middle class, far from reducing inequalities in incomes, has served to sharpen and deepen them with racial groups and in the country as a whole. In short the current trajectory of the national, provincial and City economy is failing to address the problems of

unemployment, poverty (the rise of the working poor) and unemployment.

Interventions that the City of Tshwane will pursue to respond to the changing structure of the economy over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Promote the City's competitiveness to support existing and attract new businesses through the provision of quality services and socio-economic infrastructure Develop City of Tshwane Green Economy Strategy Create an enabling environment to support R&D and commercialisation of innovation to sustain growth and productivity Strengthen the collaboration between private, academic, community and public sectors Improve ease of doing business and cost of doing business Review regulatory burden The City of Tshwane will re-evaluate land-use legislation to identify restrictive conditions, particularly those inhibiting less formal economic activities. Informality calls for changes to the existing regulatory framework, especially in the areas of land use and land development.
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Promote the creation of green jobs through economic sector diversification Strengthening City competitiveness through continued socio-economic infrastructure Stimulating growth, development and diversification of the City's economic sectors to increase labour absorbing capacities Strengthening of value chains
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintain economic development infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Broadened economic participation

Capitalising on the City's intellectual and innovation capacity

As part of Tshwane Vision 2055, we will develop into a local and continental centre of excellence by anchoring itself within its knowledge institutions, especially its institutions of higher learning. The City of Tshwane has a strong knowledge base, being host to four higher education institutions in Gauteng. The City of Tshwane is host to a number of science councils, such as the Council for Industrial and Scientific Research (CSIR) with a number of multi-disciplinary research programs; Agricultural Research Council (ARC) with a strong focus on agricultural and animal health research; South African Bureau of Standards (SABS); Nuclear Energy Corporation of South Africa (NECSA); Water Research Commission; and Council for Geoscience.

The Innovation Hub, the first Science and Technology Park in Southern Africa, established by the Gauteng Government to foster the growth of smart industries as part of the creation of a truly 'smart' province is located within the City of Tshwane. Across the world, well-established and mature science and technology parks create significant regional economic growth and are key intermediaries for any innovation system.

The collaboration between the City, these institutions and the private sector will be key in unlocking potential for innovation, growth and sustainability in the City for the next few decades. In line with the potential for a productive young workforce, the education sector and private business in the City need to play a crucial role in educating and providing the right skills that are demanded by the market to ensure that they get the right jobs in the market and also be incubated into successful entrepreneurs.

Interventions that the City of Tshwane will pursue to facilitate intellectual and innovation over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Promote the City's competitiveness to support existing and attract new businesses through the provision of quality services and socio-economic infrastructure Create an enabling environment to support R&D and commercialisation of innovation to sustain growth and productivity Strengthen the collaboration between private, academic, community and public sectors Maintain attractive industrial and business hubs Ease of doing business and cost of doing business Review regulatory burden Promoting entrepreneurship, small business, cooperatives and labour intensive economic activities Liveability
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Strengthening City competitiveness through continued socio-economic infrastructure Knowledge economy investment
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Continued investment in ICT to support economic development
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Knowledge economy

Increasing importance of becoming a low carbon economy

Currently, there is a push to develop ways to mitigate the effects of climate change. This development is important to consider, especially because it has implications for the way the City's developments will be designed: infrastructure design, human settlements and housing design, design of the transport system, etc. A failure to appreciate the environmental implications of the planning of the City's development may trap the City in a socio-economically costly development path. For example, if the transport system is not designed to minimise reliance on fossil-fuel transport modes, the City would be vulnerable to rising costs and declining competitiveness as fossil fuels gradually get exhausted.

The green economy concept used interchangeably with low carbon economy can be seen as attempting to 'fuse sustainable development's economic and environmental pillars into a single intellectual and policy planning process, thereby recasting the very essence of the development model...¹⁶²' Again, there is no definition of what low carbon developments are, albeit descriptive of economic development pathways that recognise a global carbon constraint, as such low emission approaches, strategies and plans¹⁶³.

The green economy is one of South Africa's most underdeveloped sectors with a potential to have a significant socio-economic impact on the potential to create employment opportunities. Government has committed to the development of the green economy through the South Africa's Green Economy Accord, which was signed at South Africa's National Parliament on 17 November 2011 in Cape Town by representatives of the South African Government, business representatives, organised labour and the community constituency. The Accord is a comprehensive social compact aimed at creating 300 000 new green jobs by 2020, in economic activities as diverse as energy generation, manufacturing of products that reduce carbon emissions, farming activities to providing feedstock for biofuels, and soil to environmental management and eco-tourism. Critical commitments relate to:

- Increased use of renewable energy through generation for the national electricity grid as well as mass installation of solar water heaters;
- Expanded production of clean stoves for South Africa and the continent;
- Support for biofuels through regulatory measures and assistance to small farmers;
- Investment in mass transit and to shift freight from road to rail;
- Establishment of various finance facilities for green projects;
- A target of 80 % of new jobs to go to young workers, who face high levels of unemployment; and
- Support for school programmes on the environment.

In line with the City's vision of job creation and lowering of its carbon footprint, the City has already identified a number of programmes on alternative and renewable energy that can be implemented in the key industry clusters that drive Tshwane's economy. The key sectors/areas that the City will focus on to become a green city economy include construction, transport, agriculture, water, energy supply, tourism, waste, and manufacturing.

The transition to a low carbon economy presents economic development opportunities as well as broader social and environmental benefits for the City of Tshwane. The City of Tshwane is home to the country's highest research and development, innovation and knowledge concentration. As such, the City has the potential to become a leading green economy, as it will be able to lever from this, support green industries, as these are normally services driven.

Becoming a green economy, based on sustainable development principles, provides the City with the opportunity to diversify its economy. Furthermore, it is about the City of Tshwane making choices against an understanding of the full cost – that is economic, social and environmental - of any economic development choices that it may need to make. The benefits of becoming a green economy are not only economic; there are also social and environmental benefits. For example, there will be less pollution which will impact quality of life, public transport networks will be enhanced thereby allowing greater access to opportunities for citizens, reducing traffic congestion and allowing for other mobility may foster greater community social cohesion which may have other positive benefits in that people are healthier and therefore there is less strain on the City's health infrastructure. It may also increase safety in communities.

Interventions that the City of Tshwane will implement to transition to a low carbon economy over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Develop City of Tshwane's Green Economy Strategy • Strengthen our capacity to lead, mobilise stakeholders to support the implementation of mega projects (PICC, NGP, IPAP) • Create an enabling environment to support R&D and commercialisation of innovation to sustain growth and productivity • Ease of doing business and cost of doing business • Review regulatory burden • Identify more low carbon-related levers that the City can develop appropriate incentives to support the City's efforts
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Promote the creation of green jobs through economic sector diversification • Strengthening City competitiveness through continued socio-economic infrastructure • Intensify low carbon incentives provision
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Strengthening sustainable economic development

Broadening the City's economic transformation impact

In order to play their role in the transformation of South Africa, municipalities are mandated by the Constitution, legislation and national policy to be developmental in character. This presents the City of Tshwane with the opportunity to broaden economic participation through the promotion of the country's Broad-Based Black Economic Empowerment (BBBEE) strategy¹⁶⁴. Thus, in the course of providing municipal services, such as transport or waste removal and in meeting its broader obligation to create an enabling environment for economic growth, the City continues to incorporate BBBEE across its service delivery value chains. Importantly, the City of Tshwane has set a target that 25% of its total procurement spend to be made available to support women empowerment, youth empowerment, people living with disabilities, cooperatives, and small, micro, and medium-sized enterprises (SMMEs).

The City of Tshwane's commitment to the development of the inner city plays an important role in expanding the City's economic transformation as it opens up new economic opportunities as well as maintains/strengthens existing ones. In addition, such development will facilitate access and inclusion into the City's economy by marginalised communities that reside in the inner City.

The issue of economic inequality is a crucial one to address in Tshwane as the City has inherited municipalities with infrastructure gaps. Addressing these infrastructure gaps will provide much needed investments and employment growth opportunities for the City. The implementation of an integrated rapid transit system including TRT should be focused on closing the infrastructure gap ensuring that there is improved mobility in the City thereby providing access to opportunities and urban amenities to the low-income communities.

The idea is that for the City to ensure maximal multiplier effects for each Rand or unit of resource deployed. At the same time, each Rand spent should contribute not to just growth of the City economy, but the transformation of the City economy. It is therefore important for the City to establish a network of economic relationships centred around its own technical arms (institutions), whose sole mandate is to deliver infrastructure in ways that stimulate industrial activities within the City economy. The industries that benefit from these relationships should in turn, as far as possible, procure from other local industries and employ local labour.

SMMEs and cooperatives development

While the small business sector has been recognised for its potential to create employment, improve sector competitiveness, lead innovation, key challenges such as access to markets, financing, other resources remain a challenge. A vibrant SMME sector is critical in the City of Tshwane's economic development future.

To this end¹⁶⁵:

- Small businesses, particularly those owned and operated by emerging Black entrepreneurs, will form an integral part of the City's economic development policy. Micro producers should develop from a set of marginalised survival strategies into dynamic small enterprises that can provide a decent living for both employees and entrepreneurs. Policies to that end must focus on women, who are represented disproportionately in this sector, especially in the rural areas.
- Failure to significantly close the ever-widening gap between the first and second economies in Tshwane, poses a significant challenge for the remaking of the capital city. The challenge to reduce the inequalities in our society demands that we find innovative and sustainable strategies to bridge the first and second economy and unlock unused assets to address asset poverty in poor people's hands. The City's commitment to support co-operatives is one way that the City is working towards bridging the gap, creating access to market and facilitating access to financial and non-financial support among others.
- The Tshwane Economic Development Agency (TEDA) will provide access to infrastructure and capacity building working with other stakeholders in the City of Tshwane to raise incomes and create healthier working conditions in small businesses.
- The City of Tshwane will use its regulatory framework, zoning and licensing, procurement policies, and regulations to support SMME development particularly for women found in our informal economy to end discrimination against micro and small enterprises.

- The City of Tshwane regards the empowerment of the disabled in Tshwane as a priority issue and will leverage support for disabled entrepreneurs and employees through strategic alliances and partnerships.
- The City of Tshwane will provide together with its partners, social and economic infrastructure to improve economic productivity particularly of SMMEs.

The City has a vibrant informal sector that adds a strong enterprising character. The City of Tshwane's framework for economic development supports the informal sector as evidenced by the City's investment in providing infrastructure to support such enterprises. In addition, the City's regulatory environment accommodates the informal sector. The City's focus is not only about assisting informal enterprises to migrate from the informal to the formal sector of the economy, but it is also creating a conducive environment for people to achieve sustainable livelihoods. This might, over time, create a broader revenue base for the City, which while will benefit the City, is not the primary focus for the City.

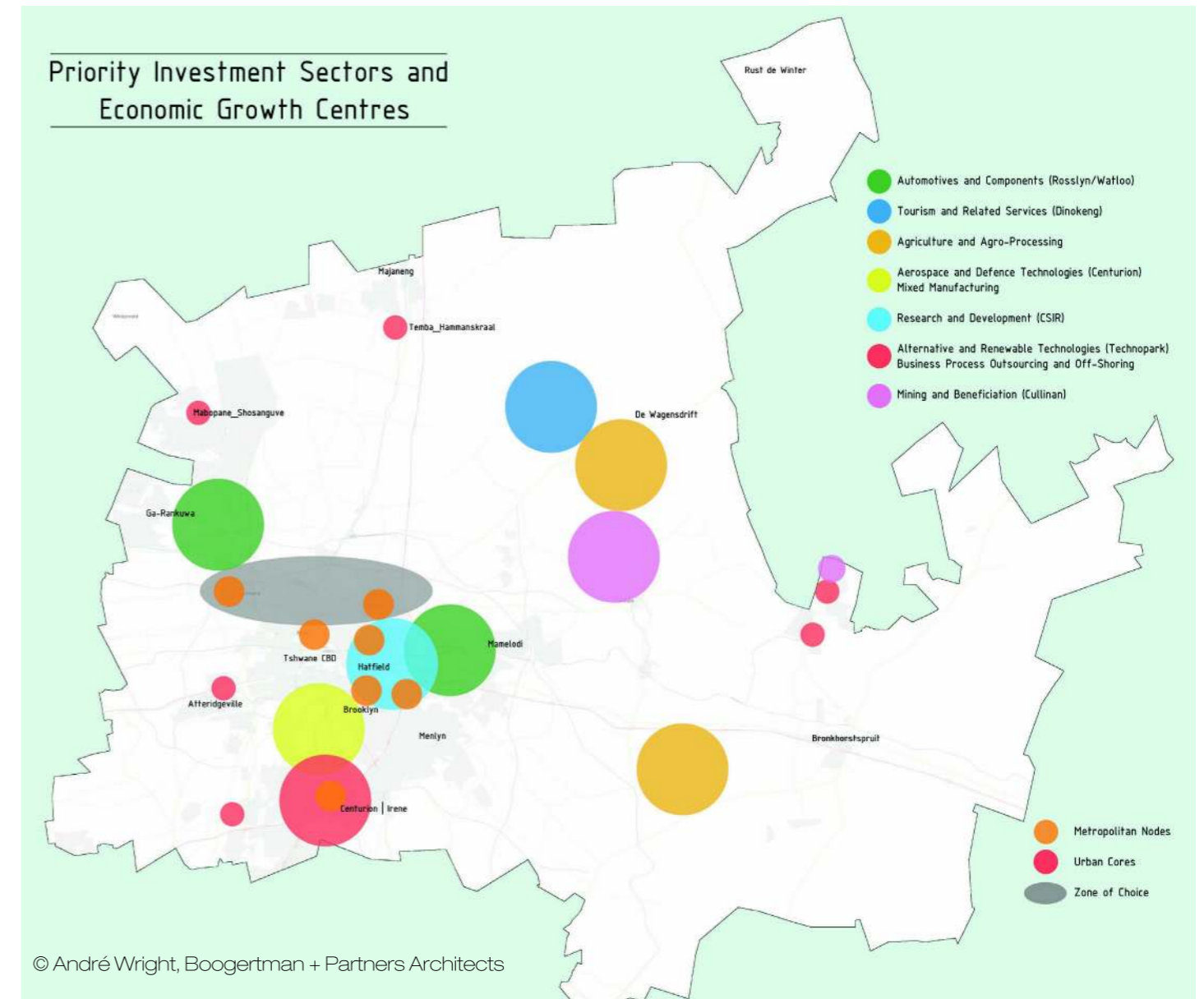
An inclusive economy involves integrating small, micro and medium enterprises into value chains within the City economy. It involves integrating community-based co-operatives to supply basic inputs into the delivery of infrastructure and services, and it also involves breaking down uneven spatial development and marginalisation of communities from the economic mainstream. Such tasks can be undertaken within the context of a well-planned and designed urban infrastructure development strategy, e.g. a local integrated transport system that is geared towards lowering the costs of living and connecting communities and the City centre.

Interventions that the City of Tshwane and its partners will pursue to broaden economic transformation over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Promote the City's competitiveness to support existing and attract new businesses through the provision of quality services and socio-economic infrastructure Develop City of Tshwane Green Economy Strategy Invest in economic infrastructure to effectively collaborate and contribute to regional economic development and to attract new investment for the benefit of the region Create an enabling environment to support R&D and commercialisation of innovation to sustain growth and productivity Improve inner city infrastructure to enhance its investment attractiveness and focuses on key corridors that will support inner city rejuvenation Maintain attractive industrial and business hubs Review regulatory burden Support more economic opportunities in marginalised communities as our contribution to transforming ownership of the economy Women, people living with disabilities and youth economic empowerment and other broad-based economic interventions Support stimulated domestic demand including procurement as an integral part of regional growth Improve ease of doing business and cost of doing business Promoting entrepreneurship, small business, cooperatives and labour intensive economic activities through facilitating access to a network of enterprise support services Use City levers such as zoning regulations, City property/infrastructure to facilitate adaptive uses of land to foster economic development.
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Strengthening City competitiveness through continued socio-economic infrastructure Stimulating growth, development and diversification of the City's economic sectors to increase labour absorbing capacities Development of agro-business hubs and supporting the agricultural sector and its downstream industries Review regulatory burden
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintain economic infrastructure
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Broadened economic participation

While the City of Tshwane will diversify its economic sector base, it will not mean that the City will cease to focus on its existing economic sectors. The City will continue to maintain and in fact, strengthen well-established economic sectors through the improvement of the general economic infrastructure investment as it seeks to transition to a low carbon economy (see Figure 5.1). Such benefits include increased operational, logistical and environment efficiencies as well the increase in the availability of skilled labour.

Figure 5.1 Priority investment sectors and economic growth nodes



Due to a lower share of economic development from a resource driven growth and the energy and water dependence in the City of Tshwane, the City will primarily focus on contributing to developing a diversified, dynamic economy. The City of Tshwane's capacity to diversify its economy will be influenced by the country's broader commitment to regional strategic infrastructure investment programmes that are aimed at contributing towards the regional integration between countries¹⁶⁶. Such infrastructure investment will be largely around transport, ICT, energy and water. Furthermore, such investment supports some projections that certain economic sectors – consumer goods, resources, agriculture and infrastructure, will provide the greatest areas of opportunities for the economy by 2020¹⁶⁷.

The City of Tshwane will continue to strengthen its commitment for the development of the automotive and components sector. In terms of diversifying the City's economic base, agriculture and tourism sectors are two potentially significant economic sectors that the City of Tshwane will support. While these two sectors have been identified, the City will continue to identify and develop new economic sectors based on the needs and capacity of the City.

Automotive and components sector¹⁶⁸

The automotive and components industry in South Africa is a major contributor to the economy and export earnings. Its representation in Gauteng is larger than that of Ireland, Malaysia or Israel, for example. The heart of the automotive industry in Gauteng Province is located in the City of Tshwane. It hosts half of the light vehicle manufacturers located in the country (Volvo, Nissan, BMW, and Ford). Other original equipment manufacturers such as Daimler, Tata, Mahindra and Volkswagen are also represented in the City.

The automotive and components industry in the City of Tshwane has a turnover of about R30 billion at current prices. It generates about a quarter of the manufacturing sector's value added and contributes about 3.3% to the City's economy. It is represented by more than 200 companies employing almost 18 000 people.



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In addition, the highest concentration of automotive and component manufacturers in the City, as well as in the country, is found in the Automotive Supplier Park (ASP) in Rosslyn located in the north-western corner of Tshwane. About 40% of all passenger vehicles manufactured in South Africa, are produced in Tshwane. The location of the ASP is justified by the proximity to the two vehicle manufacturers – BMW and Nissan – as well as the excellent accessibility to transport infrastructure. ASP is a must-see facility for all foreign automotive visitors to the country. It offers state-of-the-art ICT infrastructure and services, a container terminal that handles all inbound and outbound container traffic of the park, the logistics centre that includes a 34 000m² warehouse, and the Automotive Industry Development Centre that incorporates the conference centre and the retail centre with medical facilities. The Park also has an immense support from both provincial and local government.

A satellite supplier park also exists in Silverton, east of the Pretoria CBD, nearby the Ford manufacturing facility. Plans are underway to expand this facility to accommodate larger component manufacturers.

The City's will continue to strengthen its support and commitment to the automotive sector as reflected by our participation in the establishment of the Automotive Supplier Park (ASP), Automotive Industry Development Centre (AIDC) and City Improvement District (CID) in the Rosslyn area. Our participation is aimed at promoting the competitiveness of the automotive industry through targeted projects and programme aimed at supply chain development.

Agriculture, rural transformation and land reform

The NDP 2030 clearly places land reform as a major factor to make land available for sustainable development through food agriculture, infrastructure development and job creation. Furthermore, the NDP 2030 calls for advancement of technology in agriculture for food security and employment creation. While much progress has been made in the land reform program, the trickle effect to the majority of the poor has been slow. This situation, combined with challenges such as climate change and uncertainty around land reform, has resulted in a decrease in the number of commercial farmers, and led to a decrease in total food production. It is therefore certain that an aggressive land reform and land acquisition is necessary, if the current trends are to reverse.



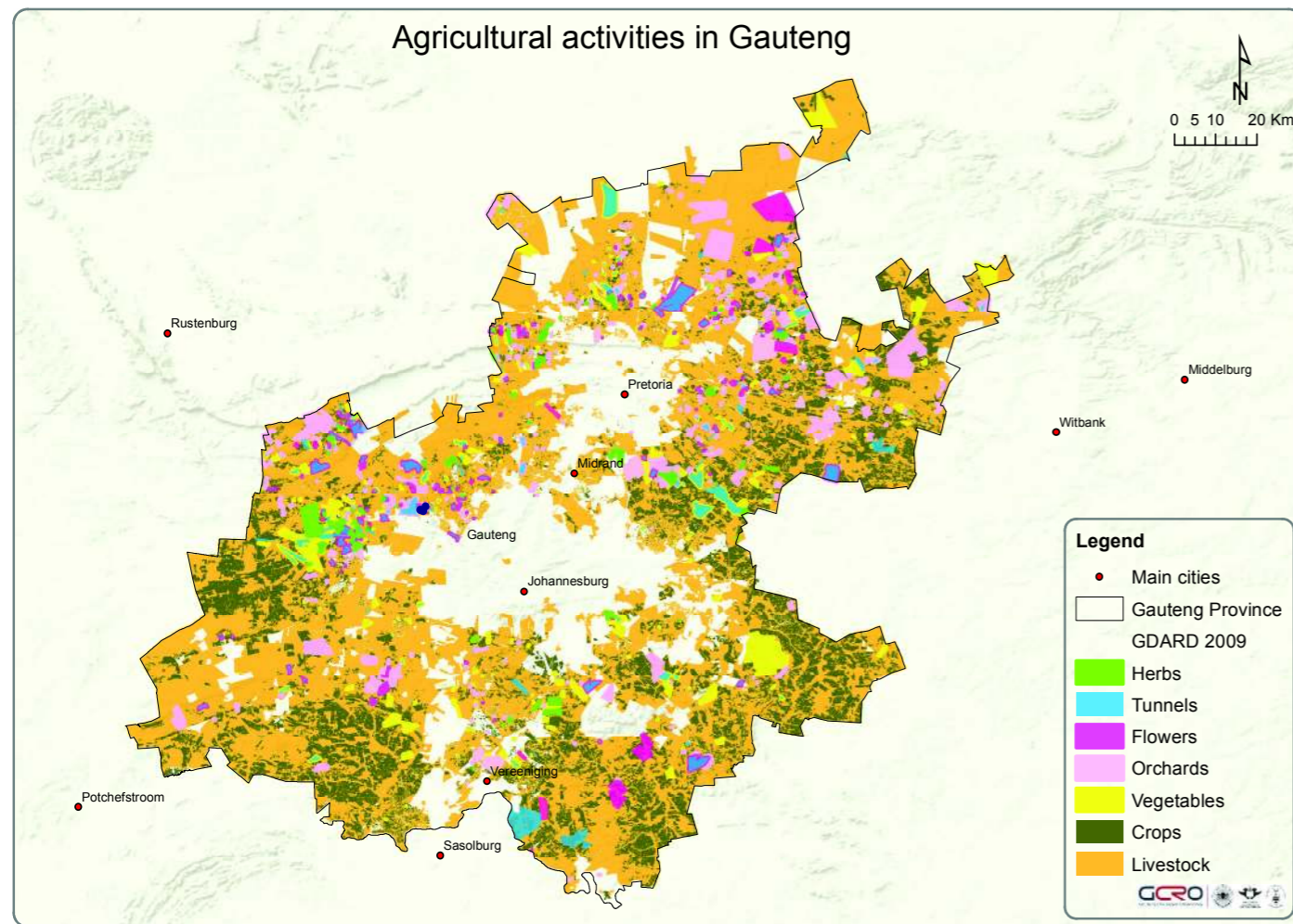
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The City of Tshwane, being the third largest metropolitan in terms of land area, has ample land available for agricultural production. There is an opportunity to increase the current agricultural output for the benefits of its rural and urban communities to deal effectively with the challenges of low food security, but also generate more production for importing (see Figure 5.2).

Land ownership by farmers for a successful agricultural programme has the potential to 'reduce land hunger' and also provide food security. The reality is that the City of Tshwane will continue to experience urbanisation to the development of the agriculture sector. However, the City is committed to accelerating land restitution to the disposed to facilitate agriculture development among other activities. The City has already begun to do so with the hand over of land to various churches who previously occupied these properties without recognition. This is significant, as the year 2055 will mark 100 years since the Freedom Charter was adopted in Kliptown way back in 1955 and the issue of land ownership was and remains a central tenant of the Freedom Charter. The clause that the 'land shall be shared among those who work it' originated from the reality that a fundamental pillar of apartheid regime imposed racial restrictions on land ownership which resulted in the unequal and inequitable land ownership of South Africa's Black majority.

Sustainable agricultural development will play a significant role in the economy of the City of Tshwane to unlock the full potential of the land available, and human and financial resources to optimise agricultural output. There is still a significant amount of work to be done around defining what constitutes a sustainable food system for a city, not to mention how one goes about measuring it. That said, locally produced food should be a key element to reduce the transportation requirements over long distances and improve the diets of residents (who should have increased access to fresh and healthy food, without the additional expense of costly distribution networks).

Figure 5.2 Agricultural activities in Gauteng



Source: Gauteng City Region Observatory¹⁶⁹

Agriculture should also play an important role in poverty alleviation and job creation, in support of school feeding programmes and increasing for households, particularly poor households. Urban agriculture can help to solve such problems by turning urban wastes into a productive resource. Farmers may use wastewater for irrigating their farms when they lack access to other sources of water or because of its high price.

Further investments in agro-processing and value added services by integrating farmers throughout the value chain and maximising all open spaces available for agricultural development will be critical for the City of Tshwane. The City will aggressively pursue various forms of “urban agriculture” which must be investigated and supported, such as allotments, communal, school and collective gardens, etc. Urban farmers can operate as an individual or family basis, formally or informally, and be organized in a group, cooperative or other types of farmer organisations.

We have begun to imagine how our future urban agriculture that serves the purpose of creating jobs, supports economic development as well as strengthens food security will look like. Urban agriculture for the City of Tshwane could take the form of, but is not limited to emergence of:

- Urban food producers who are profit driven and use the latest technology to produce food mainly in empty buildings, for which no other use has been found. This would see suppliers, service providers and other businesses settling next to each other to make use of each other’s waste streams, products and services. Using technology, residents could purchase their produce which would be delivered to their homes through a peer-to-peer deliverance service.
- Developmental urban farmers who while driven by profit are also driven by sharing their expertise with others. Urban farmers would have multifunctional farms with fruits, vegetables and animals as well as serve as training centres. For their employees, urban farmers would rely on volunteers in addition to their regular employees.
- Citizen growers include people making use of unused grounds and rooftops to develop urban gardens.

People use the food that they grow for personal consumption and sell the excess to fresh produce centres throughout the City.

Regardless of the form of urban agriculture, there are a number of ecological functions and environmental benefits. By producing food locally and balancing production with consumption, the embodied energy of the food required to feed the cities is reduced because of lower transportation distance, less packaging and processing, and greater efficiency in the production inputs¹⁷⁰. The reduced energy requirements could in turn decrease greenhouse gas emissions and global warming impacts compared with conventional food systems¹⁷¹. Energy is also conserved by reusing urban waste products locally, both biodegradable wastes for compost, and waste-water (e.g. storm water and grey water) for irrigation¹⁷².

The reuse of waste offers another benefit in reducing transportation and land use requirements for disposal and long-term management, essentially closing the loop in the cycle of waste resources¹⁷³. Urban agriculture, like urban gardens, can also contribute to biodiversity conservation, particularly when native species are integrated into the system. These systems can offer additional ecological benefits in modifying the urban micro-climate by regulating humidity, reducing wind, and providing shade¹⁷⁴.



By using intensive production strategies and focusing on high value crops, the economic value of urban agriculture systems can be substantial. Urban agriculture activities are broad and diverse and can include the cultivation of vegetables, medicinal plants, spices, mushrooms, fruit trees, and other productive plants, as well as the keeping of livestock for eggs, milk, meat, wool, or other products¹⁷⁵.

The City of Tshwane recognises the importance of the agriculture sector to support rural development and transformation. Two fundamental economic and community development principles come into play when the City addresses sustainable rural economic development. The first is that the City will need to identify differentiators that will develop a sustainable rural economy and secondly, the identification of City assets that can be levered to support rural economy¹⁷⁶. Such assets include human, economic, social, physical, natural, cultural, and institutional assets with entrepreneurship increasingly recognised as critical to rural economic development¹⁷⁷.

The City of Tshwane will support the Gauteng Provincial Government agriculture strategy where The Agricultural Plan of Gauteng of 2008 identified Agricultural Hubs within the Province¹⁷⁸. Thus, the City of Tshwane's rural economies will leverage agricultural clusters located in the GCR and contribute to the objectives of the plan. In addition, the City of Tshwane has identified the supporting cooperatives as one of the programmes to enhance conversion rate for SMME start-ups to sustainable enterprises as well as community empowerment.

It is evident that the agriculture sector has significant promise for the growing the City of Tshwane's economic base. To this end, a vibrant and expanded agricultural sector will be a critical component of a rural development and land reform programme for the City of Tshwane as for every additional unit of capital invested, agriculture ultimately yields a larger number of job opportunities than all other sectors. In addition, the City of Tshwane's agriculture focus will be oriented towards the provision of affordable food to meet the basic needs of the population and towards household food security.

Interventions that the City of Tshwane and its partners will pursue to develop our agriculture sector over the next four decades of game change are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Invest in agriculture infrastructure through publicprivate partnerships Strengthen our capacity to lead, mobilise stakeholders to support the implementation of mega projects (PICC, NGP, IPAP) that support development of agriculture sector Create an enabling environment to support R&D and commercialisation of innovation to sustain growth and productivity Support women, people living with disabilities and youth agriculture interventions Develop a City of Tshwane Agriculture & Agroprocessing strategy Protection of high agricultural potential land and biodiversity The City of Tshwane will re-evaluate land-use legislation to identify restrictive conditions, particularly those inhibiting development of agriculture sector Incentives to support the agriculture sector development Support co-operatives and skills development and job creation Food security Urban agriculture education Sector competitiveness and market access
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Strengthening of agro-business hubs and supporting the agricultural sector and its downstream industries Intensify urban agriculture through use of low cost technologies Review regulatory burden Intensify agriculture sector investment and new markets development Strengthen co-operative support and skills development
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintenance of agriculture infrastructure Natural resource environment protection
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Broaden participation in agriculture sector Sustainable food security



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Tourism

Tourism will be a key sector that the City of Tshwane will seek to strengthen. The City of Tshwane can improve the geographic spread of tourism activities to its poor areas; seasonality patterns; promote pro-poor transformation of tourism; and increasing staying periods of tourists within the region by implementing targeted interventions¹⁷⁹.

In 1995 South Africa's Tourism Green Paper was produced to provide a policy framework and guidelines to support tourism development in South Africa. In March 2011 South Africa's government approved National Tourism Sector Strategy which firmly placed tourism as one of the sectors that has a potential to contribute to national objectives and priorities. The national government's position is that domestic tourism has demonstrated that it can play a major role in the sustainability of most successful tourism destinations and contribute to a sustainable tourism economy. South Africa has earmarked tourism as a key sector with excellent potential for growth. According to the National Department of Tourism, the government aims to increase tourism's contribution, both directly and indirectly, to the economy from the 2009 baseline of R189, 4-billion (7.9% of GDP) to R499-billion by 2020¹⁸⁰.

According to the World Tourism Travel Council, direct contribution of travel to South Africa's GDP in 2012 was R102.0 billion (3.2% of GDP)¹⁸¹ and is predicted to increase by 1.7% to contribute R103.7 billion to South Africa's GDP. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. The direct contribution of Travel Tourism to GDP is expected to grow by 4.5% per annum to R161.4 billion (3.2% of GDP) by 2023¹⁸². Importantly, the sector is expected to see a marginal but significant increase in the number of direct jobs created from just under 620 000 jobs to about 786 000 in 2023¹⁸³.

Tourism has the potential to foster entrepreneurship, create new service sectors, drive rural economic development, strengthen township tourism, and attract investments as well as play an important international relations role. Given the City of Tshwane's strong diplomatic community presence, the City will lever this status to create new markets and increase current tourist numbers.

The country's National Tourism Sector Strategy (NTSS) aims to make South Africa one of the world's top 20 tourist destinations by 2020, in the process creating 225 000 additional jobs and contributing about half a trillion rand to the country's GDP. This will support the Industrial Policy Action Plan II that has identified tourism as a key sector to develop rural areas as well as create jobs in other industries such as film and television. Importantly, the NTSS also focuses on the potential of increased local consumption due to domestic tourism.

Statistics show that while Europe and the United States of America have the highest numbers of tourists visiting South Africa, the biggest growth in numbers came from Asia and South America. The BRICS member states of Brazil, India and China showed the highest numbers. However, despite this growth in tourism numbers, the African market remains the pillar of South Africa's tourism sector and it is expected to continue to do so in the future.

Within our context, in comparison with other cities the City of Tshwane has not been performing very well in visitor arrivals. It is currently ranked at 245 with only 9 international association meetings by the International Conferences and Convention Association.

Table 5.1 below reflects the number of arrivals to the City of Tshwane for the periods of 2010 and 2011.

Table 5.1 City of Tshwane tourist arrivals numbers by Region, 2010-2011

Purpose	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
Leisure	34,885	50,242	178,111	97,366	45,622	137,879	32,834
Business	50,092	32,573	161,132	97,593	20,837	114,565	19,013
VFR	348,811	149,385	126,208	74,897	92,887	317,034	81,654
Other(Medical, Religion, etc.)	15,088	8,176	53,839	17,691	1,732	25,146	520

Table 5.2 below reflects the number of trips by origin for the periods of 2010 and 2011.

Table 5.2 City of Tshwane number of trips by origin by Region, 2010-2011

2010	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
Domestic	331,295	160,008	113,701	156,050	45,622	137,879	32,834
International	79,937	63,582	278,558	139,766	20,837	114,565	19,013
2011							
Domestic	177,770	-8,176	140,417	108,025	403,893	87,607	375,810
International	62,606	274,891	147,130	53,053	190,730	46,415	73,065

While the numbers are impressive, there is significant potential that still is to be tapped into to develop tourism as a strong economic sector for the City of Tshwane. Going forward the tourism agenda for Tshwane is premised on the concept of the reconstruction and development of the capital city with a view of addressing the distortions created by apartheid. In the process of restructuring, there is potential for the sector to create many green jobs. In addition, the promotion of the City of Tshwane's tourism and enhancement of South Africa's unique cultural and political heritage will be prioritised.

Moving forward, it is critical that the City of Tshwane vigorously drive its tourism agenda targeting mainly the international tourism market, the business travel market, the conference, incentive and leisure segments which will support Tshwane International Convention Centre and Visitors' Bureau. The City of Tshwane's tourism sector will be based on working with the City's partners as well as facilitating access financial and non-financial support for communities in the sector particularly to women, youth and people with disabilities and broadening the participation by emerging entrepreneurs. In addition, the City of Tshwane will continue to work with its partners to create a safe tourism sector.

As part of product development, the City of Tshwane needs to ensure the development of products that offer good potential for development, for example cruise tourism, Afro-tourism, sports tourism, cultural forms of tourism, ecotourism, conference and incentive travel, wildlife safaris, hunting and others. Furthermore, the City will protect local people cultures to avoid over-commercialisation or exploitation. Another important success factor in the development of the new tourism approach in the City of Tshwane will be placing emphasis on developing and improving the quality of the tourist experience.

The infrastructure for tourism is important to support the sector's development. Such infrastructure includes: telecommunications, rail and road networks, signage, information centres, and convention/ conference facilities among others¹⁸⁴. While the City of Tshwane is serviced by OR Tambo International Airport with easy access through Gautrain; Tshwane is fortunate to have its own airport – Wonderboom as well as Waterkloof Airbase which is used mainly for diplomatic dignitaries. While Wonderboom Airport is currently not servicing commercial airlines the upgrading of Wonderboom Airport will be a huge investment for the City and broader GCR as it will not only improve the accessibility to the City, but will create potential economic development facilitation opportunities.

The Dinokeng Project envisaged as an 'Africa in one day' destination is aimed at stimulating job creation and investment through public-private partnerships. The Dinokeng Project is focused on the development of strategic economic infrastructure in order to leverage in private sector investment in tourism business activity in the 240 000 ha project area. The emphasis is on the sustainable utilisation and development of the Dinokeng area, as opposed to only protection and conservation.

The Dinokeng Project¹⁸⁵ area is subject to a number of drivers of development which include:

- Dinokeng Game Reserve (DGR) as an eco-tourism destination;
- The existing N1 and N4 highways, providing good access to the larger Gauteng area, as well as the - - North West, Mpumalanga and Limpopo Provinces;
- The Platinum Corridor and Zone of Choice development zone as a focus area for urban development;
- The historical and cultural precinct of Cullinan;
- The recreation and leisure tourism hub of Roodeplaat Dam;
- Cultural historical resources, and pristine natural environment stimulating tourism industry, also supported by demand for corporate functions and social events due to large urban population within short distance.

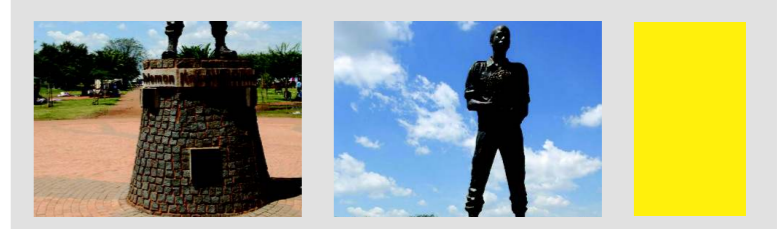
From a tourism point of view, Dinokeng Project offers a variety of experiences for both the international and local tourist, including adventure activities, cultural experiences, nature-based offerings and business facilities all within an hour or so for other cities such as Johannesburg. The Dinokeng Project, in particular would stimulate the flow of visitors along trans-provincial tourism corridors.



The Solomon Mahlangu Freedom Square



The Solomon Mahlangu Freedom Square is a nationally significant heritage site situated in Mamelodi, Tshwane. The Square was open in 1993 to honour the legacy and sacrifice of the late Solomon Mahlangu who was wrongfully accused of murder and terrorism as well the historical events surrounding the “Mamelodi Massacre” that took place on 21 November 1985¹⁸⁶. A total of 13 residents were killed and many others wounded when about 80 000 people marched to the offices of the Mamelodi Town Council to protect the rent regime of the time¹⁸⁷.



<http://www.tshwaneopen.co.za/index.php/what-to-do-in-tshwane/tshwane-attractions/130-solomon-mahlangu-square>

Clearly, to achieve the above stated objectives of the City of Tshwane tourism sector, a new tourism approach for the next four decades must be adopted to ensure that it boosts other sectors of the economy and create entrepreneurial opportunities for the previously marginalised communities; is kind to the environment; brings peace, prosperity, and enjoyment for all the City’s residents. These interventions are presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Develop City of Tshwane's new tourism strategy that focuses on positioning the City as a destination and not a through route • Maintain/upgrade existing tourism infrastructure • Ensure that safety strategy is developed to support tourism sector development • Promote investment attraction to support investment in new tourism infrastructure particularly in target zones such as townships, Dinokeng precinct among others • Support women, people living with disabilities and youth tourism empowerment interventions • City must promote the involvement of the private sector and private sector institutions in the provision of education and training; encourage capacity building for small, micro and medium-sized businesses (SMMEs) and emerging entrepreneurs; and providing access to practical training through summer jobs, internships and practical attachments within the tourism industry • Facilitate access to finance to support tourism development • Strengthen local (City) tourism • Collaborate with provincial, regional in to encourage environmental conservation and the development of related products such as cross -border protected areas, transport modes, joint international marketing campaigns
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Investment in transportation and mobility infrastructure(road, rail, air) that supports tourism development • Promote the creation of green tourism jobs • Strengthening City tourism competitiveness through continued tourism infrastructure maintenance • Develop the Dinokeng tourism destination • Upgrading of infrastructure • Strengthening framework conditions for entrepreneurs by removing existing structural barriers and supporting them throughout business cycle • Strengthen existing regional tourism markets • Develop new tourism markets
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of tourism infrastructure • Maintenance of competitiveness of sector
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Sustainable tourism

FOUR DECADES OF GAME CHANGING SUMMARY

The four decades of game changing to become a growing economy that is inclusive, diversified and competitive by 2055 put forward give an indication of how the City of Tshwane will go about taking certain strategic actions building on the actions that are currently being implemented. It is important to emphasise that how the City of Tshwane will play the game will be dependent on the complexities and opportunities present at the time; based on other City budgeting and programme implementation processes.

By 2020 we would have completed our planning for the transition

The focus of the City of Tshwane will be on the continued addressing of the triple threat of poverty, inequality and unemployment while at the same time planning for the City's goal of a shared and diversified economy. As the period is characterised by continued urbanisation, resource-driven focus, the City will look at focusing on developing a City economic development policy and regulatory framework that will enable it to make the transition to a greater focus on the green economy given the marginal resource-driven opportunities for the City.

By 2030 we would be a leading low carbon economy

In the period 2020 - 2030, the global economy will be characterised constrained growth due international policy obligations on emission reductions. Thus, the push for the diversification of economies to become green/low carbon intensifies.

By 2040 there would be diversified and shared economic development

Actions aligned with the Outcome will be planned and implemented, with continued focus on diversifying the City of Tshwane's economy as well as ensuring that it becomes more inclusive.

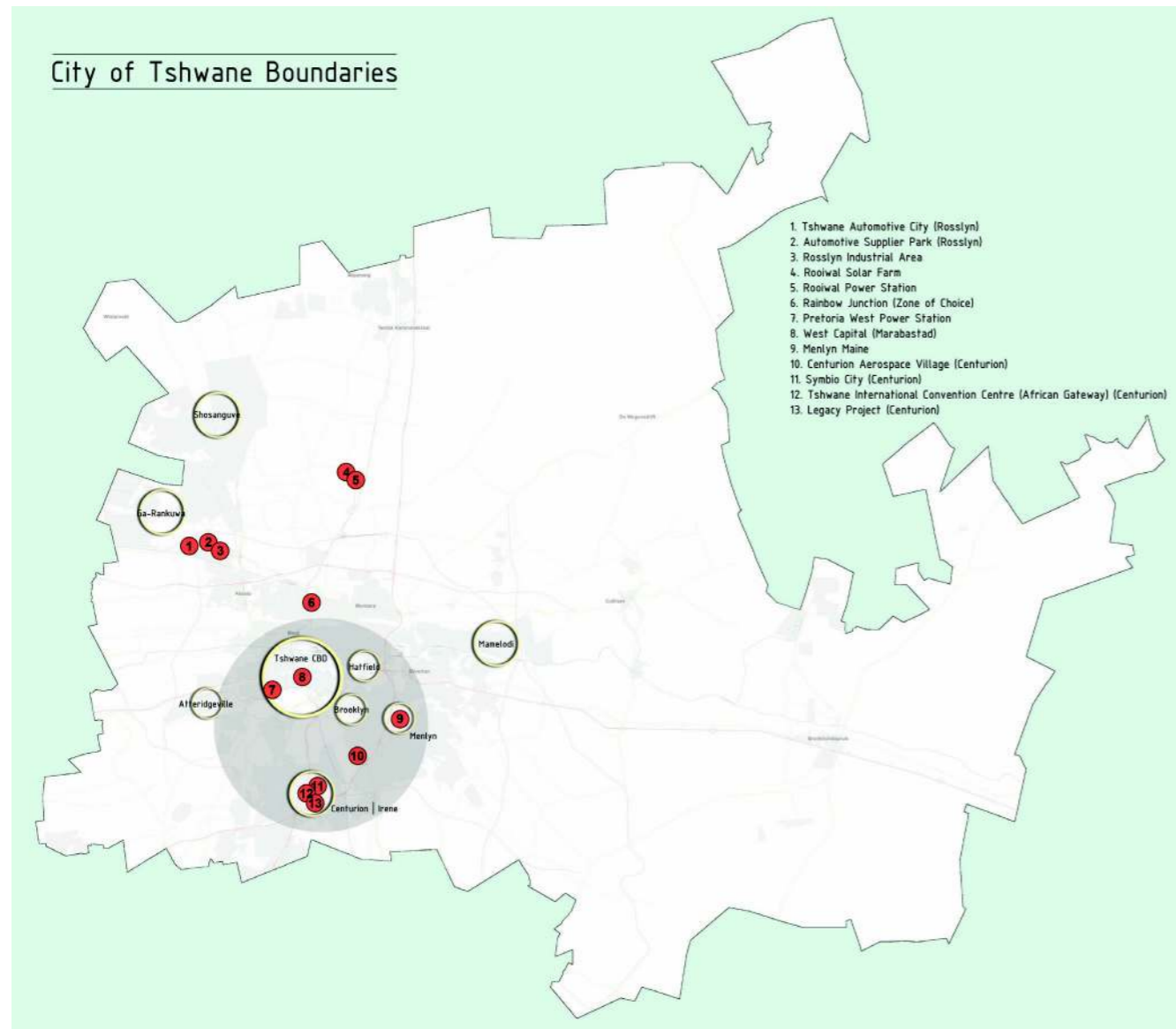
By 2055 we would be a growing, inclusive, diversified, resilient and competitive economy

We will be resilient in terms of social, economy and the environment so that we are able to absorb shocks and changes within global and regional context while maintaining or improving upon our performance.

TOWARDS TSHWANE VISION 2055 – CURRENT AND FUTURE PROJECTS/ INTERVENTIONS

Some initiatives identified (see Figure 5.3) for implementation by 2055 by the City of Tshwane and its partners are presented in this section.

Figure 5.3 City of Tshwane economic development activities locality



Developed André Wright, Boogertman + Partners Architects

The African Gateway project represents a significant landmark mixed use development in the heart of Centurion, Gauteng. The project is strategically located on an 8ha site in close proximity to 5 airports, local rail and bus stations and the Gautrain station at Centurion. Directly adjacent to the site is a busy regional mall and artificial lake.



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The Automotive Supplier Park (ASP)/Autocity in Rosslyn will cater for the logistics needs of OEMs and component suppliers to the automotive industry. The OEM's have several common suppliers that are located throughout the country all delivering separately to each OEM. An opportunity exists to consolidate the separate delivery of goods to OEM's to achieve economic benefits. The Auto City concept acts as an enabler to ensure critical mass is achieved so as to gain the potential benefits of subsidised utilities, reduced rental, consolidated logistical flows, bulk infrastructure improvements and dedicated logistics hubs; not to mention a key attraction for foreign direct investment as well as establishing the Gauteng Province as an 'area of choice' for the automotive manufacturing sector

Centurion Aerospace Village an initiative of the dti, was established as a result of the Aerospace Industry Support Initiative (AIS) Supply chain development programme and was awarded Special project Status by City of Tshwane. It is a high-tech advanced manufacturing aero-mechanical and defence cluster aimed at integrating sub- tier suppliers of the local industry into the global supply chain. This cluster development is aimed at strengthening the supply chain by bringing aerospace and defence industry suppliers in close proximity to one another and to locate them next to tier 1 supplier companies and anchor industry partners The local (national) aerospace and defence Industry will benefit from the CAV development that will contribute to the industry remaining internationally competitive.



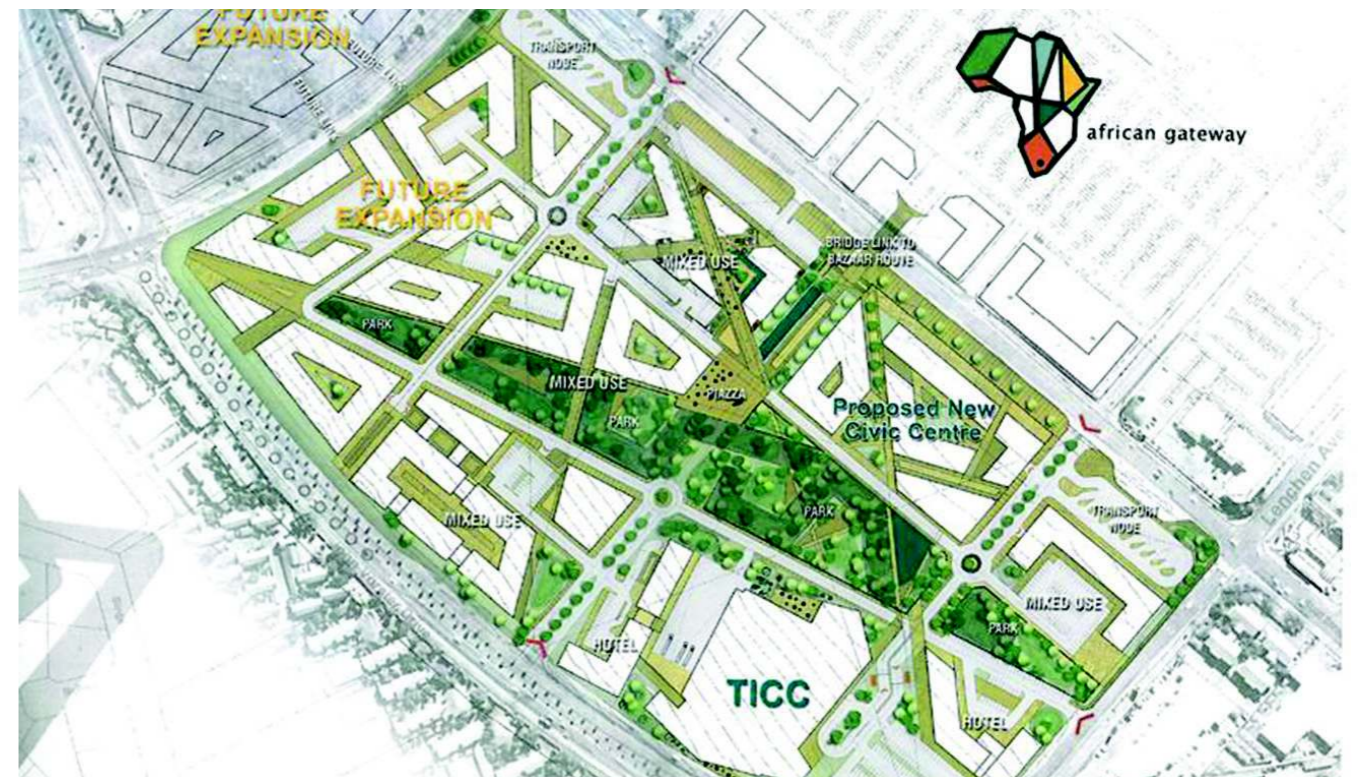
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Centurion Symbio City: The essence of the development is the conversion of some 10 hectares of land, surrounding and including the man-made Centurion Lake, into a vibrant Mixed-use Symbio-City, linking the Centurion Gautrain Station with the existing Centurion Mall. This proposed development will be in line with the Compact City Strategy model that is successfully being affected in the leading Asian cities. The aim is to provide both high density and large, high quality urban open spaces to enhance liveability for the inhabitants. The compactness of the Centurion Symbio City will make optimal use of the public transport and a proposed monorail system moving away from car-based transport to lower carbon emissions and the generation of renewable energy from the natural resources and building waste products to eventually achieve off the grid efficiency.



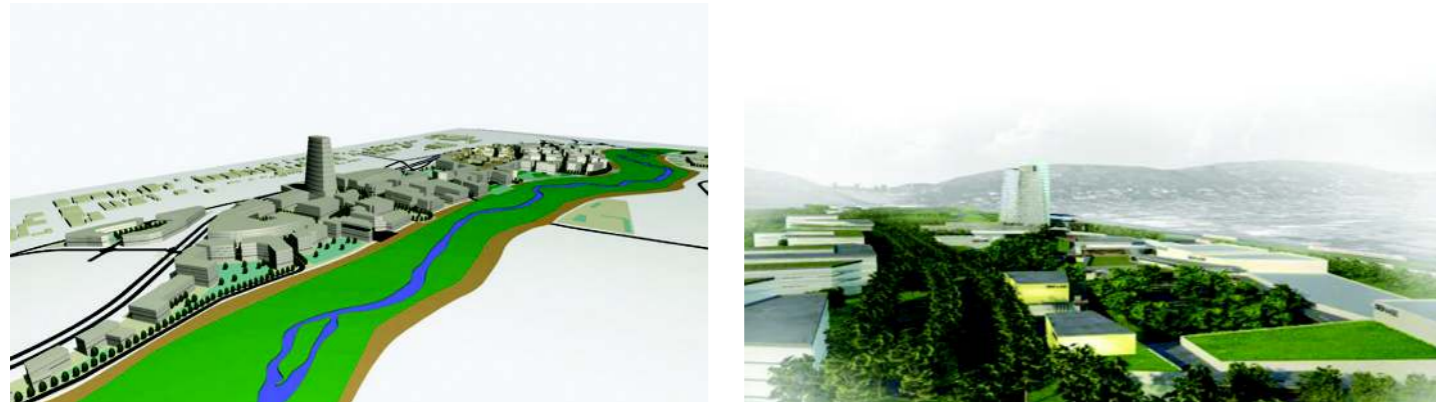
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Tshwane International Convention Centre: The development of the Tshwane International Convention Centre will all contribute to the city's ability in attracting international conferences.



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Rainbow Junction is the implementation and delivery of a new 550,000m² mixed use economic node in the City of Tshwane's Zone of Choice 6km from CBD on 140ha greenfield site. The approved mixed basket of integrated land uses of this unique address comprises office and corporate parks, 1 200 high-density residential units, a spread of extensive retail development, including a high-street shopping precinct and a regional shopping-centre, hotels with conference facilities, clean energy industry aligned with the City's commitment to environmentally sustainable development, community facilities such as a private hospital, and other bespoke commercial opportunities. An iconic tower-block building will rise out of the regional shopping centre and there is an opportunity for a significant cultural/art facility integrated with the surrounding land uses.



© City of Tshwane/ André Wright, Boogertman + Partners Architects

Menlyn Maine is envisioned to be the first "Green Living Precinct" in South Africa. The Menlyn Maine precinct is the densification of an existing low-density residential suburb with an approximate size of ± 135 000 m². Land Usage has been divided into the following uses: 140 00 m² of office space, 35 000 m² of retail and dining space, 85 000 m² residential and 15 000 m² luxury hotel space - all of which are overlooking 5 700 m² of scenic parks that run through the center of the entire precinct.



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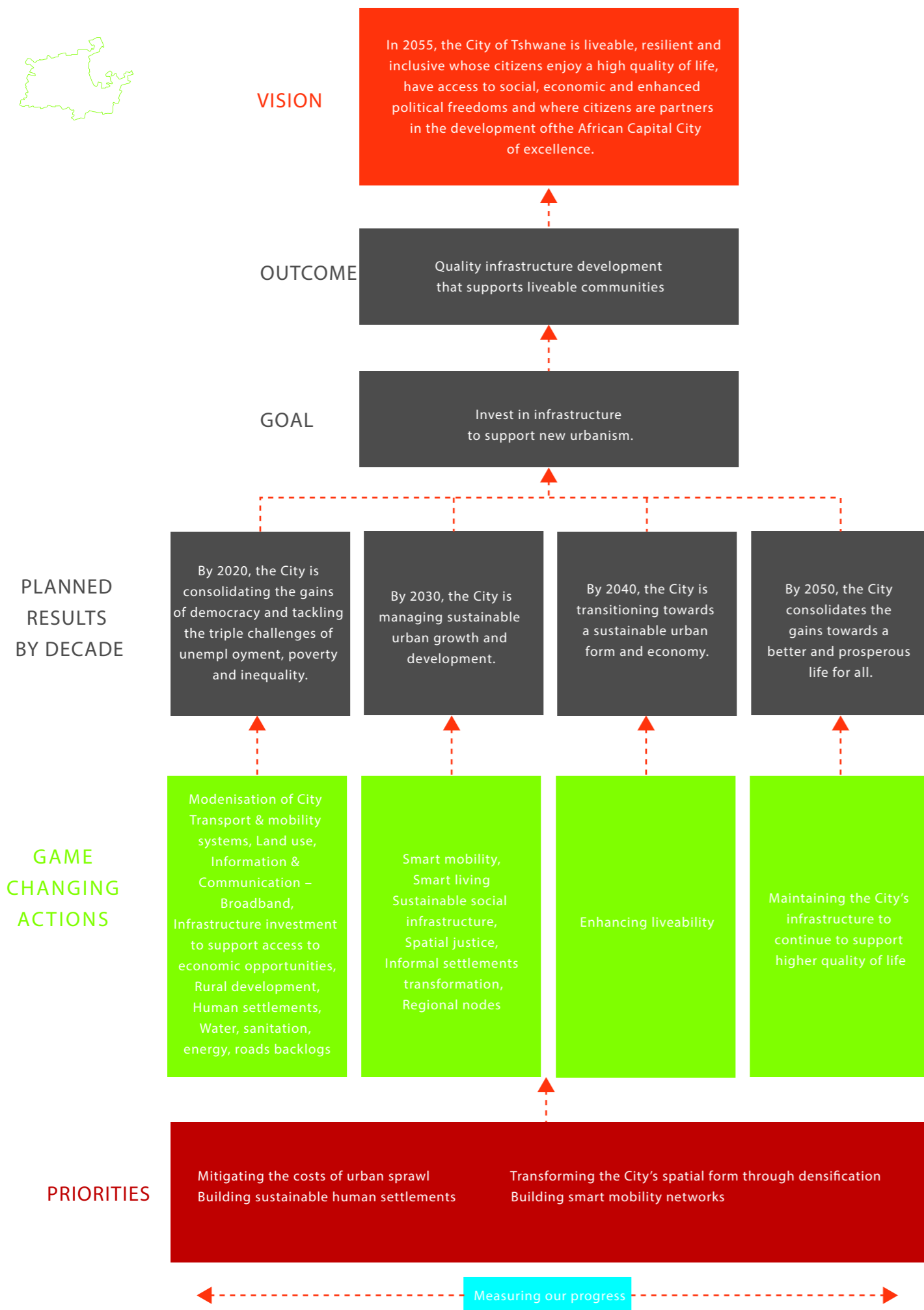
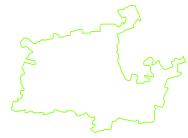
MEASURING OUR PROGRESS

We present some indicators that we will use to measure the City of Tshwane's progress in terms of the key actions outlined in this chapter. These indicators are merely indicative at this stage and require refinement to align with other strategic approaches. Importantly, indicators are linked to the NDP 2030 especially where different actions and goals are set, based on the priorities identified from the proposed assessments and gap analysis.

Priority	Measure of Success	Link to NDP 2030
Low carbon/green economy	<ul style="list-style-type: none"> Diversification of economy Green industries Green jobs Carbon footprint (industry) 	<ul style="list-style-type: none"> Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers. Increasing exports, focusing on those areas where South Africa already has endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, higher education, tourism and business services.
Growing economy	<ul style="list-style-type: none"> Unemployment rate for the City of Tshwane Average annual real GDP growth Rate of business retention Number of decent jobs created Increase in rates and taxes revenue R&D investment Diversification of economy 	<ul style="list-style-type: none"> Increase employment to 24m by 2030. Increase the share of national income of the bottom. 40% from 6 % to 10%
		<ul style="list-style-type: none"> Innovation Economic development
Local economic development	<ul style="list-style-type: none"> Number of businesses in created Increase in demand for local goods Increase in local cash circulation SMME business confidence index (formal and informal) Youth, women and people living with disability 	<ul style="list-style-type: none"> Reduced cost of regulatory compliance, especially for small-and medium-sized firms. A larger, more effective innovation system, closely aligned with firms that operate in sectors consistent with the growth strategy. Support for small businesses through better coordination of relevant agencies, development finance institutions, and public and private incubators.
		<ul style="list-style-type: none"> SMME and cooperatives development
City competitiveness & investment potential	<ul style="list-style-type: none"> Average annual productivity growth Increased cost savings due to regulatory changes Reduced cost of doing business in the City Number of existing business to set up base in the City of Tshwane from other areas 	<ul style="list-style-type: none"> Establish a competitive base of infrastructure, human resources and regulatory frameworks. Make high-speed broadband internet universally available at competitive prices

Rural development & agriculture	<ul style="list-style-type: none"> • Increase the value added to the City of Tshwane economy by rural regions 	<ul style="list-style-type: none"> • Realise a food trade surplus, with on-third produced by small-scale farmers or households. • Economic participation in rural areas to increase to 40% by 2030.
Regional economy	<ul style="list-style-type: none"> • Increased use of City economic development infrastructure • Number of cross-border traders • Increase in cross-border trading value • Average annual increase of regional exports 	<ul style="list-style-type: none"> • A more efficient and competitive infrastructure. • Infrastructure to facilitate economic activity that is conducive to growth and job creation. • Enhanced commercial diplomatic services to support the expansion of South Africa's global market share.
Tourism grown & economy	<ul style="list-style-type: none"> • Increase the number of foreign visitors arrivals by 10% in 2015, 15% in 2020, 20% 2025, 30% in 2030, 33% in 2035, 35% in 2040, 40% in 2045 and 50% in 2055 • Increase in number of domestic arrivals by 20% in 2015, 30% in 2020, 40% in 2025, 50% in 2030, 55% in 2035, 60% in 2040, 65 in 2045, 70% in 2050 and 80% in 2055 • Improve the City's ICCA ranking to 200 by 2015 and top 100 by 2020, top 50 by 2055 	<ul style="list-style-type: none"> • An inclusive and integrated rural economy. • Promoting employment in labour absorbing sectors.
Visitors experience & the brand	<ul style="list-style-type: none"> • Service excellence • Unique experiences that meet or exceed visitors expectations • Tshwane as a government city and meetings destination 	
Tourism Sustainability and good governance	<ul style="list-style-type: none"> • Increase the number of BBBEE by facilitating partnerships with established tourism companies • Increase geographic spread • Increase the number of businesses that practice responsible tourism by 80% by 2055 	

CHAPTER 6
 OUTCOME 3
 QUALITY INFRASTRUCTURE
 DEVELOPMENT THAT SUPPORTS LIVEABLE
 COMMUNITIES



As part of ensuring spatial justice and space economy, the City of Tshwane will continue to revisit its spatial vision to reverse the ‘spatial divide’¹⁸⁸ that dominates the country as a whole. In this chapter, the focus is on how the City of Tshwane provides quality infrastructure that will support its liveability concept.

We present the goals and game changers for the next four decades of change that the City will undertake to provide quality infrastructure. The key indicators that will be used to measure the City’s progress are also presented.

Key messages:

- Infrastructure is the most common entry to point to achieve prosperity in a city; therefore, prioritising infrastructure is a part of long-term economic development for any city. Infrastructure is crucial for the development, functionality and prosperity of any city as it provides the foundation for growth.
- Poor infrastructure is a major impediment to development, poverty reductions and improved standard of living. For example, road congestion, poor public transportation, poor facilities for pedestrians, poor sanitation, and power outages, etc., are major infrastructural deficiencies that hinder development.
- Cities within Gauteng at present do not respond to the needs and aspirations of sustainable space economy. In the City of Tshwane, this is especially relevant due to its size and the extent to which different communities are spread throughout the City’s boundaries.
- Large scale, labour intensive infrastructure and urban design improvement work could provide employment to the poor while granting them their fair share in the urban advantage.
- For the City of Tshwane, the history has shown that expansion of public infrastructure plays a critical role in improving the quality of life as well as safety and security.

INTRODUCTION

Infrastructure development has been identified as the key lever to achieve South Africa's goal of creating 5 million jobs by 2020 as set out in the New Growth Path. The South African Presidential Infrastructure Coordinating Commission (PICC) believes that "quality, affordable infrastructure raises economic productivity, permits economic expansion and allows marginalised households and communities to take advantage of new opportunities." To this end, 18 Strategic Integrated Projects (SIPs) have been identified and adopted for implementation as part of the National Infrastructure Plan. Of relevance to the City of Tshwane is the 'Integrated Urban Space and Public Transport Programme' that has been developed to focus on the 12 largest urban centres including all of the metros in the country. The SIP will coordinate the planning and implementation of infrastructure namely, human settlements, economic and social infrastructure, and public transport. A particular principle is that of creating "sustainable urban settlements connected by densified transport corridors."¹⁹⁰

The provision of water, sanitation, roads, waste management, electricity, housing, recreation, health and safety are primarily the focus areas of service delivery infrastructure for the City of Tshwane. Furthermore, the provision of some of these services makes up a considerable component of built environment which without, the built environment becomes dysfunctional. These same services are also enablers for economic activity within the City. Investment in service delivery infrastructure is therefore a valuable resource that needs to be maintained and improved over time. It is therefore very important to optimise the City's existing infrastructure and equally plan for new infrastructure that will propel the City to achieve the vision of Tshwane Vision 2055.

In addition, the geographical location of the City of Tshwane is important to support government's integration efforts in Africa. Thus, while the City may not be driving the regional infrastructure development, it has an important role to play by ensuring that its infrastructure plans are developed and implemented in alignment with such plans.

In Chapter 2, the status of access to services was presented where we see that while significant progress has been made, there are still some infrastructure gaps in sections of the City of Tshwane. Further thereto, the City of Tshwane has a growing population and the land area of the City is the largest in the country, which has led to urban sprawl that places greater fiscal burden on the City's ability to optimise infrastructure investment. The City's current spatial settlement patterns have led to long travel times and distances as well as for some hindered access to employment opportunities.

However, the impact of poor land use planning, which has had an adverse impact on the quality of life of the residents of Gauteng, cannot be solved by better public transport and roads alone ¹⁹¹.

The NDP 2030 states that ¹⁹²:

"Reshaping South Africa's cities, towns and rural settlements is a complex, long-term project, requiring major reforms and political will. It is, however, a necessary project given the enormous social, environmental and financial costs imposed by existing spatial divides."

Such a project – spatial transformation – is a necessity for the City of Tshwane. The City of Tshwane considers new urbanism as an anchor to guide its spatial transformation. This is considered to be the City's reform strategy. New urbanism "reflects many of the spatial principles of the compact city and the sustainable city approaches, but at the scale of the local neighbourhood. This position promotes local areas with fine-grained, mixed-use, mixed housing types, compact form, an attractive public realm, pedestrian-friendly streetscapes, defined centres and edges, and varying transport options."¹⁹³

Outcome 3 is therefore about the City of Tshwane's investment in quality infrastructure to ensure spatial transformation that supports 'smart mobility' and 'smart living.' Future infrastructure investment will be premised around identified economic nodes to lead to the attainment of a better quality of life for all within the City of Tshwane. This will integrate a service-based divided City in a sustainable and environmentally sensitive manner. Thus, our nodal approach supported by new urbanism principles will anchor the City's spatial transformation perspective and will be key to how spatial transformation will eventually be experienced by the residents of Tshwane.

WHY THIS OUTCOME IS IMPORTANT TO US

The City of Tshwane's acknowledges that it inherited a spatially fragmented, inequitable and inefficient urban space economy and this outcome is intended to contribute to the creation of a more equitable, efficient, and environmentally and financially sustainable urban dispensation in line with current legislation and policy. For the City of Tshwane, it is not just about complying to the normative directives from national level that call for higher density urban development, greater mixing of compatible land uses, and focused concentration of high-density residential land uses and intensification of nonresidential land uses in nodes and along activity corridors, it is the impetus to our quest to remake the capital city.

The growth of the urban population has created and will continue to create serious challenges for City of Tshwane in terms of air and water pollution, transportation gridlock, shortage of affordable housing, inadequate waste collection, deteriorating infrastructure, and income polarisation. In his 2013 State of the Nation Address, President Jacob Zuma said¹⁹⁴:

"We should also remain mindful of rapid urbanisation that is taking place. The Census Statistics reveal that 63% of the population are living in urban areas. This is likely to increase to over 70% by 2030. Apartheid spatial patterns still persist in our towns and cities. Municipalities alone cannot deal with the challenges. We need a national approach. While rural development remains a priority of government, it is crucial that we also develop a national integrated urban development framework to assist municipalities to effectively manage rapid urbanisation. As part of implementing the National Development Plan, all three spheres of government need to manage the new wave of urbanisation in ways that also contribute to rural development."

This statement is important for the City of Tshwane. It again highlights the place for inter-governmental collaboration on big infrastructure projects to ensure integration and alignment to the country's development path. The City like any other developmental local government in South Africa today needs to provide services more efficiently and effectively. Service delivery is a core component of government's mandate to address key socio-economic objectives of creating safe, inclusive and equitable environments while addressing poverty and unemployment.

The City of Tshwane needs to provide and maintain a modern and progressive municipal infrastructure that will meet the needs of the City. This is about developing a future capital city that is resilient and efficient, reduces its carbon footprint, and social exclusivity. This is to be achieved through the correction of spatial imbalances towards the creation of sustainable human settlements; competitive through direction of infrastructure towards strategic focal areas that catalyse economic growth; the creation, maintenance and management of an attractive built environment; and resilient through maximisation of all available spatial opportunities in order to maximise economic growth opportunities. Furthermore, the City will continue to move toward reaching its vision of the smart city through the implementation of its broadband programme.

Long-term and coordinated approach to infrastructure investment and development

It is not unimaginable to have a City that can boast quality infrastructure and well-functioning integrated public transport system with minimal traffic congestion. With deliberate integrated and coordinated planning that spans across different disciplines, Tshwane in 2055 will be a truly African capital city where its residents enjoy a high standard of living spaces, quality education, health facilities and more natural spaces and recreational activities.

Taking lessons from country such as Singapore with scarce natural resources, we must acknowledge that the Tshwane Vision 2055 will not happen without challenges. However, it is crucial that we adopt a systematic and pragmatic approach to planning. We understand that the reason master planning frameworks has been successful is mainly because less time is spent discussing ideologies but rather more time is spent on implementing agreed programmes. In the case of South Africa we have the potential to do so especially considering the fact that our governance model encourages integration through a democratic policy making an environment.

For the next four decades, as part of the implementation of the Tshwane Vision 2055, we will have to adopt a medium to long-term infrastructure master planning model so as to better inform infrastructure investments choices as part of our quest of building a liveable, resilience and inclusive city. We also need to appreciate that we cannot do this alone, and will take advantage of opportunities that exist in collaborative efforts with other spheres of government as well as with neighbouring metros within the Gauteng City Region.

Our goal to invest in infrastructure that supports new urbanism requires that the City of Tshwane provides quality infrastructure that will ensure that the reliability of services provided and that the cost of delivering these services

is efficient for both the users and the City at present and for the future. Furthermore, the provision of quality infrastructure will promote the development of liveable communities where infrastructure development is used as a lever towards social and economic development. Finally, this Outcome supports the achievement of Outcomes 1, 2 and 4 in particular.

Thus, to achieve this Outcome there are a number of drivers of change/priorities/ opportunities that the City needs to have the capacity to respond to over the next four decades of game changing. We discuss these in the following sections.

Mitigating the costs of urban sprawl

The City is required to provide transportation and ICT networks, water and sewers, fire and police protection, parks, recreational facilities, cultural institutions, social services, social housing, and public health. These services and infrastructure are, in many cases, already over-stretched and population growth – and particularly as the City begins to be remade, combined with limited funding for infrastructure, will put further strain on the City to maintain existing services and meet future demands. The result is an infrastructure deficit that is large and growing.

The current spatial structure of Tshwane is also such that less affluent areas tend to be found on the peripheral areas of the City. The high capital outlay required to provide infrastructure in peripheral areas thus further compounds the problem. The result is that certain communities do not enjoy access to a full range of services, social amenities and facilities. The manner in which people traverse the City is also important. Those who can afford to do so make use of private vehicles. The majority of the City's residents have no option other than to rely on inadequate public transport which is also becoming increasingly expensive.

While the City has made progress in providing access to electricity for lighting, cooking, and heating there is still a backlog with about 15% of households with no access to electricity for lighting and cooking and a significant 26% for heating. About 10% of the City's households still do not have access to piped (tap) water inside the dwelling/yard with about 1.3% of households without access to toilet facilities.

The City of Tshwane's capital infrastructure budgeted costs indicate that transport receives top priority followed by electricity, water, sanitation and any other infrastructure needs. Electricity revenue accounts for on average 42% of the City's total revenues and is used to largely support infrastructure investment. Water revenue supports the water infrastructure investment and account for about 12% of the City's total revenues. Operational grants, refuse, sanitation, interest and other revenues constitute about 25% of total revenues, whilst property rates accounts for approximately 21% of revenues. Thus, to continue to provide services, the City of Tshwane will need to finance their provision without increasing the financial burden on the City's tariff base.

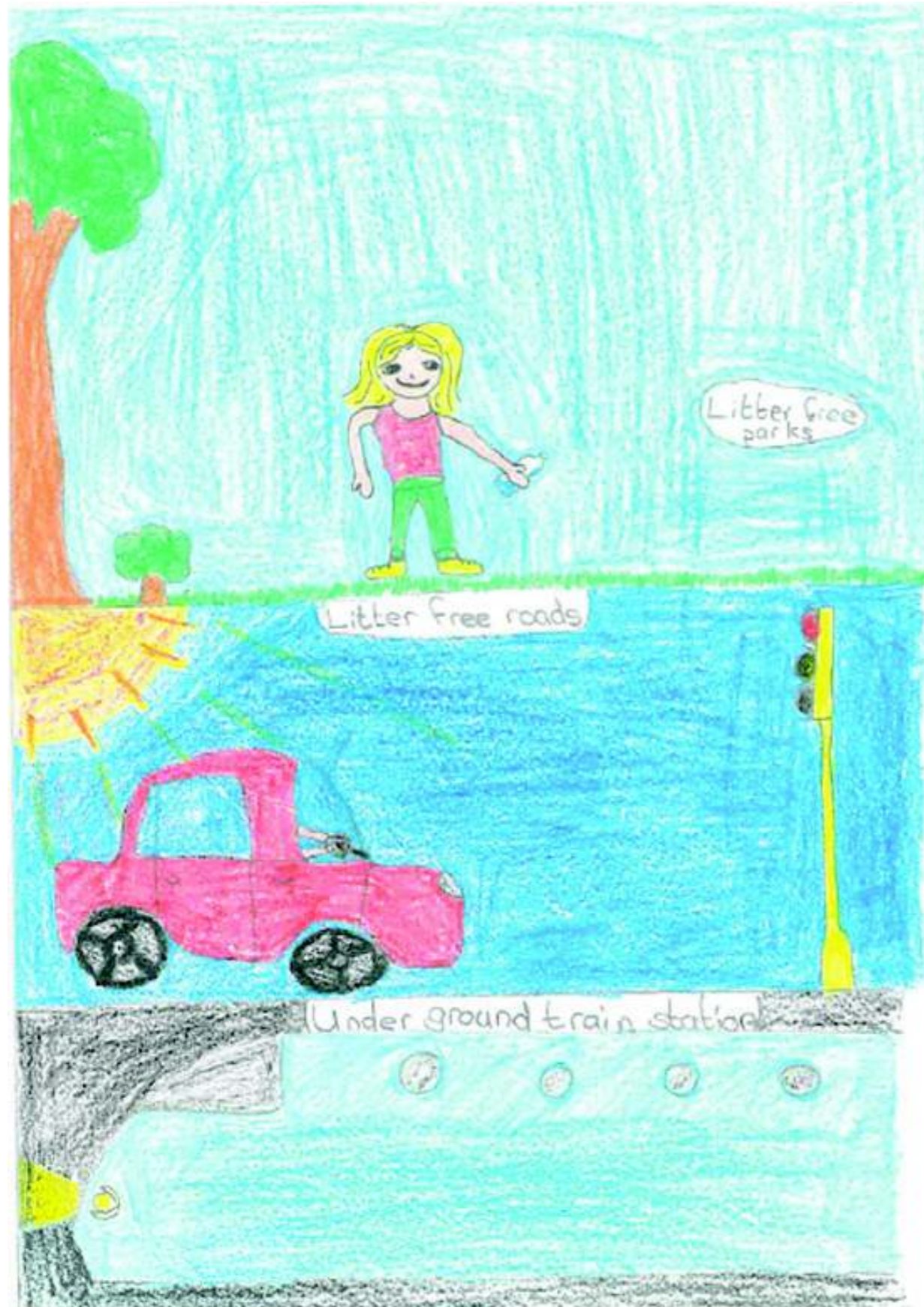
It is for this very reason that the City will need to provide services in a sustainable approach and as such, the City's urban structure becomes important. For example, the City will need to consider how it manages its waste, builds roads taking into account the effects of climate change that might lead to more rains, how rail will become main goods transporter, how the City can support renewable energy integration in its grid while appreciating the challenges of poverty, unemployment and inequality, etc. Furthermore, the backlog in providing basic services and the vastness of Tshwane, the City will need to utilise area-based budget programmes to make informed infrastructure investment decisions.

If the City does not successfully implement its compaction and densification principles, urban sprawl will continue to be the hallmark of its spatial structure. The costs of urban sprawl and associated low densities are undeniable. The current spatial pattern of the City incurs environmental, social and economic costs. Service infrastructure is expensive to install, operate and maintain. For this reason, one will find that less affluent areas do not have equal standards of service infrastructure provision, relative to wealthier areas.

The provision of infrastructure and the development that ensues places a burden on the natural environment. Urban sprawl is a key driver of environmental decline – it has a significant impact on the City's unique and rare biodiversity system, water, air and soil quality. Generally speaking, the larger the urban development footprint; the greater the ecological impact. In order to become an environmentally sustainable City, compaction and densification of urban development will need to be implemented.

Over the next four decades of game changing the City of Tshwane will work with its development partners to mitigate the costs of urban sprawl through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Programmatic investment on infrastructure and upgrading • Acquisition of strategic land parcel to promote integrate development • Upgrading of townships formalisation informal settlements and rollout of social infrastructure • Establish a freight intermodal (road, rail and airside) terminal at Pyramid South linked to SIP 2 and in support of the automotive industry • Improve mobility and connectivity through provision of an integrated, affordable, efficient and safe public transport and alternative mobility options • Structural reform and modernising of the inner city and other nodes • Facilitate broadband investment • Promotion of mixed used transit orientated development along corridors and economic nodes • Creation of liveable neighbourhoods in functioning nodes through strategic and sustainable social and infrastructure investment • Increase urban design and land use that supports compact urban form and use of alternative modes of mobility to minimise travel demands and mitigate the effects of climate change mitigation • Develop living environments that encourage use of sustainable use of transport
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support low impact development • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns • Roll out of broadband investment
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of infrastructure to support liveability • Protection of ecological systems when doing spatial reforms • Ensure equitable land use to support broader social transformation ideals
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability



A young person's vision for the City of Tshwane in 2055

Transforming the City's spatial form through densification

One of the stated objectives pertaining to urban development in the NDP 2030 is that travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable, and energy efficient. From a land use point of view it means building denser and more liveable cities and towns. Land reform will play a critical role in how the City of Tshwane realises its spatial future. An efficient spatial form will address matters of spatial fragmentation and socio-economic equality.

Densification (see Figure 6.1) is part of the City's continued commitment to implementing the principles of new urbanism that have been presented in the City's 2005 Compaction and Densification Strategy. Compaction and densification will bring about certain benefits that include greater resource efficiency, increased access to economic opportunities, and reduction of the City's carbon footprint. While densification might increase the cost of building in the short to medium-term, it might result in greater long-term maintenance and infrastructure cost savings.

Figure 6.1 Densification perspectives



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The City of Tshwane's Compaction and Densification Strategy outlines the reasons for seeking to increase the gross density of the metropolitan area. These include that densification will reduce inequality, the City's carbon footprint, prevent the destruction of agricultural land, facilitate greater use of public transport and promote other forms of mobility such as walking and cycling, increase the City's liveability, and reduce costs (for example, transport, building, maintenance, etc.).

In line with the City of Tshwane's new urbanism approach to spatial transformation, the City will embrace the principle of 'cradle-to-cradle' which has a strong focus on eco-effectiveness, instead of the common practice around eco-efficiency. The cradle-to-cradle concept calls for a rethink in the way things are designed – in this instance, how a city is designed and developed. Cities planned and developed in this manner ensure linkages with all aspects of societal needs in an integrated manner. This closed-loop system of products and services within a city is changing the way we think about urban centres and industries in a way that optimises environmental and economic benefits, which lead to improved social cohesion and quality of life for all citizens.

Over the next four decades of game changing the City of Tshwane will work with its development partners to continue efforts of densification through a number of strategic actions presented below.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Programmatic investment on infrastructure and upgrading • Acquisition of strategic land parcel to promote integrate development • Upgrading of townships formalisation informal settlements and rollout of social infrastructure • Improve mobility and connectivity through provision of an integrated, affordable, efficient and safe public transport and alternative mobility options • Promotion of mixed used transit orientated development along corridors and economic nodes • Increase urban design and land use that supports compact urban form and use of alternative modes of mobility to minimise travel demands and mitigate the effects of climate change mitigation • Develop living environments that encourage use of sustainable use of transport • Development of the urban agriculture village to promote food security
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support low impact development • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of infrastructure to support liveability • Protection of ecological systems when doing spatial reforms • Ensure equitable land use to support broader social transformation ideals
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Building sustainable human settlements

The City of Tshwane's land reform policy must ensure security of tenure for all residents, regardless of their system of land-holding, especially for women and the previously disadvantaged communities. The City of Tshwane's land reform programme will have two aspects: redistribution of residential and productive land to those who need it but cannot afford it, and restitution for those who lost land because of apartheid laws. Land restitution is about the City of Tshwane facilitating access to economic opportunities particularly for those at the fringes of the economic development. The City of Tshwane will intervene using mechanisms such as creation of housing opportunities in areas that have access to socio-economic amenities.

Without redistribution of wealth and resources, such ideals will never be realised. For example, decent human settlements which provide security and comfort to all families require access to land by the state. Without land, the state will be compelled to provide houses that are not appropriately sized in line with the prevailing household size. Consequently, housing will not be comfortable. In addition land to build amenities such as parks, schools and healthcare facilities will be required, but because of concentrated landownership, such facilities are often few and serve disproportionately large settlements. The result is poor service delivery and increased costs to access far away facilities by residents.

The provision of housing presents a challenge to the City of Tshwane, as it is influenced by the spatial spread of communities throughout the City, whether the settlements are formal or informal. The nature of settlements that arise out of poverty often means that they are located far from economic opportunities and areas targeted for integration and densification. The fact that access to adequate housing is now counted as a basic human right for all South African citizens, the City needs to ensure that it can provide quality housing in a sustainable manner.

Like any other city in South Africa, the geography of human settlements in the City of Tshwane is sprawled and unequal in terms of both level and quality of development and also in terms of opportunities. The OECD¹⁹⁵ review makes the point that large-scale housing delivery has not significantly changed the urban form that was established under the apartheid regime. Further, the OECD review indicates that one of the challenges in the City of Tshwane is that it lacks racially mixed neighbourhoods¹⁹⁶. Other obstacles confronting the City of Tshwane include that the:

- Provision of formal housing is contributing to the containment of informal settlements, as the rate of delivery of formal housing lags the mushrooming of informal settlements;
- Current legislative framework allows for the formalisation of existing settlements, but that these processes are lengthy and complex; and
- Informal settlements are currently excluded from the City's regulatory regime, meaning they do not fall under National Housing Regulations and the Building Code.

Further, the OECD Territorial Review for the GCR in 2011¹⁹⁷ indicated that many township areas had fewer green and public spaces, inferior access to libraries, clinics and other social facilities, lower quality road infrastructure and often less accessible and less efficient public transport services than many of the well-established suburban areas, reflecting the geographical inequality of service delivery.

As emphasised by the National Planning Commission:

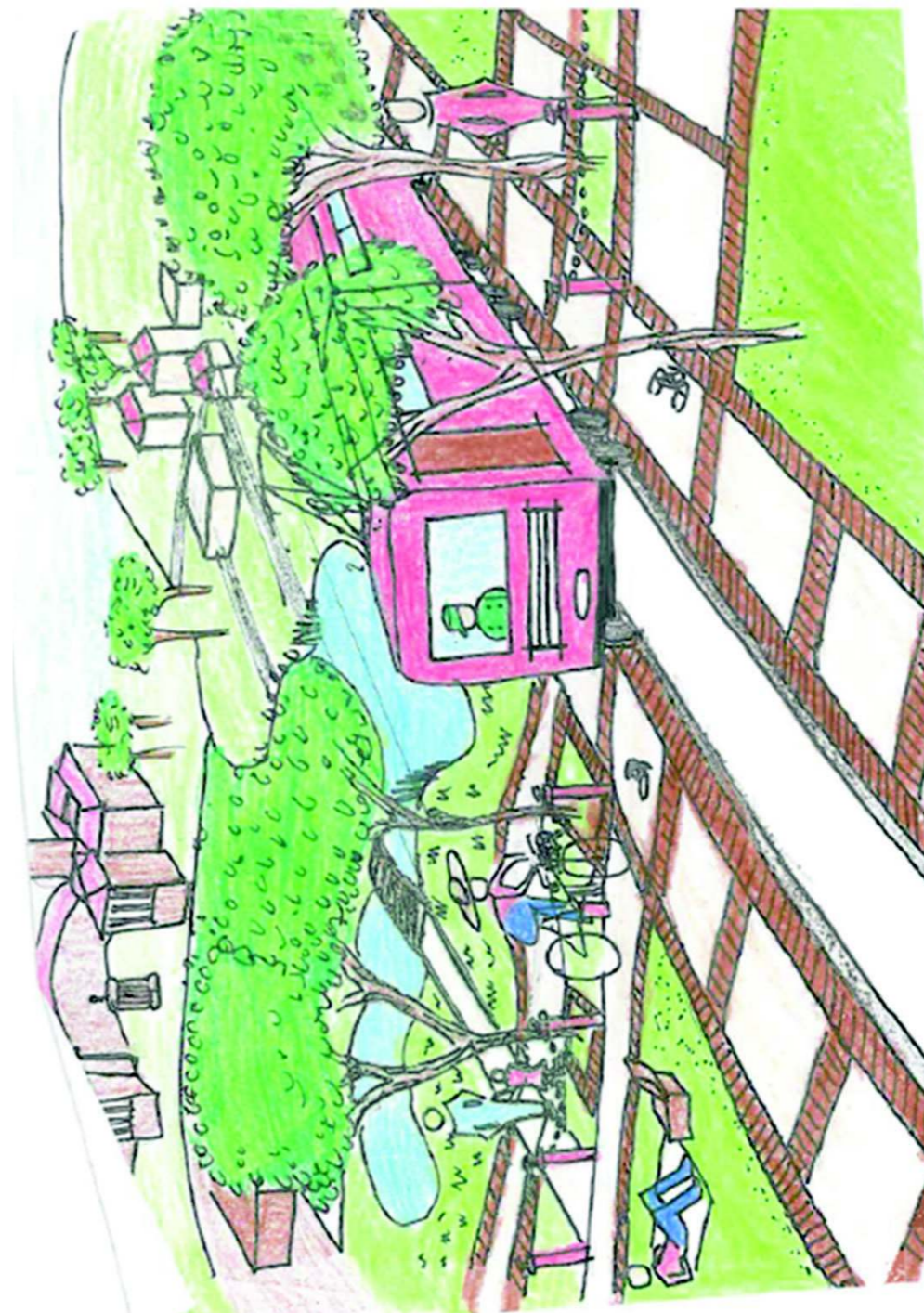
"Settlement patterns should meet the needs and preferences of citizens, taking into account broader social, environmental and economic interests. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable and energy efficient. It means building denser and more liveable cities and towns."¹⁹⁸

This description embraces the Freedom Charter¹⁹⁹. Thus, the sustainable human settlement concept requires that densification; compaction and infill serve as a foundation for the mixed income, mixed land-use, mixed housing option, also known as transit-oriented development. Furthermore, as the City is committed to transitioning to a lower carbon economy, densification provides a concrete opportunity for the City to lower its infrastructure development costs, energy and resource consumption.

The sustainable human settlement concept is akin to the concept of nodal development. Both aim to provide a range of services, amenities and residential options in an integrated approach giving citizens the choice to work, live and play in communities with reduced need for travel, with low density sprawl and consolidating the area in which services and infrastructure are provided.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Upgrading of informal settlements • Improve mobility and connectivity through provision of an integrated, affordable, efficient and safe public transport and alternative mobility options • Creation of liveable neighbourhoods and functioning nodes through strategic and sustainable social and infrastructure investment • Increase urban design and land use that supports compact urban form and use of alternative modes of mobility to minimise travel demands and mitigate the effects of climate change mitigation • Develop living environments that encourage use of sustainable forms of transport
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support low impact development • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of infrastructure to support liveability • Protection of ecological systems when doing spatial reforms • Ensure equitable land use to support broader social transformation ideals
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Figure 6.2 Mobility in the remade City of Tshwane



A young person's picture depicting mobility in the future

Building smart mobility networks

The provision of transportation and mobility infrastructure for people or goods supports the City of Tshwane's social and economic development goals. The manner in which the City's transport network is developed, managed, maintained and integrated will largely determine the extent to which the City's spatial transformation is successful and supports its liveability goal.

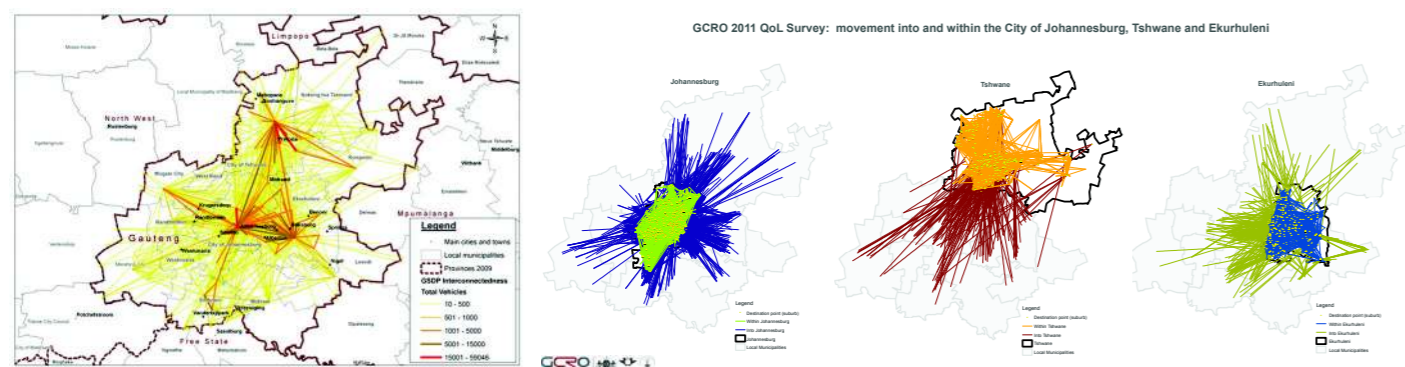
The key problems with current transportation solutions are that they are dependent on oil-based fuels and this results in high levels of carbon emissions which are associated with burning these types of fuel. The search for environmentally-friendly methods of transportation that could replace traditional fossil-fuel based cars and carbon-emitting public and private transport vehicles is just one example of the global attempt to combat climate change.

The City of Tshwane has the opportunity to work towards changing the face of modern transportation for the good of the environment. This entails implementing an integrated sustainable mobility network that combines the use of non-motorised means of transport with the use of public transport to allow people to move in their local environments without utilising privately owned motor vehicles. The principles of eco-mobility and new urbanism will be key principles of the City's future transportation system (see Figures 6.3a and 6.3b).

A well-developed public transport system gives less-developed communities access to core economic activities and services while freight transport enables businesses to get goods and services to and from markets securely and efficiently.

Figure 6.3a Movement from home to work within Gauteng²⁰⁰

Figure 6.3b Movement from home to work within City of Johannesburg, Tshwane and Ekurhuleni²⁰¹



Source: GCRO, 2012.

Investing in public transport infrastructure

The rapidly growing urban population and rising numbers of private vehicles is overwhelming the City of Tshwane, resulting in increased congestion, less mobility, and poor air quality. Linked to this, we are aware that the transportation network we inherited is characterised by the mono-focus of transportation on movement of people from dormitory settlements into and out of economic hubs (see Figure 6.3) thus neglecting the economic opportunities that transportation presents.

Reduction in the use of private vehicles and the increased use of public transport, supported by environments that encourage eco-mobility will give a multiplier effect to a reduced carbon footprint in the City. An efficient public transport system that is supported by a large portion of the population will reduce travel time and cost, giving equal access to all the City's residents to services, infrastructure and amenities throughout the City. The extent to which this is achieved will be based on the level of densification it achieves and the implementation of an efficient and effective supporting public transport system.

The National Public Transport Strategy (2007) promotes Integrated Rapid Public Transport Networks (IRPTNs) that are supported by measures that promote mobility and access through quality transport services and supporting infrastructure. The strategy is also a response to addressing the spatial structure and is supportive of transit-oriented development. It promotes connecting the entire city through a network approach and provision of quality public transport that is reliable, demand responsive, reduces travel times due to priority road space and the rapid nature of operations.

The City of Tshwane has developed its own IRPTN Strategy that will guide the rollout of the programme. Although the City has embarked on the Tshwane Rapid Transit (TRT), not all areas (see Figure 6.4) of the City may necessarily warrant a rapid service and may be best serviced by a quality bus service, enhanced quality taxi services or commuter rails service, whilst being supported by non-motorised transport such as cycling and walking. The development of the Comprehensive Integrated Transport Plan (CITP) will address the transport elements for the next five years and would emphasise the transport related initiatives in support of Tshwane Vision 2055.

Figure 6.4 City of Tshwane Integrated rapid public transport network



© City of Tshwane

The quality of public transport and the degree it is integrated into a community, significantly affects travel activity. People who live or work in communities with high quality public transportation tend to drive significantly less and rely more on alternative modes (walking, cycling and public transit) than they would in more vehicle-oriented areas. The City of Tshwane continues to focus on ensuring the integration of public transport into communities as well making it easier to walk and cycle, street scaping and traffic calming, and better parking management.

To ensure that more diverse mobility options are made accessible to communities and at the same time contribute to the quality of living, the City continues to work towards the:

- Development and simplification of the public transport network by introducing an integrated public transport network where all modes have a role to play by redesigning the existing network layout and enhancing the frequency and operating hours of public transport across the City.
- Modernisation of the City's transportation and mobility infrastructure.
- Development of safer and more secure transport and mobility facilities in the future that are accommodative to all forms of mobility and transportation.
- Increase in facilitating easier access to such that current and future transportation and mobility systems would enhance the accessibility for all persons.

Thus while there are costs attached to ensuring accessibility for all of the City's citizens, the broader long-term benefits will include attaining the City's broader inclusivity aspirations as well as economic benefits that arise from better land use and densification supported by a quality transportation and mobility infrastructure.

An integrated approach, incorporating improved public transport systems/modes, travel demand management

measures, intelligent transport systems, appropriate infrastructure and more importantly land use planning that discourages urban sprawl is needed to improve transportation in general. We know that good transportation and mobility infrastructure supports greater access to economic opportunity, social equity, environmental sustainability and an enhanced quality of life. Natural resources will be conserved and protected through the intentional ordering of urban development within the boundaries of specific delineations. Reduction in the use of private vehicles and the increased use of public transport, supported by environments that encourage eco-mobility will give a multiplier effect to a reduced carbon footprint in the City.



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Investing in transportation systems that support economic²⁰² activity

A competitive economy is a productive economy. The productivity level also determines the rates of return obtained by investments in an economy, which in turn are the fundamental drivers of its growth rates²⁰³. Extensive and efficient infrastructure, specifically pertaining to transport and communications, determines where and to what extent specific sectors can develop. To this end, the City of Tshwane's freight and logistics plan is informed by the National Freight Logistics Strategy, Public Transport Strategy and the 25-year Gauteng Integrated Transport Master Plan.

Currently freight services operate on all roads and contribute to traffic congestion on internal roads, without there being preferred and planned routes for the movement of freight. The current situation regarding freight and logistics in Tshwane includes that:

- SADC freight and minerals from Rustenburg and Lepalale areas are transported by road through Tshwane to City Deep.
- Long-heavy vehicles run through the CBD due to the lack of by-pass facilities like the proposed Tshwane Western Bypass (PWV9).
- Fragmented and limited overload control and law enforcement as well as control over the movement of oversize vehicles and hazardous material.
- Transnet's Capital Park Container facility (Pretcon) has limited capacity and is located in close proximity to CBD.
- Container facilities supporting the automotive industry in Rosslyn and Samcor Park are limited and mainly focused road base vehicles.

- Limited rail capacity exists for import and export of containerized freight and vehicles.
- Freight rail access to Rosslyn currently operating on commuter rail network not on dedicated freight rail line, even though the freight line is in close proximity to the commuter line.

The location of Tshwane places it at a point of taking advantage of freight and logistics potential due to the North-South sub-Saharan regional development corridor, the proximity to the platinum belt including the East-West Walvis Bay-Maputo Corridor, as well as the automotive manufacturing sector and Transnet's Pyramid freight hub initiatives. However the strategic location of Tshwane to play an important role in freight and logistics is influenced by its proximity to the platinum mining belt, its role on the Durban-Free State-Gauteng Corridor (SIP 2), its proximity to the North-South Corridor into the Southern African Region and the automotive hub in Tshwane.

Connectivity by air will play an important role in Tshwane's roll out of Tshwane Vision 2055. The main elements in this strategy will include Wonderboom Airport and Waterkloof Airforce Base.

- Wonderboom Airport (WBA): The WBA has for a number of years been playing a significant role in Tshwane in terms of air transport. However, further development and expansion of the airport has been stifled by the fact that it has lost its international status in 2000. The fact that the main runway is too short to handle a Boeing 737-800 or similar type of aircraft further limited the potential of the airport. Added to this is the fact that the municipal government is not geared towards the effective and efficient running of airports, where important decisions often need to be taken quickly. An application has recently been launched for the re-instatement of international flight status to WBA. This together with the planned 'out concessioning' of the airport linked to the extension of the main runway should assist in the achieving of the GDS goals and objectives.
- Waterkloof Air Force Base (WAFB): The main runway of WAFB has in recent years been upgraded to allow the current largest civilian and military aircraft to land safely at WAFB. The airport also fulfills an important diplomatic service WAFB can therefore not be seen as a 'public' airport. However what has become important to the City is the development of the Centurion Aerospace Village (CAV) as a high tech Defence Advanced Manufacturing Cluster located on WAFB property and adjacent to it. This Cluster forms part of the Department of Trade and Industry's (DTI) Aerospace Industrial Support Initiative (AISI). The purpose of which is to retain existing technologies, skills and internationally recognised products and services, to build on these and in the process to create international partnerships with leading aviation manufacturers and suppliers. The AISI will also drive the national agenda of growth, employment and equity and would therefore support the Tshwane Vision 2055.

Within the context of the strategic initiatives that relate to the City, provincial and national freight and logistics imperatives, the following opportunities have been identified:

- Establishment of freight corridors that link to the Durban-Free State-Gauteng, the North-South and the Maputo- Walvis Bay N4 corridor;
- Develop a transport plan and identify routes for the movement of hazardous material through the City;
- On-going overload control and enforcement;
- Align with Transnet Market Demand Strategy e.g. Pyramid South development
- Establish road connectivity especially the development of the Tshwane Western Bypass (TBS/PWV9) route to unlock the economic potential of the west of Tshwane;
- Provide customs control for import/export at terminal (Treasury); and
- Light industrial development (warehousing, processing facilities, small scale production facilities (spares).

Central to exploiting these opportunities and influence Tshwane Vision 2055 include, amongst others:

- Development of the freight ring concept (road and rail) on the periphery of Gauteng's urban core;
- Development of infrastructure and support systems to enable the migration of freight from road to rail;
- Establish a freight intermodal (road, rail and airside) terminal at Pyramid South linked to SIP 2 and in support of the automotive industry;
- Provide adequate connectivity (road, rail) to the Pyramid terminal;
- Provide public transport to the Pyramid terminal;
- Develop law enforcement mechanisms and institutional processes to ensure the migration of freight from road to rail;
- Develop overload control and proper law enforcement mechanisms; and

- Provide customs control to enable a one stop service for import/export products

An efficient freight and logistics systems influences the cost of doing business and is a catalyst for economic development. Whilst there is a requirement to provide and promote quality transport services many initiatives are already in planning phase such as the Integrated Rapid Public Transport Network (IRPTN) planning and provision of facilities for non-motorised transport and rail modernisation initiatives.

Over the next four decades of game changing, the City of Tshwane will work with its partners to build smart mobility infrastructure for people and to support economic development through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Programmatic investment on infrastructure and upgrading • Acquisition of strategic land parcel to promote integrate development • Upgrading of townships formalisation informal settlements and rollout of social infrastructure • Establish a freight intermodal (road, rail and airside) terminal at Pyramid South linked to SIP 2 and in support of the automotive industry • Improve mobility and connectivity through provision of an integrated, affordable, efficient and safe public transport and alternative mobility options • Structural reform and modernising of the inner city and other nodes • Increase urban design and land use that supports compact urban form and use of alternative modes of mobility to minimise travel demands and mitigate the effects of climate change mitigation
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Provide adequate connectivity (road, rail) to the Pyramid terminal; • Development of infrastructure and support systems to enable the migration of freight from road to rail; • Support low impact development • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patternsContinue to support freight and logistics
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintenance of infrastructure to support liveability • Protection of ecological systems when doing spatial reforms • Ensure equitable land use to support broader social transformation ideals
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

FOUR DECADES OF GAME CHANGING SUMMARY

The four decades of game changing to become a City that provides quality infrastructure that supports liveable communities by 2055 put forward give an indication of how the City of Tshwane will go about taking certain strategic actions building on the actions that are currently being implemented. It is important to emphasise that game how the City of Tshwane will play the game will be dependent on the complexities and opportunities present at the time; based on other City budgeting and programme implementation processes.

By 2020 we would have completed our planning for the transition

The focus of the City of Tshwane will be on the continued addressing of the triple threat of poverty, inequality and unemployment while at the same time planning for the continued but now more low carbon focus infrastructure development and investment. As the period is characterised by continued urbanisation, the City will look at focusing on developing a City capital infrastructure development policy and regulatory framework that will enable it to make the transition to a greater focus on reducing its carbon footprint.

By 2030 we would be transitioning to low carbon infrastructure development

In the period 2020 - 2030, the global economy will be characterised constrained by growth due to international policy obligations on emission reductions. Thus, the push for the City to transition to a low carbon infrastructure focus intensifies.

By 2040 we would have achieved spatial transformation

In the period 2030-2040, the City of Tshwane would have fully integrated new urbanism as well as the spatial development principles outlined in the NDP 2030 to reverse the legacy of apartheid spatial injustice. Furthermore, the City of Tshwane's spatial approach will begin to more support spatial sustainability, spatial resilience, spatial quality and spatial efficiency²⁰⁴.

By 2055 we would have quality infrastructure development that supports liveable communities

Actions aligned with the Outcome will be planned and implemented, with continued focus on investing in low carbon infrastructure that reduces the City of Tshwane's carbon footprint while at the same time support the development of liveable communities using new urbanism principles.

TOWARDS TSHWANE VISION 2055—CURRENT AND FUTURE PROJECTS/ INTERVENTIONS

Some of the initiatives identified for implementation (in progress or new) by 2055 by the City of Tshwane include:

- IRPTN/TRT Projects: The City will roll out the entire TRT in phases over the next few years to develop an integrated public transport system.
- PRASA Rail Projects: These are various projects that the entity charged with looking after passenger rail services in South Africa will implement. The projects focus on modernising corridors and upgrading the rail infrastructure.
- Acquisition of the strategic land parcels: The City will continue to identify and acquire land to drive its transformation agenda and to support economic development initiatives.
- Tshwane House²⁰⁵: The new Tshwane House municipal headquarters complex project is also both a new building project and a CBD regeneration project that will not only achieve massive cost effectiveness and productivity goals for the City's service delivery management, but also generate economic redevelopment

outcomes for the CBD in particular, for the whole city generally.

Legacy Project: When completed, Legacy will provide a home to many multi-national corporations; educational institutions and residences for expat community as well as student and local workforce.



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West Capital – this is a mixed use development.



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MEASURING OUR PROGRESS

We present some indicators that we will use to measure the City of Tshwane's progress in terms of the key actions outlined in this chapter. These indicators are merely indicative at this stage and require refinement to align with other strategic approaches. Importantly, indicators are linked to the NDP 2030 especially where different actions and goals are set, based on the priorities identified from the proposed assessments and gap analysis.

Priority	Measure of success	link to NDP 2030
New Urbanism	<ul style="list-style-type: none"> • proportion of people living within walking distance of frequent public public transport • Public transport usage • Other forms of mobility used • Density • Dwelling types and ownership 	Spatial transformation New spatial norms and standards- densifying cities, improving transport, locating jobs where people leave, upgrading informal settlements and fixing housing market gaps
Liveability	<ul style="list-style-type: none"> • Quality of life • Smart living • Smart technology-broadband roll out 	New spatial norms and standards- densifying cities, improving transport, locating jobs where people leave, upgrading informal settlements and fixing housing market gaps
Land reform	<ul style="list-style-type: none"> • Land acims finalised 	Land Reform
Nodal revitalisation	<ul style="list-style-type: none"> • Upgrading of inner city • Business activity • Public transport network 	Spatial transformation New spatial norms and standards- densifying cities, improving transport, locating jobs where people leave, upgrading informal settlements and fixing housing market gaps
Economic Development	<ul style="list-style-type: none"> • Competitiveness • Increased trade/business activity along corridors 	Economic development Infrastructure development



CHAPTER 7
AN EQUITABLE CITY THAT SUPPORTS
HAPPINESS, SOCIAL COHESION, SAFETY
AND HEALTHY CITIZENS



VISION

In 2055, the City of Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.

OUTCOME

An equitable City that supports happiness, social cohesion, safety and healthy citizens.

GOAL

Improve the quality of life for all.

PLANNED RESULTS BY DECADE

By 2020, the City is consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality.

By 2030, the City is managing sustainable urban growth and development.

By 2040, the City is transitioning towards a sustainable urban form and economy.

By 2050, the City consolidates the gains towards a better and prosperous life for all.

GAME CHANGING ACTIONS

Human settlements
Health infrastructure
Community safety & security,
Social protection
Smart people
Smart living
Food security
Social cohesion

Smart living
Urban agriculture
Sustainable human settlements

Equity, equality
Social cohesion

Quality of life

PRIORITIES

Being a family, child and youth friendly City
Celebrating diversity
Being a safer City

Tackling issues of inequality and poverty
Creating self-sufficient communities,
Promoting a healthy City

← Measuring our progress →



Structural barriers related to poverty hampers the chances for social mobility of the poor. Without targeted programmes to accelerate the upward mobility of young people from poor regions of the municipality, social cleavages will grow wider, and the benefits of a smart city will be lost to this section of Tshwane's population, further increasing their marginalisation. As a caring capital city, the City of Tshwane will be in line with its ethos of Ubuntu, social inclusion, and the desire to nurture social cohesion among its citizens, and work with its partners towards becoming an equitable capital city.

In this chapter we present the goals and game changers for the next four decades of change for the City of Tshwane to become an equitable City that supports happiness, social cohesion, safety and healthy citizens. The key indicators that will be used to measure the City's progress are also presented.

Key messages:

- South Africa still remains one of the most unequal societies in the world. In most emerging economies, the levels of inequality have increased in both urban and rural areas, whereas in South Africa the level has increased more in urban areas than rural areas due to urban migration.
- Inequality poses a danger to social stability and sustained economic growth. Economic exclusion typically results in cultural and political exclusion. A divided city exacerbates inequalities and contributes to the stratification of society in to hierarchy marked by exclusion and disempowerment.
- The urban spatial divide is more than the physical expression of income inequalities among residents; it is also a by-product of inefficient land and housing market.
- Fragmentation of society is usually reflected in clear differences in the way spaces and opportunities are produced, appropriated, transformed and used.
- Cities that have improved the use of public spaces have enhanced community cohesion, civic identity and quality of life.
- A more equitable City has a greater chance of becoming prosperous and achieving positive societal fulfillment and benefits

INTRODUCTION

A UN-HABITAT²⁰⁶ report indicated that despite government's attempt to address issues of poverty and underdevelopment, South Africa still remains one of the most unequal societies in the world. In most emerging economies, the levels of inequality have increased in both urban and rural areas, whereas in South Africa the level has increased more in urban areas than rural areas due to urban migration. Thus, while in comparison to other municipal areas in the Gauteng Province the City of Tshwane had the lowest level of poverty at 22% in 2010²⁰⁷, it is unacceptably high.

For a long time the City of Tshwane has been part of a diaspora of many communities and the City's identity as an African capital city and diplomatic hub has also contributed to its cosmopolitan characteristic. As the capital city, Tshwane will need to demonstrate strong leadership to overcome the past that has riddled the City of Tshwane with inequality, poverty and much of the social challenges that it faces today. The City of Tshwane is committed to dismantling the remnants of divisions sown by intolerance between population groups and nurture a society that is cohesive. It will be a City where people residing in the City feel that they belong and are empowered to participate in its social and economic opportunities. This will support the City's safety and health aspirations and enhance the quality of life for the City's residents.

Outcome 4 is about the importance of achieving equality to support the City of Tshwane's quest to improve the quality of life – 'smart living'. The City will promote smart living by providing cultural facilities, healthy and safe living conditions, quality housing, and access to education facilities as well as foster social cohesion. The City's cultural and natural heritage also plays an important part in creating a better quality of life. This Outcome takes on board the various deep-seated challenges that stem from a divisive past characterised by a brutal inhumane political and socio-economic regime and boldly seeks to carve a future City that is inclusive, socially cohesive, safe, and where people are healthy.

WHY THIS OUTCOME IS IMPORTANT TO US

Inequalities are detrimental to social cohesion, and should be addressed. In South Africa, where these inequalities were socially manufactured by policy under colonialism and apartheid, and continue to subject the majority of the country's population to deficits in income wealth, education and health, it is imperative that interventions are put in place to not only ameliorate the effects thereof, but also to accelerate the achievement of equality and justice to address these disparities.

In South Africa, a community or society is regarded as cohesive to the extent that the inequalities, exclusions and disparities based on ethnicity, gender, class, nationality, age, disability, or any other distinctions that engender divisions, distrust and conflict are reduced and/or eliminated in a planned and sustained manner²⁰⁸. This should be underpinned by an ethos whereby community members and citizens play their role as active participants working together to achieve shared goals, which they themselves have designed and agreed upon to improve the living conditions for all²⁰⁹. Importantly, material conditions are fundamental to social cohesion, particularly employment, income, health, education and housing. Another indicator of cohesive societies is the extent to which people are included or integrated into mainstream institutions of civil society.

Our goal is to improve the quality of life for all. This is about the City of Tshwane demonstrating its capacity as a 'caring city.' The SACN (2013) present four principles of 'caring cities.' These include that caring cities "offer a high quality of life to all their citizens; display a sense of humanity and sharing; provide comfort and dignity for all their citizens; and, offer solutions that are communally responsive²¹⁰." The City will demonstrate its caring capital city ethos through the various interventions presented for each of the six Outcomes. As a caring capital city, we also want to transform quality of life of the City's residents and at the same time become a centre of excellence for urban improvement approach that demonstrates our caring capacity.

Improving the quality of life is about the use of 'smart' urban management solutions to develop a City where our residents are happy, healthy, work with the City and partners to develop and implement solutions to mitigating and responding to issues of public safety and natural disasters, and live in socially cohesive communities.

We consider happiness to be a manifestation of the capacity for the City's residents to develop and flourish. This capacity will be influenced by the extent to which our residents have access to quality health, education,

environment, work opportunities, live in safe and cohesive communities, and the extent to which they can contribute in the governance of the City. Social cohesion, inclusion and diversity is about embracing our differences in the spirit of Ubuntu and ensuring that we all enjoy quality livelihoods as well as an improved quality of life.

To achieve a better quality of life, the City of Tshwane will continue to focus on the improvement of: housing, safety and security, health, infrastructure, transportation, ICT, access to work opportunities, education, provision of services such as water, energy, managing the City's environment. Importantly, the City will work towards being a family, child and youth friendly city. To achieve this Outcome there are a number of drivers of change/priorities/opportunities that the City needs to have the capacity to respond over the next four decades of game changing. We discuss these in the following sections.

Being a family, child and youth friendly City

As indicated earlier, the City of Tshwane's demographic profile shows that the City's population is young. To this end, the City will build communities where families, children and youth can thrive and actively contribute to the development of their communities. Being family, children and youth friendly will be achieved through the City's continued commitment to strengthening safety, access to health and education opportunities, and spatial transformation reflective of the City's commitment to new urbanism/cradle-to-cradle principles.

Creating a child and youth friendly City of Tshwane is in part informed by the UNICEF concept of child and youth friendly cities based on the UN Convention on the Rights of the Child. UNICEF defines a child friendly city as a "local system of good governance committed to fulfilling children's rights. It is a city where the voices, needs, priorities and rights of children are an integral part of public policy, programs and decisions. It is, as a result, a city that is fit for all." A child and youth friendly city ensures that the rights of all children and youth are taken into consideration in the planning by the City of Tshwane.



Some of the criteria of a children and youth friendly city include one where the children and youth:

- "Influence decisions about their city
- Express their opinion on the city they want
- Participate in family, community and social life
- Receive basic services such as health care and education
- Drink safe water and have access to proper sanitation
- Be protected from exploitation, violence and abuse
- Walk safely in the streets on their own
- Meet friends and play

- Have green spaces for plants and animals
- Live in an unpolluted environment
- Participate in cultural and social events
- Be an equal citizen of their city with access to every service, regardless of ethnic origin, religion, income, gender or disability.²⁰⁶

Over the next four decades of game changing the City of Tshwane will work with its partners to be a family, children and youth friendly City through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Strengthening dialogue networks with civil society, community organisations and the private sector • Strengthen participatory mechanisms currently in place • Explore alternative activist citizenry models to implement • Development of policies that promote inclusiveness aimed at bridging the urban divide • Support informal structures that are found in communities that are aimed at tackling societal challenges • Become more gender sensitive and protect the rights of the children and youth through targeted spatial interventions in marginalized communities • Ensure coordination of the three spheres of government to ensure the rights of the residents • Developing the a shared vision about promoting the right to the City • Deliberate efforts to invest in human capital
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Tackling issues of inequality and poverty

The City of Tshwane enjoys a relatively high Human Development Index (a measure of development devised by the United Nations Development Programme, based on three indicators: longevity, adult literacy and quality of life). However, the social inequalities in the city reflect the legacy of apartheid, with a Gini Coefficient of 0.6 (0 being absolute equality and 1 being absolute inequality). This inequality in the distribution of the City's wealth reflects the divisions of the apartheid era, with the vast majority of black Africans at the bottom of this pecking order and the whites having the lion's share as Statistics South Africa 2011 reports.

In a modern society, however, individuals are aware of their interdependence with a variety of other players for their daily existence (i.e. that no one is self-sufficient). One can argue that social inequalities in South Africa (and the City of Tshwane is no exception) are leading to 'semi-segmentary' societies. Here, the social inequalities, coupled with the increasing loss of trust in public institutions in the security sector, health and education for example, has led to the mushrooming of 'semi-segmentary communities.' Rather than combining efforts and resources to put pressure to improve policing, public health facilities and schools, these usually well-heeled pockets of our society have built high walls around their properties and have closed off public streets in favour of controlled movement in their neighbourhoods, while making use of private security companies. Social cohesion and nation building are indispensable for the attainment of long-term equality.

There are a number of social ills that prevail in conditions of poverty and inequality. Fighting poverty requires that the City of Tshwane works together with its partners to develop an integrated poverty and inequality plan that focuses on identifying drivers of poverty and the development of implementable, sustainable interventions. We discuss some of the social ills confronting our communities. It is important to note that while we have focused on some in this document, the City will continue to review its interventions to be reflective of the needs at hand.

Drugs and substance abuse

The City of Tshwane acknowledges that poverty, unemployment and inequality manifest in different ways in the community. The City has in the recent past seen a worrying increase in drug and substance abuse particularly among its younger population. Importantly, the dangerous drug 'nyaope' has taken grip in our communities and has in many instances seen a corresponding relationship with crime as addicts look for means to finance their addiction. The City of Tshwane lauds the work of civil society organisations, community-based organisations and, faith-based organisations as well as the work being done by spheres of government and the private sector to fight this endemic situation. As the City we will do more and we are committed to doing more. Our approach will be holistic and multi-disciplinary where our interventions will focus on the social, economic, environmental and governance-related drivers. Importantly, we will work with our partners to fight this war on drug and substance abuse by pooling our resources and implementing a coordinated attack on the drivers of drug and substance abuse.

Teenage pregnancy

Teenage pregnancy robs our young girls of maximising opportunities to continue their education and development into a young adult. As the City of Tshwane, committed to creating a better life for all, we are cognisant of the role that poverty and inequality might have in some teenage pregnancies. We will continue to work with our social partners to ensure that we create an environment that supports young girls to flourish. Some of our initiatives will include promoting various educational programmes, developing a girl empowerment strategy that includes providing access to work place exposure, career guidance, health and safety programmes among others. These programmes will also be rolled out to boy children as well to ensure that we curb teenage pregnancy.

Gender-based violence against women and girls

Gender-based violence is a black mark on the progress that we have made as a country. It is commonplace to read on a daily basis or hear from our communities about the prevalence of gender-based violence. The City of Tshwane is committed to building a cohesive society where there is no place for gender-based violence. Our social development initiatives will continue to promote the rights enshrined in our Constitution. As part of our drive to promote the reduction of gender-based violence, the City will work with its partners to provide support through different platforms. This support might be in the form of providing access to funding to support women empowerment programmes, sustainable livelihoods or non-financial support such as support groups among others.

Over the next four decades of game changing the City of Tshwane will work with its partners to tackle issues of inequality, poverty, and social ills through a number of strategic actions presented in the following table.



Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Spatially invest in areas that were previously marginalised • Targeted approach to deprivation to ensure social mobility • Strengthening dialogue networks and programmes with civil society, community organisations and the private sector dealing with drugs and substance abuse, teenage pregnancy, gender-based violence among others • Develop a multi-disciplinary strategy to address drug and substance abuse, teenage pregnancy, gender-based violence • Strengthen advocacy campaigns through educational campaigns and working with ward committees • Development of parks / public spaces across various regions – two parks per ward • Deliberate efforts to improve infrastructure services in the previously disadvantaged communities, road tarring, formalisation for informal settlements, tenure upgrading etc. • Social assistance to vulnerable group within our city – indigent register to access city services • Academic Bursary support to the need and deserving students with specific focus on girls • Dedicated focus to support elderly people and senior citizens with health care and other necessities • Creation of employment opportunities and skills development programmes targeting youth as well as facilitating effective linkages to employment opportunities within the City's service delivery value chain as well as the private sector • Support places of safety
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Strengthening social protection programmes • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models • Maintaining social infrastructure to support further development
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Celebrating diversity

Over the past twenty years South Africa has seen waves of immigrants from neighbouring countries including Zimbabwe, Lesotho, and Mozambique and further afield, including some Asian countries like Pakistan. Reasons for migrating to South Africa include a search for economic opportunities, asylum seeking, people seeking refuge, and those who have come to further their studies, among others. This has coincided with a period when South Africa was shedding jobs, particularly in the sector that traditionally absorbed most of immigrant workers from Southern Africa, namely the mining sector.

Most of these immigrants are gravitating towards urban cities where they jostle for space with South Africans who are migrating in waves from the desperate conditions in rural settlements created as labour reserves through the 1913 Natives' Land Act and a slew of legislation during apartheid. Episodic incidents of xenophobic violence and the increasing commonplace robbing and looting of foreign owned shops in poor African communities have become a worrying trend. Whereas community members accept and live alongside foreign nationals in their settlements, tensions remain.

In the midst of all this many youth are each year swelling the numbers of the unemployed, as they drop out of high school. Those who pass their matriculation are found to lack basic numeracy and literacy skills and thus, coupled with lack of work experience, do not have good prospects of getting a job. With the global economic trends moving towards a knowledge economy, it is hard to imagine where these youths will fit in the bigger scheme of things.

Since 1994 South Africa has rapidly become a melting pot of different cultures and this presents both an opportunity and a risk. It is an opportunity because the integration of cultures tends to produce innovations as well as diverse and dynamic social environments. This opens up South Africans to cosmopolitan lifestyles and outlooks, breaking down the cultural barriers. However, cultural diversity can become a social tension, especially when the economy excludes the vast majority of the 'indigenous' population. Cultural diversity may just turn out to be separate cultures' that only entrenches identity divisions. Such divisions are most probable, given the undying legacy of apartheid divisions, which provides fertile ground for the emergence of new forms of intolerance.

Over the next four decades of game changing the City of Tshwane will work with its partners to celebrate diversity through a number of strategic actions presented below.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Drive campaigns aimed at tackling issues of racism, sexism, homophobia and xenophobia • Enhance identity and culture through various symbols and heritage preservation • Promote cultural exchange programs in partnership with diplomatic communities • Promote programmes that are aimed at breaking down the cultural barriers • Drive programmes aimed at nation building and dialogues various community groups • Focus on measures aimed at reviving public live and social cohesion • Promote and drive various campaigns such "Know Your Neighbour" • Advocate for programmes aimed at strengthen 'indigenous' knowledge and cosmopolitan lifestyles • Promote indigenous and other African languages as a means of social inclusion. • Strengthening dialogue networks with civil society, community organisations and the private sector • Education campaigns • Social assistance to vulnerable groups within our city – indigent register to access city services
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Education programmes
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Fostering social cohesion and the creation of “self-sufficient” communities/neighbourhoods

Residential settlements in Tshwane continue to mirror the racial spatial geography of apartheid, with young, upwardly mobile black Africans increasing their movement towards previously white only, and to a limited degree, previously coloured only settlements. Mixed-race settlements are mostly in the city centre and in the new developments that have mushroomed over the past two decades. The majority of Tshwane’s residents commute to their workplaces daily and travel long distances from their residential places.

In light of the current and projected levels of increases in urbanisation, urgent strategies must be considered to improve the pressure on the road infrastructure and as well as the effects on the environment of having too many vehicles traversing the streets daily. In terms of new urbanism, the City of Tshwane will identify best practices of new urbanism with context specific solutions. The City’s modern transit network will connect various commuters from their residential places to work places. The network also connects commuters in an interlinked system in economic hubs that are connected in recreational nodes. It is important to emphasise pedestrian-friendly developments around transit stations to promote transit riding, increased walk and bicycle travel, and other alternatives to the use of private cars.

The concept of neighbourhood is not only geographically or spatially defined. Meegan and Mitchell suggest that neighbourhoods should not per definition be seen as “spatially defined ... but as a key living space through which people get access to material and social resources, across which they pass to reach other opportunities and which symbolises aspects of identity of those living there, to themselves and not to outsiders” (Meegan & Mitchell, 2001: 2172)²¹³. Viewed that way, neighbourhoods can be seen as a community, as a context, as commodity, or as a consumption niche. This enables the stakeholders and policy makers to communicate on the same wavelength.

If the common values are shared by members of a “neighbourhood,” then the lack of physical contact or of a shared physical space does not become a deterrent to achieve social cohesion. Community interventions are necessary, which should involve civic leaders, the police, and associations of foreign nationals in the respective communities in sketching out the problems, identifying potential flash points and planning responses with all stakeholders. The City of Tshwane will continue to implement social cohesion programmes.

Over the next four decades of game changing the City of Tshwane will work with its development partners to create self-sufficient neighbourhoods through a number of strategic actions presented below.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Enhance the role of the streets as a multi-functional urban space and integrate natural spaces and recreations • Strengthening dialogue networks with civil society, community organisations and the private sector • Educational campaigns • Use technology to effectively communicate with the public and for timely dissemination of information in all languages • Environmental governance • Development of parks / public spaces across various regions – two parks per ward • Deliberate efforts to improve infrastructure services in the previously disadvantaged communities, road tarring, formalisation for informal settlements, tenure upgrading etc. • Social assistance to vulnerable groups within our city – indigent register to access city services • Public transportation systems to connect neighbourhoods • Dedicated focus to support elderly people and senior citizens with health care and other necessities • Promote volunteer opportunities within City programmes to promote citizen participation and involvement • Ward deployment programmes to deal with issues of safety • Improving accessibility and creation of walkways sensitive to the needs of people with disability, women and elderly. • Creation of employment opportunities and skills development programmes targeting youth
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Being a safer City

Community safety is a complex social and economic phenomenon which links to a myriad of factors such as social change, urbanisation, power differentials, poverty, difficulties in integration, lack of opportunities, gender differences, etc. Communities need to feel safe and secure in their environments. In the event that any element threatens either a community's safety or security, there should be an assurance that the City has the resources to address or manage the threats in a timely and efficient manner.

South Africa is faced with its own crime problems, considered to be among countries with the highest prevalence of violent crime in the world. Research has found that rather than poverty, this problem is exacerbated by social inequalities. Part of South Africa's transition from the previous apartheid regime involved the overhauling of the police service, the previous police force not having enjoyed any legitimacy within communities. A key part of this task was to build relationships of trust between the police service and the communities they serve; and to install a regime of public accountability of the police service.

South Africa continues to struggle to shrug off its image as a violent country. Citizens have a right to live in a safe environment. That crime and violence inhibit development and investment is beyond doubt. It is therefore critical that Tshwane is ahead of its game when it comes to protecting its residents.

There is broader recognition that while national government's role in providing safety and security is crucial, local governments also play a key role, equipped as they are with knowledge of the local dynamics and organisation of their respective towns and cities. This local knowledge, coupled with the knowledge of the people and groups affected, helps local governments to formulate – together with local and other relevant stakeholders – strategies to combat violence and crime problems within their communities. Such an approach has yielded positive results for communities in some Latin American cities notorious for violent crime and drug problems. Notable examples include

Bogotá and Medellín (Colombia), Rosario (Argentina), Diadema (Brazil) and Santiago (Chile).

A new approach to addressing community safety has been emerging in a number of societies affected by high levels of crime and where community safety has been undermined. The City of Tshwane will adopt a cross-cutting approach. This requires the involvement of a range of actors from different sectors (security, justice, social development, education, health, urban planning, and so on) who will work together in order to respond to the problems of community safety in a multidisciplinary manner. Some of the initiatives to strengthen the City's safety include, among others:

- Citizen protection: Protection is recognised as a social right; community safety should thus call for the implementation of comprehensive public policies involving different areas of government. In the spirit of a participatory democracy, these efforts should involve civil society (i.e. communities, NGO's, private sector, academia), with the aim of achieving greater impact, outcomes and sustainability;
- Giving priority to prevention strategies: Instead of acting only after problems occur, priority needs to be given to understanding the causes and dynamics of violence in order to design interventions to prevent new crimes or violent situations. A detailed diagnosis of each situation is therefore required, containing information about the perpetrators, victims and the circumstances in which the crime has occurred, as well as an assessment of the community safety risks and levels of protection present in each community;
- Improved, intelligence-based law enforcement: Crime control is essential and must be improved. This means that police approaches and strategies must be based less on the use of force and more on the deployment of intelligence and technology;
- Security as a public asset: Finally, as a right to be enjoyed by all, community safety should not be governed by private interests. Thus, the City will ensure that communities lead safety initiatives and will provide the required support.

The City of Tshwane will adopt progressive elements of the Gauteng Government's Strategy for Community Safety. The City will, together with its partners promote interventions such as education, promotion of social cohesion, supporting youth and families and groups at risk, socio-economic interventions to undercut causes of crime and environmental design among others.

The Constitution obliges the government legally to ensure the personal and environmental health as well as the safety of its citizens. In terms of Section 41 (1)(b) of the Constitution all spheres of government are required to "secure the well-being of the people of the Republic." Section 152 (1)(d) also requires that local government "ensure a safe and healthy environment."

Section 26 (g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of the Integrated Development Plan (IDP). The City of Tshwane has thus prepared its Disaster Management strategy in line with these requirements. The City of Tshwane seeks to make disaster risk management a functional reality through a multi-sectoral and multi-disciplinary approach.

The City has a comprehensive Disaster Management Plan with clear lines of responsibility and authority (organisational structure), thus ensuring a coordinated approach to disaster management in the centre. This also ensures accountability. The Plan establishes the operational procedures for disaster risk reduction planning as well as emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council's area. Of great importance is adherence to the National Disaster Risk Management Framework and solicitation of public comments and participation before final approval.



Over the next four decades of game changing the City of Tshwane will work with its partners to strengthen community safety and disaster management capacity through a number of strategic actions presented below.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Mobilise youth and communities in order to secure and support spaces for young people • Upgrading informal settlements and provide security of tenure • Continue to provide quality community safety and security enforcement • Strengthening dialogue networks with civil society, community organisations and the private sector • Upgrading informal settlements • Promoting a healthy and safe city through partnership with the community • Investment in infrastructure such as lighting • Social assistance to vulnerable groups within our city – indigent register to access city services • Ward deployment programmes to deal with issues of safety • Creation of employment opportunities and skills development programmes targeting youth • Continue to promote crime and safety programmes through coordinated campaigns with partners • Climate change adaptation strategy to include issues of disaster management planning for the next four decades • Focus on disaster management and safety interventions as part of the urban design • Support healthy lifestyle through visible policing and by-law enforcement
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Strengthen service safety programmes
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models • Strengthening of community safety programmes
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

all developmental programmes, and be accessible and affordable for all South Africans, including those in rural areas, the young and the elderly. The removal of obstacles that preclude specific sections of the community from participation is crucial. This cannot be left entirely in the hands of individual sporting codes or local communities, both of whom require support and encouragement.



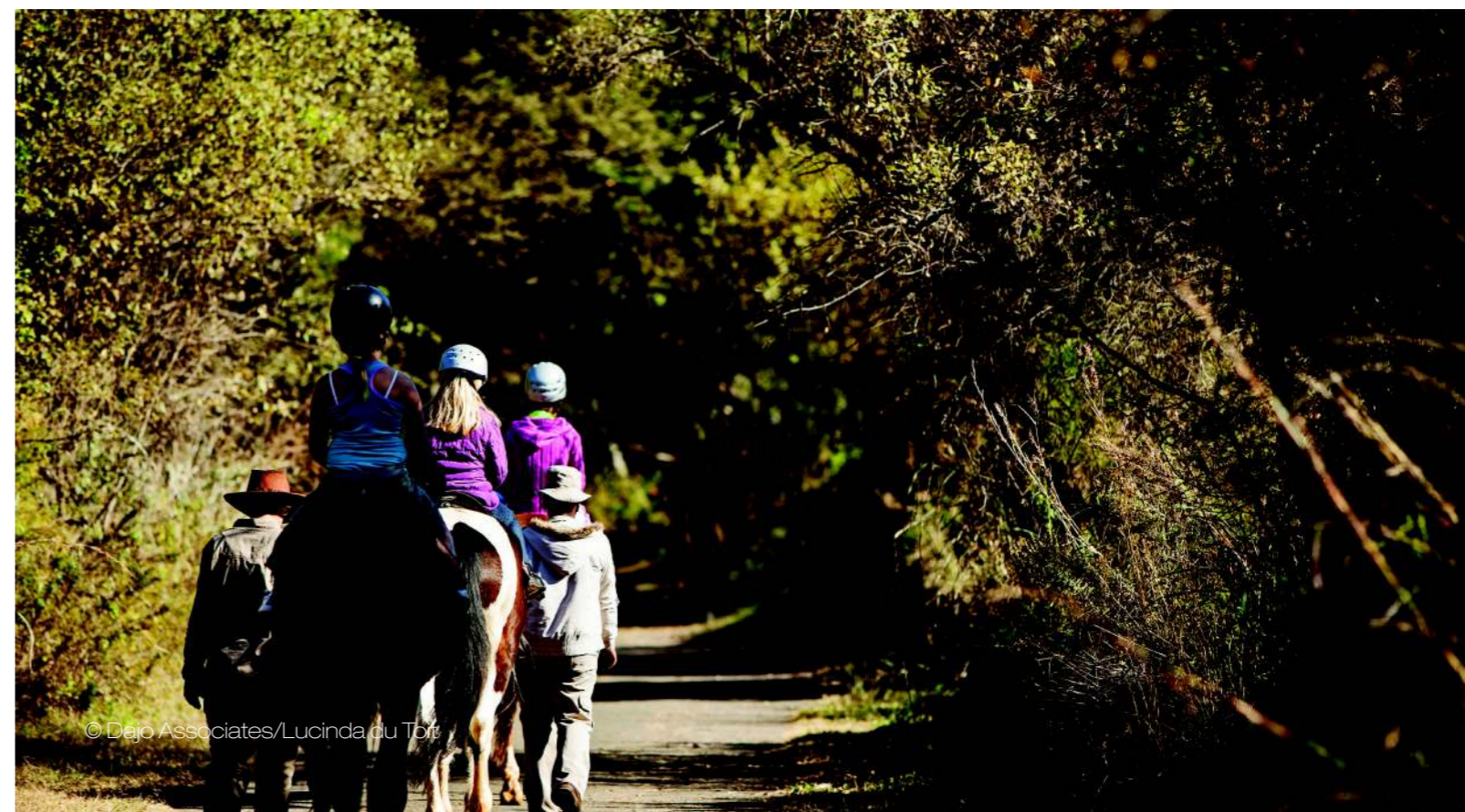
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Promoting a healthy City

The City of Tshwane's approach to health promotion is multi-pronged. We focus on the individual's state of health by providing access to health facilities. The City of Tshwane will continue to provide access to quality health infrastructure. The most important game changers for better health and poverty alleviation in the City of Tshwane will be addressing social determinants and environmental services starting with access to basic services and adequate housing and education. The City will improve health system building blocks starting with leadership and governance as well as utilise innovations and communication technologies that will improve health system functioning and contribute to a well society.

The City will continue to work with its partners to address the HIV and AIDS pandemic by supporting a number of initiatives as well as ensuring that we have the capacity to provide the necessary quality of care at our health facilities. The promotion of healthy living is also key to the City's health focus. Through our spatial reform agenda, we will ensure that the City is designed to allow for people to lead healthier lifestyles, interact with our natural heritage, and walk/cycle more for example. We will also continue to use our by-laws to support our healthy living agenda. Importantly, we will work with our communities to strengthen community-led and based health initiatives. The promotion of urban agriculture over the next few years will also contribute to greater food security that further promotes healthy living.

Sport is a key aspect of the City of Tshwane's social cohesion and health focus. To this end, the City of Tshwane will provide access to quality sporting and ensure recreational facilities are available to all South African communities. Participation in sporting and recreational activities should reflect the country's demographics. Sport and recreation are an integral part of reconstructing and developing a healthier society. Sport and recreation should cut across



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Over the next four decades of game changing the City of Tshwane will work with its partners to promote a healthier City through a number of strategic actions presented below.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Continue to support National Health Care insurance programme • Strengthen support to child headed households • Support community health workers programme • Strengthening dialogue networks with civil society, community organisations and the private sector to promote healthy living • Investment in infrastructure such as lighting to enable people to walk about in their neighbourhoods in the evening as part of a healthy lifestyle • Explore the provision of healthy lifestyle facilities throughout the City • Integration of healthy neighbourhood strategies including healthy living campaigns • Support community-based health initiatives as well as sustainable livelihood projects that focus in food security • Social assistance to vulnerable groups within our city – indigent register to access city services • Support HIV/AIDS initiatives throughout the City and other burden of disease initiatives
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Strengthen community capacity to address health concerns • Continue to review, develop and implement planning codes to maximise healthy living
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Supporting healthy living initiatives • Strengthening of community safety programmes
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

FOUR DECADES OF GAME CHANGING SUMMARY

The four decades of game changing to become an equitable City that supports citizen happiness, social cohesion and safety by 2055 put forward give an indication of how the City of Tshwane will go about taking certain strategic actions building on the actions that are currently being implemented. It is important to emphasise that how the City of Tshwane will play the game will be dependent on the complexities and opportunities present at the time; based on other City budgeting and programme implementation processes.

By 2020 we would have completed our planning for the transition

A new approach to addressing community safety, health, social cohesion, diversity is taking hold and communities work together with the City to tackle poverty and inequality. In the spirit of a participatory democracy, these efforts involve civil society (i.e. communities, civil society private sector, and academia), with the aim of achieving greater impact, outcomes and sustainability.

By 2030 we would be transitioning to low carbon infrastructure development

In the period 2020 - 2030, the global economy will be characterised by constrained growth due international policy obligations on emission reductions. From an equality perspective, the City of Tshwane will ensure that it does not continue to marginalise communities in pursuit of low carbon economy ideals. However, the City will ensure that it provides quality services and infrastructure that promote greater social cohesion, safety, health, and reduce poverty and inequality.

In terms of social cohesion, thanks in part to education campaigns led by civic organisations within the various community settlements across the Tshwane Metropolitan City, about the need to respect the human rights and dignity of foreign nationals, South Africans understand that when the Freedom Charter declared that South Africa belongs to all who live in it, black or white, it meant foreign nationals living in South Africa, too.

In terms of community safety, intelligence based approach to dealing with crime is enhanced through proper training. Forensic skills are enhanced and backlogs in these are eliminated. The City of Tshwane together with communities, continues to innovate responses to gender-based violence towards women.

By 2040 we would have achieved spatial development

In the period 2030-2040, the City of Tshwane would have fully integrated new urbanism as well as the spatial development principles outlined in the NDP 2030 to reverse the legacy of apartheid spatial injustice. Furthermore, the City of Tshwane's spatial approach will begin to better support spatial sustainability, spatial resilience, spatial quality and spatial efficiency. This spatial transformation will support social cohesion, safety and healthy living.

By 2055 we would be an equal City that supports happiness, social cohesion and community safety

Actions aligned with the Outcome will be planned and implemented, with continued focus on maintaining social cohesion, community safety and quality of life. In terms of social cohesion, a sustained campaign, based on the spirit of volunteerism and that is run by youth from poor communities who are in tertiary institutions, of providing children and the youth in these communities with mentorship and extra classes on weekends, begins to yield results as more children from extremely poor family backgrounds receive good quality education and have hope for a brighter future.

In terms of community safety, the quality of life for the people of Tshwane is realised as people enjoy a safe environment in which to play, work and pray. Clean and safe energy further improves the quality of life in Tshwane. The City has a resilient disaster management plan that is ready to deal with different kinds of disasters, both man-made and natural.

TOWARDS TSHWANE VISION 2055 – CURRENT AND FUTURE PROJECTS/ INTERVENTIONS

Some of the initiatives identified for implementation (in progress or new) by 2055 by the City of Tshwane include:

- Roll-out of A Re Yeng Rapid Transit system
- Land reform – redistribution and restitution
- Early childhood development programmes
- Social protection
- Health and well-being supported through better spatial design
- Safety upgrading
- Ward deployment of metro police
- Ward-based community health care workers

MEASURING OUR PROGRESS

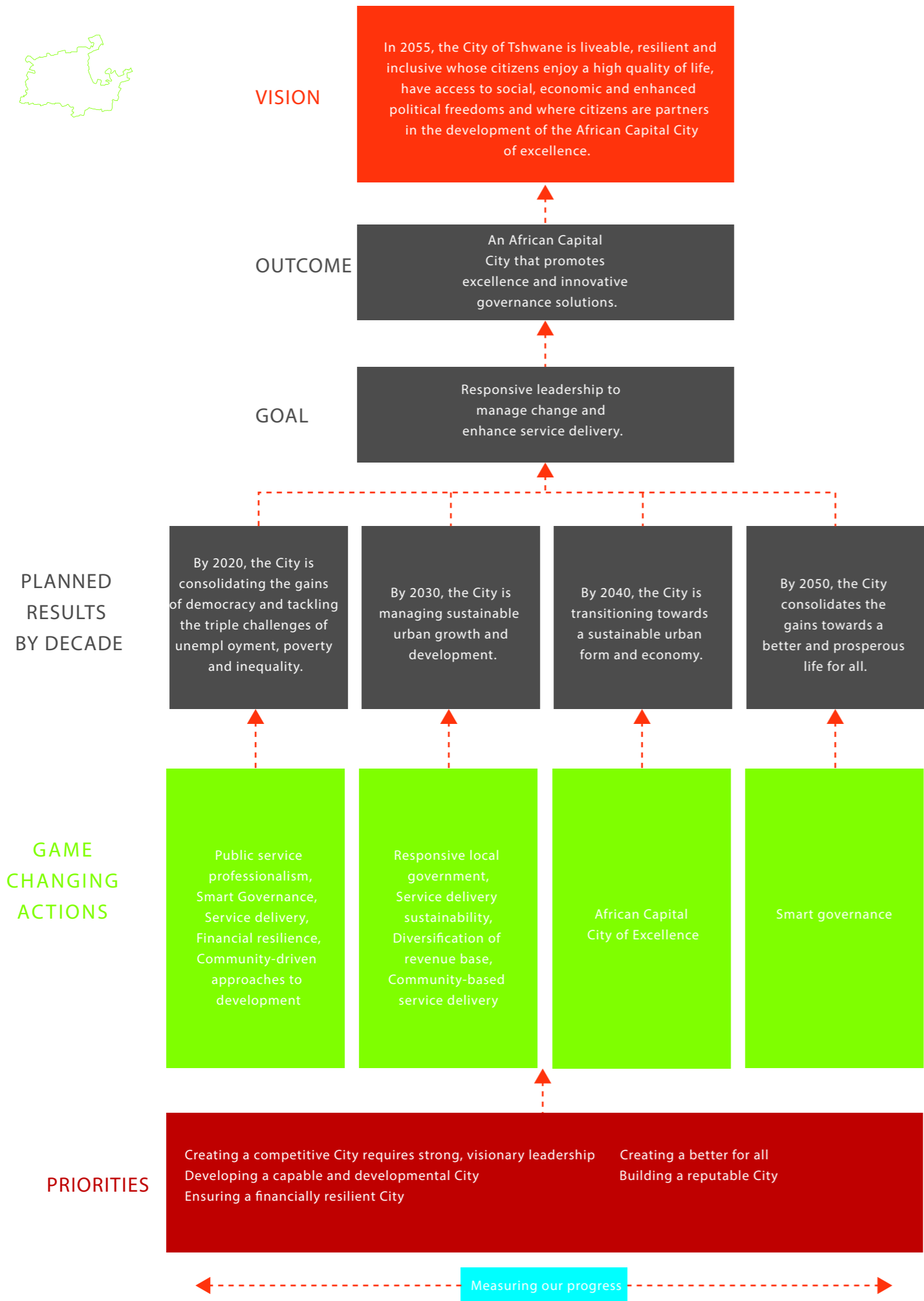
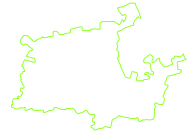
We present some indicators that we will use to measure the City of Tshwane’s progress in terms of the key actions outlined in this chapter. These indicators are merely indicative at this stage and require refinement to align with other strategic approaches. Importantly, indicators are linked to the NDP 2030 especially where different actions and goals are set, based on the priorities identified from the proposed assessments and gap analysis.

Priority	Measure of Success	Link to NDP 2030
Equality	<ul style="list-style-type: none"> • Gini coefficient • Numbers of people actively participating in recreation, sport and other facilities • Heritage management • Quality of life survey • Perceptions of safety • Crime statistics • Home ownership rates • Access to services – equity 	<p>Spatial transformation</p> <p>New spatial norms and standards – densification of cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.</p>
Liveability	<ul style="list-style-type: none"> • Quality of life • Recreational facilities • Sporting facilities • Walkability 	<p>New spatial norms and standards – densification of cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.</p>
Health	<ul style="list-style-type: none"> • Well-being • Health infrastructure (human resources, facilities, health intelligence systems) • Reduction in infant mortality, increase in vaccination programme etc 	<p>Health</p> <p>Quality of life</p>
Land reform	<ul style="list-style-type: none"> • Land claims finalised 	<p>Land reform</p>

CHAPTER 8

OUTCOME 5

AN AFRICAN CAPITAL CITY THAT PROMOTES EXCELLENCE AND INNOVATIVE GOVERNANCE SOLUTIONS



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Chapter 8 focuses on how the City of Tshwane will become an African capital city that promotes excellence and innovative governance solutions to meet the triple challenges of poverty, inequality and employment as part of achieving its ideal state in 2055. Furthermore, a well-managed city stands a better chance of improving its competitive advantage.

In 2011, Tshwane became the third biggest city in the world in terms of land area due to the incorporation of the Metsweding region. This increased the demand for the City to expand access to infrastructure services and economic opportunities to all its residents.

In line with being an African capital city of excellence, it is therefore important for the City to explore various service delivery models, urban management strategy as well the development of its human capital to drive this agenda.

A sustainable approach to capacity building, alternative service delivery models and skills development and training, especially of young people (through the creation of opportunities and apprenticeship training in various fields) must be at the centre of igniting excellence.

Key messages:

- Cities are strategic sites for global interest seeking to maximise profit but they are also sites where local grassroots and civil society develop new claims and assert their rights to liveable urban space.
- Effective urban planning and growth management is one of the most important drivers of creating a liveable city.
- Cities best placed for economic growth are those that invest in building knowledge and innovation institutions. The culture of creativity must form part of the operations and systems of any city.
- The transformation of cities into learning organisations is more likely to result in sustainable changes and benefits.
- Sustainable development depends on good governance, which requires a political, legal and institutional framework that guarantees citizens civil and political rights and access to justice.
- For the City of Tshwane to be able to address triple challenges of poverty, inequality and unemployment it will require political will, strong institutions and well-targeted policies.

INTRODUCTION

Post-apartheid reforms led by South Africa's democratically elected government to effectively eliminate geo-political fragmentation of cities and reconfiguring them are underway. South Africa, 20 years into its democracy, has made significant strides in addressing the inequalities and poverty that continue to plague our country.

Lamenting on extreme poverty and inequalities that exist in some countries, former UN General Secretary, Koffi Annan asked some poignant questions. He asked "how will we confront, how will we conquer [poverty and inequality]? How will we best work for development and against poverty in our time, with our resources, in our context? What tools will be needed, how far will they reach and how long must we persist?"²¹⁴ Importantly, he suggested that access to quality information is critical to reversing the challenges of poverty, inequality and other social ills. Governance should be aimed at reconciling citizens' expectations with the reality on the ground.

The discussion in chapter 3 pointed out that in the past two decades, the City of Tshwane has experienced unprecedented economic growth, urbanisation, migration as well as geographic expansion. The City of Tshwane does not only perceive this interconnectedness as a governance problem, but also as an opportunity to address the very same issues confronting us. We also acknowledged that the 21st century governance challenges facing the City require both vertical and horizontal approaches between all stakeholders in order to improve the quality of life.

We have consistently highlighted that as the City of Tshwane we have many challenges that we need to overcome towards achieving Tshwane Vision 2055. Some of these challenges include globalisation, climate change, growing population, changing geopolitics, changing economic structures, social ills such as the surge of poverty, inequality and HIV/AIDS and tuberculosis. From a spatial perspective, we have indicated how without implementing the City's direct and deliberate spatial reform programme, we will continue to have a City that is not inclusive, liveable, or resilient.

Most strikingly is that the new number of arrivals into Tshwane are poor residents seeking economic opportunities and affordable housing and yet they found themselves in the periphery of the urban core. These trends have also exacerbated the growing economic and social marginalisation posing a challenge for city leaders. The emergence of BRICS nations has also shaped the geo-politics and this has the bearing on how the City of Tshwane's approaches its international relations. All of these issues expand across institutionalised boundaries, and beyond the reach of stable, pre-existing governance arrangement outlined in the legislative frameworks.

These occurrences have given rise to a new set of governance that the City must confront including revisiting forms of urban management actions and institutions within an urban region that regulate or impose conditions, and institutions to drive transformation. Further, not only does the City of Tshwane have to address issues of urban growth, it has to gear itself to being a meaningful partner in the realisation of the Gauteng City Region.

A question that the City needs to address from a governance point of view is how does it address cross border issues, its developmental challenges, improve its transportation, mobility, freight and logistics capacity, lever the research and development capacity to find creative, sustainable development solutions; and develop partnerships to mobilise resources that maximise socio-economic benefits and efficiencies?

Another important question that needs to be considered is whether there is alignment between the expectations held by citizens about the City and its capacity to lead the transformation agenda and to deliver on its mandate as enshrined in the Constitution. The importance of addressing this question is further pronounced in the NDP 2030, which says:

"Eighteen years into democracy, South Africa remains a highly unequal society where too many people live in poverty and too few work. The quality of school education for most black learners is poor. The apartheid spatial divide continues to dominate the landscape. A large proportion of young people feel that the odds are stacked against them. And the legacy of apartheid continues to determine the life opportunities for the vast majority."²¹⁵

The NDP 2030 proposes that through the active support by all citizens and leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals, and radically improved government performance, will be key in tackling the development issues confronting the country. Importantly, the NDP 2030 calls for the development of a capable developmental state. But as the NDP 2030 states, this is an arduous process that will require the development of strong ethical guidelines to combat corruption in government and to identify skilled people to fill in government positions.

It is against this background that as we continue our journey of transforming the City of Tshwane we revisit our governance approach and identify strategic actions to tackle the challenges we confront. Outcome 5 is about the City of Tshwane as an African capital city of excellence. It is about ‘smart governance’ and the human elements of ‘smart people.’ Smart governance requires that the City be transparent, ensure participatory decision-making, and work with its partners to deliver quality services. This will require that the City has access to human capital with the skills, competence, and developmental attitude needed to drive Tshwane Vision 2055.

Drawing impetus from the NDP 2030, the City of Tshwane will also need the support of its residents and its partners to achieve Tshwane Vision 2055. The City will continue to draw good practices from around the world to adapt and implement in its process of building a capable skilled workforce and professionalising its administration. This will be an important enabler and lever for the attainment of Tshwane Vision 2055 Outcomes and related interventions. Furthermore, as an African capital city, the City should attract the best and the brightest students from its universities and from other African countries with advanced degrees in different areas of local government. This will also allow City officials an opportunity to interact with new technologies and technology-smart constituencies. The City will continue to leverage its partnerships with the academic institutions of higher learning in the City to identify talent that will support its human capital attraction and development agenda.

WHY THIS OUTCOME IS IMPORTANT TO US

Our goal to have a responsive leadership to manage change and enhance service delivery will be underpinned by the City’s financial resilience and capable workforce. From the aforementioned discussion, it is clear that the 21st century governance issue that the City of Tshwane is confronted with poses one of the greatest challenges for the City’s leadership. This is largely due to the diverse, conflicting interests and influences such as increasing mobility, disparities between the affluent and poor neighbourhoods, and the influence of trans-local and trans-national connections among others.

Service delivery excellence and innovation is about a dependable institution that serves its residents at a sustained level of quality service in a cost-effective manner and always on time. It is also about the legitimacy of an accountable government that is transparent and accessible. This about the City’s ability to respond to future shocks that might come as a result of natural disasters; but also about the City’s ability to have adequate resources to implement its game changing programmes over the four decades of change. Critical for implementing any strategy and delivery of services and support of development is financial prudence, credit control and managing the external debt burden, capital and operating expenditure, sustained cash reserves, and internal financial controls.

Governance describes the process of decision-making and the process by which decisions are implemented (or not implemented). Public institutions are required to conduct public affairs, manage public resources, and guarantee the realisation of human rights. Good governance accomplishes this in a manner essentially free of abuse and corruption, and with due regard for the rule of law.

Good governance has eight major characteristics²¹⁶ briefly explained in this section. Governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimised, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

Thus, to achieve Outcome 5, there are a number of drivers of change/priorities/ opportunities that the City needs to have the capacity to respond to over the next four decades of game changing. We discuss these in the following sections.

Addressing social and spatial inequalities

Addressing the legal informality and poverty in the City of Tshwane is one of the highest governance priorities. As stated in chapter 3, the continued spatial concentration of poverty, and underdevelopment in the previously disadvantaged areas require more deliberate governance intervention and public expenditure to redress this. In the past two decades, we have witnessed a trend wherein the affluent communities tended to further segregate themselves from the rest of society in the gated communities. While appreciating that all citizens have a right to move freely and choose where to live, the City of Tshwane strongly believes that this has the potential to undermine the agenda of nation building and entrench new forms of class segregation.

Creating a better life for all

The focus in creating a better life has been placed upon provisions of access to basic municipal services and other practical programmes to improve the lives of the poor. The new vision for local government requires the reinventing of local government to make it work better, cost less, and get results.

A well-functioning municipal institution that visibly delivers quality services at a reasonable cost is a crucial confidence builder to communities and businesses. Like other metropolitan areas and secondary cities, Tshwane is facing the difficult dual task of building a new institution while having to restructure the City and rolling out services to areas largely neglected in the past. Major aspects of the institutional strategy are in place; most notably in relation to the completion of the placement process in various Regions, however, a dedicated focus will be required to ensure buy-in and commitment at all levels in order to create a better life for all.

Over the next four decades of game changing the City of Tshwane will work with its partners to address inequalities and create a better life for all through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Innovating the basics • Developing a programmatic approach to services • Fostering buy-in to Tshwane Vision 2055 by all partners • Strengthening the City’s institutional and human capacity • Promote lifelong learning • Support representation of communities in City processes • Ensure a healthy standard of living for all and well-being • Strengthen healthy and sustainable communities
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Sustaining institutional capacity to support development
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Maintaining the socio-economic infrastructure to support development
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • New gains in quality of life sustained through innovation and maintenance of infrastructure

Creating a competitive City requires strong and visionary leadership

According to the World Bank, one of the fundamental issues for global cities is to ensure that they provide a competitive environment and a framework for businesses and its residents to prosper and facilitate broad-based economic growth. To become competitive, the City of Tshwane must consolidate on the gains made in a number of areas and remain a truly well governed and managed institution. This approach must supported by the City’s commitment in ensuring that there is a representation and inclusion of all groups in the urban society; with accountability, integrity, and transparency as the core values.

Globalisation is a challenge facing the City of Tshwane. To be globally competitive, the City of Tshwane needs to provide the supportive infrastructure to attract business and it needs to provide a wide range of services: transportation, water, sewers, garbage collection and disposal, police and fire protection, parks, recreation and culture, affordable housing, and social assistance.

The City of Tshwane must also provide services to attract and retain highly trained human capital. The ‘knowledge workers’ who increasingly hold the key to economic success are attracted by such quality of life factors as diversity, tolerance, a lively arts scene, recreational opportunities, high quality public schools, strong neighbourhoods, and safety from crime. Globalisation also affects the ability of the City to raise revenues. The taxation of non-residential properties, for example, is affected by the mobility of industries in a globalised environment. Businesses are more mobile in this context and respond to differential property taxes in different locations. The City of Tshwane has to be aware of the impact of its tax policies on businesses. The City of Tshwane also has to manage their finances responsibly to attract private investors and to access capital markets.

Development Goals include: to eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV/AIDS, malaria, and other diseases; ensure environmental sustainability; and develop a global partnership for development. The challenge of achieving these goals is placing an increased burden on the City of Tshwane, in particular, because it is the level of government that is responsible for delivering basic services such as water and sanitation, housing, primary health care, and education. In order to deliver these services, the City of Tshwane needs adequate resources, local autonomy, and increased capacity.

Over the next four decades of game changing the City of Tshwane will work with its partners to create a competitive City through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Fostering a learning organisation • Developing partnerships to address the challenges of poverty, inequality and unemployment • Strengthen the City's competitiveness • Promote government institutions that are task with a responsibility of performing oversight City (Municipal Public Accounts Committee, Public Protector, Legislature, Competition Commission) • The issues of Clean Audit will remain part of the city's agenda • Focus of strategic risk management and mitigation
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Review regulatory burden
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Leverage centres of knowledge to drive innovation and economic impact
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of socio-economic infrastructure and economic sectors to ensure a better quality of life, equality and poverty alleviation

Developing a capable and developmental City that is responsive and accountable

While there is no consensus on the criteria for measuring good governance, the term commonly includes aspects such as "political stability, combating corruption, nepotism and mismanagement and promoting transparency, accountability and proper procedures²¹⁷." Section 195 (1) of the Constitution, 1996 states that public administration must be accountable, respond to people's needs, promote effective, economic and efficient use of resources, maintain a high standard of professional ethics and provide services fairly and equitably.

Section 152 of the Constitution²¹⁸ further states that the basis for a developmental local government, and sets out to:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community organisations in the matters of local government.

As South Africa is moving towards becoming a developmental state; the role of the local government in the transformation and development of society in this regard needs to be understood.

Accountability, participation, predictability and transparency are inextricably based on ethical principles. Any disregard of these principles will destroy the confidence and trust of the electorate. This may be the reason why there are violent protests and manifestations of anger shown to civil servants and politicians.

The quality of public service delivery largely depends on altruistic leadership, based on concern for the broader

welfare of the public. When the actions of public leaders are driven by public interest, then an ethical culture influences sound public administration. It is widely accepted that improving public service delivery is a widespread public demand and central to the Millennium Development Goals, Freedom Charter and the NDP 2030. Improving ethical leadership is integral to achieving these goals. While South Africa has a comprehensive ethical framework to prevent and combat unethical conduct in the public service, multi-dimensional challenges continue to provide opportunities for unethical conduct. It is commonly believed that legislation and regulations are not sufficient to sustain an ethos of ethics. Commitment arising from one's own personal value system is pivotal for ethical public leadership.

Acknowledging the new socio-politico-economic challenges facing our enduring democratisation process simply means that the new cadre of political and administrative officials would be required to be of distinctly high caliber and motivated enough to contribute positively and differently towards eliminating the troika service delivery challenges including unemployment, poverty, and inequality. This new cadre would not just have to be professionally qualified and administratively capable, but must be equally technologically aware, for obvious reasons that modern development is more often than not driven through innovative technological inventions.

Almost everybody irrespective of their ideological or partisan inclinations or loyalties, including ordinary citizens, grassroots activists and volunteers doing community development work, officials and managers employed to provide administrative support in government departments, and public representatives elected or appointed are collectively constituting the new cadre and therefore obligated or enjoined together to rise to the new challenges of igniting excellence to achieve a developmental local government.

The new vision for local government requires the reinventing of local government to make it work better, cost less, and get results. To achieve this requires a changed focus of the human resources function from just compliance towards results by requiring human capital to demonstrate its business value, and enhancing customer service. The ability of the Public Service in this new human resources management regime to respond to both internal and external forces will determine its success or failure. We will have succeeded if people are attracted to join or remain with the Public Service, given all of the other options available to them. We will know we are on the right track if citizens and clients tell us they are satisfied with how we serve them. The kind of reform that is needed is pervasive and profound, and encompasses the entire institution.

Skills development will feature prominently in our planning to ensure that employees are able to perform against responsibilities and possessing a multi skill set to ensure optimum usage. There should be a process of improving the culture of the institution to build leaders at all levels, and to encourage integration and efficient work practices. The knowledge sector has a lot to offer and we need to leverage on the intellectual capital in the City much more effectively. The City funds students studying at various tertiary institutions, and we need to ensure the creation and development of internship and mentorship programmes to generate a source and continuous supply of professional candidates particularly in the scarce skills disciplines.

Over the next four decades of game changing the City of Tshwane will work with its partners to build a capable and developmental City through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Developing a public service professional who is aware of developmental challenges Partnering with skills development entities to develop the skills base Foster a learning organisation to support being an employer of choice Focus on ethical public leadership Focus on effectiveness of implementation Customer-centricity approach to service Continue delivering quality services to residents Ensure induction train Build capacity to implement anti-corruption legislation Building trust with all sectors of society Improved intergovernmental engagements with other spheres of government
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Smart governance Sustaining skills development support
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Skills development
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> Ethical leadership

Ensuring a financially resilient City

South African municipalities including the City of Tshwane face a daunting challenge of creating a sustainable living environment for all its communities. The vision of the City, as the largest city in the country, is slowly altering towards expansion of the platform to enhance economic activity. This includes various exciting projects to be considered, such as closing of streets for upgrading of market walkways in the CBD, capital expansion, beautifying and securing the city to attract investors to the capital city of South Africa. To deliver on Tshwane Vision 2055, the City will need to be financially sustainable.

Financial sustainability is defined as whether or not the City of Tshwane will have the financial capacity to continue to exist in the long-term. The City is currently financially stable. However, there is a need for a long-term financial plan that illustrates the vision of development and growth, while delivering on its mandate to deliver services effectively, efficiently and sustainably. The City is continuously developing processes in striving for excellence and needs to develop strategies and programmes to deal with the challenges it faces. These strategies are developed in response to projections of a picture of the future over various time frames.

Planning enables the City to move towards a proactive target-setting approach. Long-term financial planning recognises the effect that long lived assets (through proper maintenance as well as timorous replacement) have on financial sustainability. The City will continue to explore how items such as the levels of tax and services income, expenditure commitment, utilisation of reserves, initiatives, and interest etc., will have an impact on the City's long-term financial sustainability and the bankability and creditworthiness of the City. We will also ensure that through our financial muscle, we drive the strategic procurement and improve management of contract in order to benefit broader society as well as addressing financial sustainability issues.

The City's capacity to fund capital expenditure requirements

The City of Tshwane acknowledges that needs of communities and infrastructure investment requirements will always surpass the City's resources. It is therefore prudent to always raise the question on whether moving into the future the City of Tshwane will have the financial capacity to afford to fund capital expenditure on this scale without substantial reliance upon a new revenue source, or on sharply higher capital grants. The answer depends a great deal upon the financial and operational efficiency of the City. If one assumes that current financial and operational performance standards will continue for the next couple of decades, it is clear that the City is likely to encounter funding gap on its capital investment requirements.

Tshwane's inability to sustain high on-going infrastructure spending is a significant constraint on city economic growth. The infrastructure which is not being built is required for economic development and the failure to build

it hampers economic development. The infrastructure which is not being repaired and refurbished, similarly and even more immediately, increases business costs, reduces margins and constrains city economic development.

However, if one assumes that the City's financial and operational performance standards systematically improve to the sorts of levels currently, the efficiency benefits would greatly assist the City to continue rolling out infrastructure. The City's financial capacity to provide the infrastructure and service required for economic development therefore depends on drastically improving the operational and financial performance of the city and its agencies.

Over the next four decades of game changing the City of Tshwane will work with its partners to build financial resilience through a number of strategic actions presented in the following table.

Decade of Change	Strategic Actions
by the 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> Undertake expenditure revenue Improved bankability and creditworthiness Develop tariff Strategic to support revenue enhancement programmes Accelerate roll-out of smart meter to improve revenue collection Drive e-smart solutions to enhance performance and revenue Realignment of Vision, Strategy, and Budget to maximise impact
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> Focus on innovation to smart governance Systematic increases in budget for maintenance of infrastructure
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> Maintenance of infrastructure to avoid significant investment cost
By 2050 we are all living a better prosperous life	

Building a reputable City

It is important that the City of Tshwane continues to manage its image if it is to be an African capital city of excellence. To this end, the City will continue to fight corruption. The City has existing corruption and anti-fraud mechanisms in place that it will continue to strengthen such mechanisms.

The City of Tshwane will adopt and implement clearly articulated and ethical policies to streamline our decision-making process and to effectively implement the vision and strategic objectives the organisation has adopted. As a developmental local government we will continue to aim to serve in order to foster confidence in the governance ability of the City. We will strengthen our customer centric approach to development as one way of implementing Tshwane Vision 2055.

Entrenching a customer-centric approach to development

The Tshwane Vision 2055 is grounded on the principles enshrined in the Constitution. A municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in national and provincial development programmes. This basically means local government is about service to the residents. Over the coming decades, the City of Tshwane through its regionalisation approach and the implementation of the Service Charter will ensure that all its residents and citizens remain at the centre of its developmental agenda regardless of their status in society, gender or religious affiliation.

Over the next four decades of game changing the City of Tshwane will work with its partners to build a reputable City through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Strengthen corruption and anti-fraud mechanisms • Support whistle blowing programme • Ethical leadership
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Innovation in governance
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Smart governance
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Ethical leadership

The City's participation in BRICS agenda and advancement of the GCR

One of the salient features of this changing global economy is the rise of emerging powers or the BRIC, which is made up of Brazil, Russia, India and China. This development presents both challenges and opportunities, and requires that the City factors this in its thinking and planning. The rise of emerging economies such as Brazil, Russia, India and China is changing the global economic landscape and the structure of global competition in the production and supply of goods and services.

These countries are the new sources of GDP growth in the global economy. Growing urbanisation in BRIC countries is a new source of demand, and offers new export opportunities for other developing countries such as South Africa. There is a push towards innovation, underpinned by high levels of investment in education and science and technology in these countries. These are the countries that are also confronted with serious social and developmental challenges such as urban-rural divide (especially affecting China), corruption and poverty in India, and infrastructural deficits in Brazil and Russia.

In what ways can Tshwane exploit the opportunities presented by the rise of other emerging economies? It is worth offering a broad view of some of the challenges and opportunities presented by these countries. One of the major challenges for Tshwane and other South African cities is to stay ahead in competitiveness stake and to maintain better conditions for doing business.

Furthermore, the infrastructure roll out programme that national government has announced will certainly go a long way in building more confidence for business. For Tshwane, paying greater attention to improving conditions for doing business, especially through ICT infrastructure, reducing regulatory constraints and red tape, could help the City to stay ahead and sustain its 'Gateway to Africa' position.

There is also a need for Tshwane to partner with a network of higher education institutions, research and development institutions in the GCR to provide R&D and innovation inputs to support the GCR economic development strategies. There is also a need for the City of Tshwane to respond to challenges of intensified cross-border competitiveness by actively leveraging the collective assets of the GCR so as to develop the economies of scale needed to compete for market share locally and beyond the GCR boundaries.

Leading the agenda of broadening participation and empowerment of residents in City governance processes

The Tshwane Vision 2055 is entirely premised on the notion that people shall govern. Therefore, broadening participation in metropolitan governance presents important issues for the realisation of democracy as well as for effective decision-making processes. In this decade, the City of Tshwane will consolidate on the work it already started in supporting various institutions in that promote the participation of a growing number of increasingly diverse interests. Furthermore, as part of the Tshwane Vision 2055, we believe that the appreciation of both the informal as well as the formal dimensions of participation will remain an integral part of the City agenda of advancing the rights of the particularly acute for marginalised groups, such as the urban poor and ethnic and racial minorities.

Consolidating on the process that began during the development of the Tshwane Vision 2055, through various means of engagements, the City will continue to work with communities in communities so as to affirm its principle position that indeed they complete residence of this city. In this way, we are not only complying but we are demonstrating that communities are agents and masters of their own destiny. Through this process we will further give practical meaning to the principle that contained in the Freedom Charter that: The People Shall Govern!

FOUR DECADES OF GAME CHANGING SUMMARY

The four decades of game changing to develop a responsive leadership to manage change and enhance service delivery by 2055 put forward and give an indication of how the City of Tshwane will go about taking certain strategic actions building on the actions that are currently being implemented. It is important to emphasise that how the City of Tshwane will play the game will be dependent on the complexities and opportunities present at the time; based on other City budgeting and programme implementation processes.

By 2020 we would have completed our planning for the transition

The focus of the City of Tshwane will be on the continued addressing of the triple threat of poverty, inequality and unemployment while at the same time planning for the continued, but now more low carbon focus infrastructure development and investment. As the period is characterised by continued urbanisation, the City will look at focusing on developing a City capital infrastructure development policy and regulatory framework that will enable it to make the transition to a greater focus on reducing its carbon footprint.

By 2030 we would be transitioning to low carbon infrastructure development

In the period 2020 - 2030, the global economy will be characterised and constrained by growth due to international policy obligations on emission reductions. Thus, the push for the City to transition to a low carbon infrastructure focus intensifies. This requires that the City's decision-making processes are able to include the impact of climate change.

By 2040 we would be an African capital city that promotes excellence and innovative governance solutions

In the period 2030-2040, the City of Tshwane would be an African capital city where smart governance defines the City. The City will implement smart governance mechanisms that will make the City more efficient operationally.

By 2055 we consolidate the gains towards a better life for all

Actions aligned with the Outcome will be planned and implemented, with continued focus on investing in low carbon infrastructure that reduces the City of Tshwane's carbon footprint while at the same time support the development of liveable communities using new urbanism principles. In addition, the City will continue to strengthen its institutional, economic development and human capital capacity to support development.

TOWARDS TSHWANE VISION 2055 – CURRENT AND FUTURE PROJECTS/ INTERVENTIONS

Some of the initiatives identified for implementation (in progress or new) by 2055 by the City of Tshwane include:

- Establishment of a City sinking fund to support future infrastructure development
- On-going communication and participatory processes
- Smart city approach (smart governance)
- The current Tshwane House Municipal HQ project was registered with National Treasury as a PPP, a step called the inception phase in December 2004, with the City then committed to a carefully monitored regulatory oversight process designed to ensure that the interests of the people of Tshwane would be sustainably served by the project in both the short and long term
- Positioning of Tshwane Leadership Academy
- Continue anti-fraud and corruption programmes
- Roll-out of smart meter and solar water geysers
- Regionalisation model to implement service delivery
- Implementation of community-based service delivery (ward-based deployment, community health workers, etc.)
- Enhance the governance cluster approach to support the City's governance model

MEASURING OUR PROGRESS

We present some indicators that we will use to measure the City of Tshwane's progress in terms of the key actions outlined in this chapter. These indicators are merely indicative at this stage and require refinement to align with other strategic approaches. Importantly, indicators are linked to the NDP 2030 especially where different actions and goals are set, based on the priorities identified from the proposed assessments and gap analysis

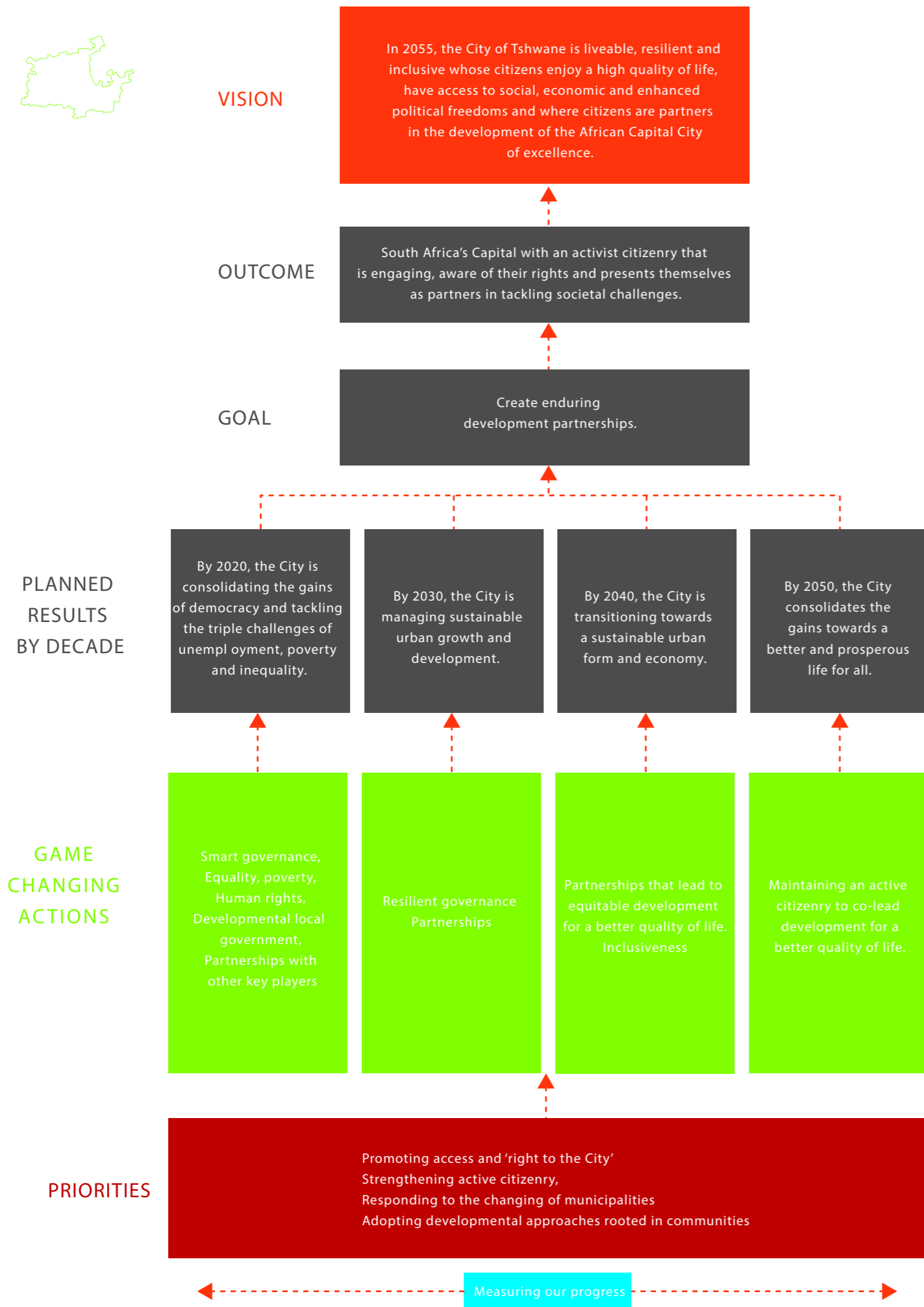
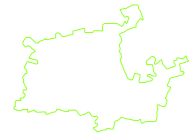
Priority	Measure of Success	Link to NDP 2030
Financial resilience	<ul style="list-style-type: none"> • Municipality ratings • Rates and taxes • Bond performance • Financial resilience • City competitiveness 	<ul style="list-style-type: none"> • Service delivery • Capable development state • Corruption • Quality of life
Governance	<ul style="list-style-type: none"> • Service delivery rating • Corruption levels • Ethical leadership • Efficiency 	
Professionalism	<ul style="list-style-type: none"> • Organisational capacity index • Training and development • Human capital capacity 	



CHAPTER 9

OUTCOME 6

SOUTH AFRICA'S CAPITAL WITH AN ACTIVIST
CITIZENRY THAT IS ENGAGING, AWARE
OF THEIR RIGHTS AND PRESENTS
THEMSELVES AS PARTNERS IN TACKLING
SOCIAL CHALLENGES



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Cities are more often than not divided by invisible borders. However in some cities, the physical divide takes the form of social, cultural and economic exclusion. This has brought about the concept called “right to the city” – as a challenge to the exclusionary development, selective benefit, marginalisation, and discrimination. As a result, a large number of people, particularly in the developing countries do not fully benefit from the urban advantage, do not participate in decision-making, and do not enjoy effective fundamental rights and liberties.

We present the goals and game changers for the next four decades of change that the City will undertake to create an environment for active citizenry. The key indicators that will be used to measure the City's progress are also presented.

Key messages:

- The urban divide is the face of injustice and a symptom of systematic dysfunction. A society cannot claim to be harmonious or united if a large number of people cannot meet their basic needs while others live in opulence.
- The City of Tshwane is striving towards becoming a true agent for social change, a place where new values, beliefs and ideals can forge a different growth paradigm that promotes rights and opportunities for all its residents.

INTRODUCTION

The City of Tshwane attracts people to its geographical space both for economic reasons and also for reasons that have to do with the concept of urban life. That people are attracted to the City because they yearn for urban life does not mean that they are not driven by perceived material or economic benefits of living in the City. For those who move to the City as a response to the wave of urban life, the economic consideration such as material interests is not an immediate drive. In a sense, economic progress that is experienced outside the City gets to the levels where its bearers believe it should better be expressed in the City space; hence they subsequently move to the City as an ideal space to express their economic prosperity.

This idea of urban life then positions the City not as a provider of (immediate) economic prosperity, but rather as a scene for expression of prosperity. It is important that the City therefore acknowledges this space. For those who are motivated to the City because of the yearning for urban life, the City has to operate not merely as a provider of basic services, but also as a provider of a space for expression and appreciation of social, economic, and political freedom.

The City of Tshwane is therefore confronted with the reality of residents who are not only diverse in their culture, but are also at different levels of social and economic development and different political views. Planning is an expression of future vision; however it has to take off from the given conditions of the present diversity among City residents to inform this future. The most basic questions for the City to consider is what model of governance would support the implementation of Tshwane Vision 2055 while inspiring citizens' confidence in the City among a diverse population.

Outcome 6 is therefore about the City of Tshwane creating an environment that strengthens activist citizenry. This Outcome also embraces elements of 'smart governance' and 'smart people.' Smart governance highlights the attribute of participatory decision-making that cities need to promote. However, the extent to which the City's residents participate will also be influenced by factors such as tolerance of social and cultural diversity, flexibility, creativity as well as participation in public life.

The NDP 2030 highlights the importance of active citizenry to support development and deepen democracy. Thus, the City of Tshwane "cannot merely act on behalf of the people – it has to act with the people, working together with other institutions to provide opportunities for the advancement of all communities."²¹⁹ The City will ensure that it will uphold the central tenet of participatory governance and listen to the needs and suggestions of the City's residents in forging a better and prosperous life for all in the City.

WHY THIS OUTCOME IS IMPORTANT TO US

There is often an assumption that the clarity of the grand vision of an entity will sustain its implementation. This idea does not consider the challenge that, for a great idea to live up to its full implementation it requires that there is a process in place to manage expectations. Building active citizenship forms a central tenet of South Africa's NDP 2030. It proceeds from the dual nature of the relationship between governments and citizens which is that while it is the responsibility of governments to provide certain basic services to the citizens, the success of such interventions will depend on the cooperation of citizens. This is an important shift from the overemphasis on the concept of service delivery - to the exclusion of the development of citizen capabilities as an integral part of service delivery. In other words, citizens should not see themselves as external to the delivery of services.

Our goal to create enduring partnerships is about capitalising on the City's strengths and opportunities, including the active engagement of citizenry who will be empowered through enabling environments that allow for self-reliance and upward social mobility.

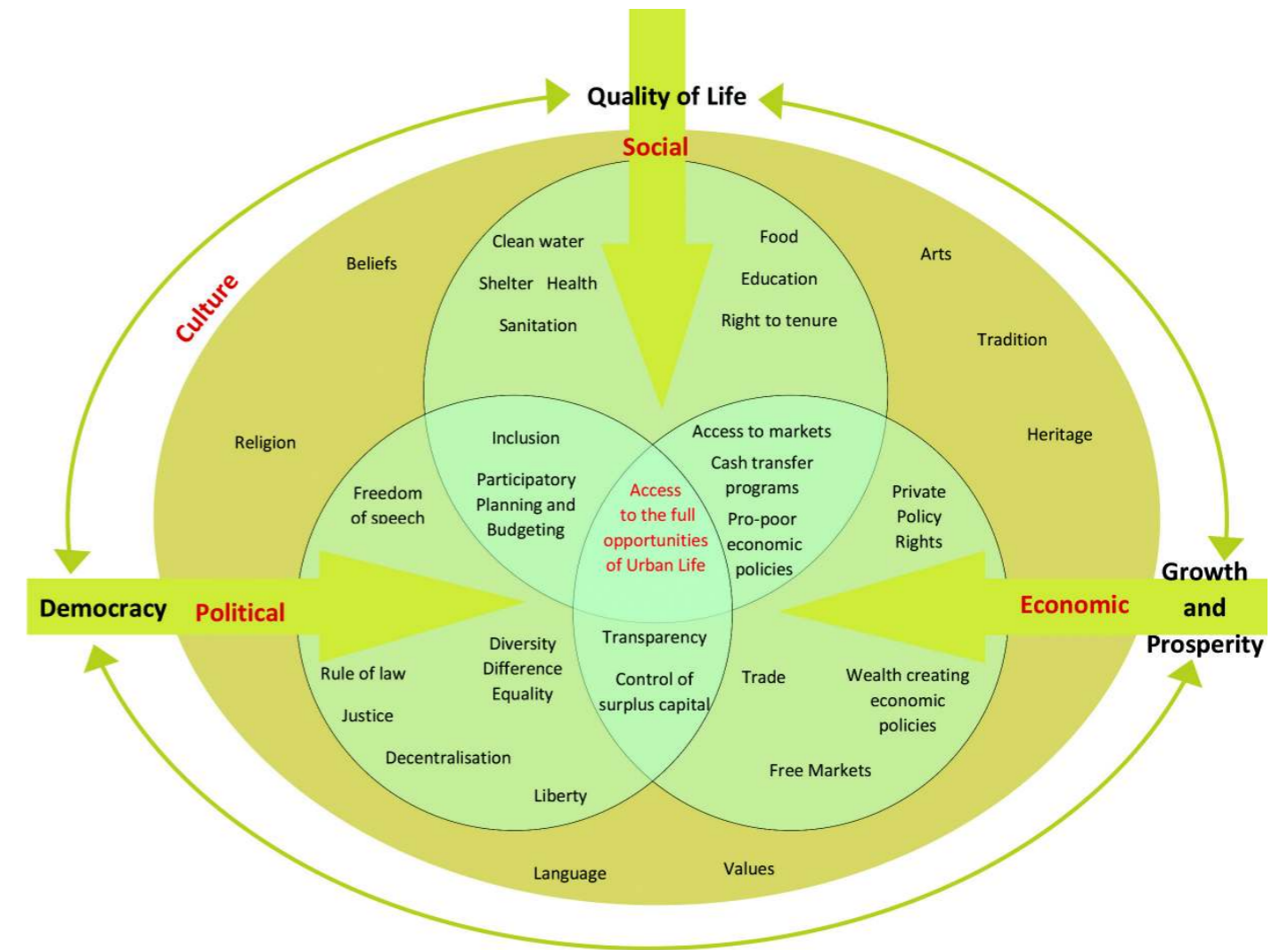
Thus, to achieve this Outcome there are a number of drivers of change/priorities/ opportunities that the City needs to have the capacity to respond to over the next four decades of game changing. We discuss these in the following sections.

Promoting access and 'the right to the City'

Access and 'right to the City' is not only about access to services and infrastructure. Being an inclusive city is not limited to participating in decision-making. For the City of Tshwane, inclusivity extends to access to housing, facilities, public goods, environment, political participation, economic development opportunities, education, celebrating diversity (rights of minority groups, gender, cultural rights, individual rights, sexual orientation, age, and race). The City of Tshwane will strongly promote social and cultural inclusion through advocacy and education interventions. The Constitution recognises 11 official languages in South Africa. The City of Tshwane understands that language can be a barrier to participation. The City has adopted a language policy to ensure that the voices of citizens can be heard. The City will over the next few years entrench the language policy in line with the Constitution as part of promoting access and right to the City.

The adoption of the rights-based approach to development demonstrates the City's commitment to developing a gender equal, non-sexism, non-racism society that promotes access and right to the City (see Figure 9.1). The City will continue to promote opportunities to women and the girl child in its developmental agenda. The City has a responsibility to promote greater access to the marginalised youth opportunities in training and education and infrastructure led programmes among others. Furthermore, the City has a responsibility to ensure the safety of young people.

Figure 9.1 The right to the City



Source: UNHABITAT, 2011. The State of the World's Cities 2010/2011: Bridging the Urban Divide

Over the next four decades of game changing the City of Tshwane will work with its development partners to respond to promote the right to the City profile through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Strengthening dialogue networks with civil society, community organisations and the private sector • Strengthen participatory mechanisms currently in place • Explore alternative activist citizenry models to implement • Development of policies that promote inclusiveness aimed at bridging the urban divide • Support informal structures that are found in communities that are aimed at tackling societal challenges • Become more gender sensitive and protect the rights of the children and youth through targeted spatial interventions in marginalized communities • Ensure coordination of the three spheres of government to ensure the rights of the residents • Developing the a shared vision about promoting the right to the City • Deliberate efforts to invest in human capital
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Strengthening active citizenry for sustainable city development

There are three inter-related ways to think about how the City of Tshwane will deepen participatory governance. The first has to do with political participation and puts emphasis on voter participation. South Africa has had an impressive record with voter registration over the past twenty years. However, voter turnout has been lower at the local government level than at the national level. Much, therefore, needs to be done to educate the public about the importance of local government. The second type of participation is an institutional approach to political participation.

A number of cities have done better than others in promoting active citizenship with cities such as Barcelona, Chicago, Mumbai, Porto Alegre, and Kerala as just but a few examples. These cities adopted an institutional, capabilities approach which emphasises the development of institutional capacities within the community. This is a strategic approach as opposed to mass participation in the policy development process. Similarly, the City will identify strategic partners from all segments of the community and empower them both intellectually in terms of skills acquisition and financially, in terms of support for their community developed and driven initiatives. As a consequence of such an intervention community development work – from housing development to local economic development will in the long-term be undertaken by community organisations themselves. The third element in enhancing active citizenship has to do with the role of technology. In today's technology driven world citizens have information in a way that was not thinkable only a decade ago - in addition to the Internet there has been the development of innovations such as Twitter, Facebook and other social media. The City of Tshwane will lever its broadband capacity to develop an e-government platform to facilitate greater access to information for all residents.

In this context, the City of Tshwane's governance models should talk to practical measures aimed at balancing the pursuit of long-term vision with the immediate demands. Governance becomes a matter of the management of priorities to ensure citizens remain inspired by the manner in which the City redefines its space and pursues its goals. The City has to identify and define different space compartments in line with the diverse composite of its citizenry. That means that the City has to have a space for its citizens who are in need of immediate basic necessities, on

one hand. That space should bear peculiar sets of dialogue and affirmation of citizenship. Within the space, public participation and affinity to the City need to be forged beyond the idea of service delivery. The political demands of citizenry in this space need to be carefully understood and addressed.

The main risk that confronts any long-term plan is that such plans usually fail to reconcile with immediate challenges. In most cases long-term plans are devised with intention to manage short-term crises. Governance is essential because, if well construed, it is a tool that serves to manage and reconcile the long-term vision with short and medium-term challenges. Governance also serves to secure an amenable environment for implementation of plans.

Over the next four decades of game changing the City of Tshwane will work with its partners to strengthen active citizenry through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Strengthening dialogue networks with civil society, community organisations and the private sector • Strengthen participatory mechanisms currently in place • Explore alternative activist citizenry models to implement
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Responding to the changing face of local government governance

Local government is no longer just seen a platform for service delivery, but it is equally a space for expression of political identities. This is an observable trend globally and it requires that governance is reconstituted in a manner that comprehends this. The case of South Africa also shows that local government continues to absorb a disproportionate share of political activities. The more local government becomes an entrenched institution, the more citizens see it as a place for them to wage other political struggles that could be said to be more appropriate for national government. Increasing regionalisation of political activities would exert more pressure on local government as a scene for political struggles.

The reality in the context of South Africa is that the next few years would see further regionalisation which would mean that local government would be at the centre of political activities and political struggle in the country. This trend goes against the originally envisaged role of local government which focuses primarily on the objective of basic service delivery. The idea of service delivery would most likely be construed in a way that includes not only the material basic services, but also the intangible services such a political participation and subsequently expression of political identities.

The evolution of local government from an instrument of basic service delivery to a scene for political activities is a phenomenon that cannot be reversed; it can only be catered for through institutions. Further, this is a bottom up phenomenon driven by communities and failure to appreciate this would lead to a crisis of legitimacy at local government level. Governance would consequently have to shift from a compliance approach towards community engagement model. Compliance approach to government focuses much on institutional performance in the narrow sense of the concept and success and performance is assessed by looking at the extent to which the function of institutions complies with various legislative and regulatory regime.

The City of Tshwane would definitely find itself as one of the arenas where the evolution of local government into a political arena is already underway. The frustration felt by citizens in relation to perceived inaccessibility of national government would overwhelm local government governance model that is based on compliance. Indications would be that the delivery of basic services would not be sufficient to address the growing push for local government to

absorb political participation. The City of Tshwane is committed to going beyond merely providing services; it is committed to identifying new governance models together with its partners to have greater interaction.

Over the next four decades of game changing the City of Tshwane will work with its partners to cater for this evolution of the city space into a political space through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Strengthening dialogue networks with civil society, community organisations and the private sector • Strengthen participatory mechanisms currently in place • Explore alternative activist citizenry models to implement
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

Adopting developmental approaches that are rooted in communities

The City of Tshwane enjoys a wider legitimacy when it comes to making decisions. It should be noted however that government generally is confronted with the challenge of legitimacy. This challenge is seen when citizens opt not to engage with government through formal structures. For example, citizens are allowed to write petitions and raise their concerns with government through formal institutions that are available namely (e.g. ward committees). The reality however is that citizens opt to engage in open protests as a way to express their concerns instead of using formal institutions.

Therefore, the City will continue to provide public education campaigns on how citizens can communicate with the City through formal institutions of public participation. This initiative will see the City partner with civil society organisation so as the process can be seen as genuinely aimed at empowering citizens. The City will also involve in its key performance indicators the objective of public participation. If public participation and public awareness are not part of the city's strategic plans, those objectively cannot be pursued and measured as it is required. The City should be seen as present in localities where citizens live. Renewal of forums such as ward committees and also Community Development Workers (CDWs) is critical to build trust between the City and citizens.

It is also important the City replenishes its communication strategy to ensure that citizens are fully apprised on what the city is engaged in. As the City caters for a diverse body of citizenry, the governance model should recognise the specific demands of different groupings and should also aim to identify a unifying space to maintain a sense of the common goal.

The City will conduct regular surveys of issues affecting the lives of its residents to help the City to identify the new narratives that would serve to motivate citizens towards a common goal. The specific details of the governance model should not unduly rely on existing theories on governance, but should also reflect on the specificity of the city, particularly the makeup of the citizens.

In order to build an inclusive City, it is important that the City continues to carefully study the nature of the citizenry and then put in place appropriate institutions that would allow for the evolution of such citizenry. If the City does not actively harness institutions in a way that promotes active citizens; active citizenship would continue to express itself outside formal institutions and that would further contribute towards tension between the City and citizens. Building on the partnership that the City has with the faith-based community, the City will continue to strengthen its interaction in delivering community-based interventions. This is in line with the call made in the NDP 2030 that Thabo Mbeki highlights saying "I strongly believe that the Christian community, as well as all the other Faiths, must seriously consider what they should do to respond to the call made in the NDP to bring about the transformation our

country needs - the active support of all citizens, leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals.²²⁰"

Over the next four decades of game changing the City of Tshwane will work with its partners to adopt community-based governance models through a number of strategic actions presented in the following table.

Decade of Change	Strategic actions
By 2020 we are consolidating the gains of democracy and tackling the triple challenges of unemployment, poverty and inequality	<ul style="list-style-type: none"> • Strengthening dialogue networks with civil society including faith-based organisations, community organisations and the private sector • Strengthen participatory mechanisms currently in place • Explore alternative activist citizenry models to implement
By 2030 we are managing sustainable urban growth and development	<ul style="list-style-type: none"> • Support community developed and led initiatives • Continue to review, develop and implement planning codes to maximise green spaces and direct sustainable development • Enhance commuting patterns
By 2040 we are transitioning towards a sustainable urban form and economy	<ul style="list-style-type: none"> • Strengthening of participatory governance models
By 2050 we are all living a better prosperous life	<ul style="list-style-type: none"> • Maintenance of infrastructure sectors to ensure a better quality of life, equality and poverty alleviation and support liveability

PUTTING TSHWANE VISION 2055

INTO ACTION – SHARED RIGHTS AND RESPONSIBILITIES

Implementing Tshwane Vision 2055 Plan will require enduring partnerships and sound sustained coordination between the City of Tshwane’s stakeholders (see Figure 9.2. In this section, we present the roles and responsibilities of each stakeholder. Realising Tshwane Vision 2055 is about pursuing the remaking of South Africa’s capital city and upholding the Bill of Rights enshrined in South Africa’s Constitution. In the same vein, it is about the City’s residents, social partners, business and diplomatic communities, National and Provincial governments and the City of Tshwane taking actions that will see the collective responsibility and accountability for remaking the capital city.

Figure 9.2 Tshwane Vision 2055 stakeholders



The collaborative Tshwane Vision 2055 development process has already activated the call to action of many of the City’s stakeholders who are committed to the realisation of Tshwane Vision 2055. The successful continued engagement by the City with stakeholders will be key to demonstrating progress towards Tshwane Vision 2055 in the short, medium and long-term. The role and responsibilities of various stakeholders and partners are explained in the following sections in no order of importance.

CITY OF TSHWANE

“A municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in national and provincial development programmes.²²¹”

- The role of the City of Tshwane as a “caring city” requires the City to demonstrate leadership to ensure that it regulates, facilitates, initiates, and enables all strategic partners in supporting the Tshwane Vision 2055 so as to realise the socio-economic and spatial transformation and their aspirations of our people;
- The City of Tshwane needs to play a number of roles that include being a leader; facilitator, custodian of City resources; regulator; and advocate for lobbying the relevant partners to support the implementation of Tshwane Vision 2055;
- The City of Tshwane needs to ensure effective urban planning and growth management so as to create creating a favourable environment for all its residents to realise their full potential, and businesses to prosper;
- Provide a safe, reliable, integrated public transportation system as well as support other mobility forms;
- In order for City of Tshwane to realise its vision of a shared economic growth and create employment, it will have to invest in building and supporting various sectors such as manufacturing, business, and tourism, knowledge and innovation institutions;
- The City of Tshwane must ensure that it instills and institutionalises Tshwane Vision 2055’s culture of impact measuring across in all the operations and systems of any City;
- The City of Tshwane will ensure a new ethos and value system that will turn Tshwane into a learning organisation;
- As part of its transition to sustainable development, Tshwane Vision 2055’s successes depend on good governance, which requires a political, legal and institutional framework that guarantees citizens civil and political rights and access to justice;
- For the City of Tshwane to be able to address triple challenges of poverty, inequality and unemployment it will require political will, strong institutions and well-targeted policies;
- Ensure coherence between policies and programmes across all of the City of Tshwane’s departments and municipal entities and alignment with provincial and national government initiatives;
- Strengthening of internal human resources and management available and business processes realignment and institutional re-alignment required for implementation of the Tshwane Vision 2055;
- Develop a forty year-long implementation road map for the City departments and entities and Regions including key strategic plans such as 2055 spatial vision, long-term financial sustainability model linked to the Tshwane Vision 2055, Comprehensive 2055 Infrastructure Masterplan 2055 plans for roads, electricity, sanitation and water, City of Tshwane 2055 Economic Plan and Strategy, and the 2055 Human Settlement Masterplan and all of these must be linked to the National Development Plan;
- The City of Tshwane must champion a culture of accountability, transparency and ethical behaviour within the City’s administration;
- Establishment of required and appropriate intergovernmental and multi-sector consultation and coordination structures for various projects in the Tshwane Vision 2055 that are led by other spheres of government;
- Ensure on-going reporting with regard to the implementation of Tshwane Vision 2055 to Mayoral Committee and Council;
- Review of and/or development of appropriate policy and by-laws support the Tshwane Vision 2055;
- In its agenda to dismantle the legacy and as a caring city, the City of Tshwane will adopt the value of Ubuntu to create a better future for all;
- Ensure on-going communication and information sharing to all stakeholders with regard to the Tshwane Vision 2055;
- As part of the long-term sustainability financial model, explore and develop innovative financing models for the delivery of services;
- Provide services and infrastructure on the principles of social justice and equity;
- Strengthen its engagement with citizens in the implementation of various programmes including informal settlements upgrading, informal traders support, and the implementation of economic and social infrastructure; and
- Lead, direct and facilitate the overall coordination and implementation of the Tshwane Vision 2055 in collaboration with civil society, communities and the private sector.

NATIONAL AND PROVINCIAL GOVERNMENTS

“The national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. ²²²” As a partner, the National and Provincial governments will:

- Assist the City of Tshwane in ensuring that existing regulatory systems provide a basis for defining and fast-tracking strategic implementation of the Tshwane Vision 2055;
- In light of the fact that moving forward the City will play a much bigger role in the country’s development, National and Provincial government must initiate a process to ensure that there is dedicated attention and focus on the need of major cities, as part of their long-term vision;
- Use the Tshwane Vision 2055 as a point of reference and platform for all joint government initiatives and projects to be implemented within the jurisdiction of the City of Tshwane so as to maximise impact; and
- As stated in the Constitution, ensure the coordination and alignment of government initiatives for the benefit of society to support the successful implementation of the Tshwane Vision 2055.

DIPLOMATIC COMMUNITY

The City of Tshwane has the second highest concentration of diplomatic missions after Washington DC, therefore their presence present a unique opportunity and mutual benefit for all in promoting diplomatic and socio – economic interests. As a partner, the diplomatic community will:

- Need to collaborate with the City of Tshwane to further strengthen our international relations and to support the country agenda for Africa which is prosperous, peaceful, democratic, non-racial and united and which contribute to a world that is just and equitable;
- Work with the City of Tshwane and the South African government to develop a diplomatic hub;
- Work with the City of Tshwane to tackle developmental challenges that the City is facing by sharing experiences and best practices; and
- Participate in programmes aimed at celebrating various collaborative partnerships and cultural diversity, food, and the spirit of our diffident country as part of the City’s programme of building social cohesion and inclusivity.

RESIDENTS

The realisation of the Tshwane Vision 2055 is dependent on the participation by residents. Therefore, this is a call to action for residents to partner with the City of Tshwane to create a better Tshwane. As partners, residents will:

- Support City initiatives that are contained in the Tshwane Vision 2055;
- Demonstrate accountability and responsibility through paying City rates to pay for services provided and contribute to the provision of services in marginalised areas;
- Contribute to reducing the City’s ecological footprint through activities such as separation at source, use of energy-efficient lights, installing solar water geysers, and using public transportation;
- Wok together with the City to protect and conserve the natural resources and environment;
- Respect and value the City’s diverse communities; heritage and cultural resources;
- Work with the City of Tshwane Vision 2055 to protect communities against future risk by actively assisting with early warning and detection;
- Partner with the City to communicate and facilitate the promotion of social cohesion and access to services;
- Participate in community driven and government led community works programme;
- Be the champions of volunteerism and drive the City’s initiatives related to crime prevention, drug abuse among others;
- Become ambassadors of a free, non-racial, non-sexist inclusive City based on the pillars of the Freedom Charter and our Constitution; and
- Support the City’s effort to eradicate fraud and corruption within the City through various channels by demonstrating ethical and responsible behaviour.

CIVIL SOCIETY

The role of South Africa’s civil society is well established and is equally important within our context. Civil society has a key role as a facilitator and enabler of dialogue and participation by different groups in the City’s environment thereby fostering better community – municipality relations; social cohesion and inclusivity in all forms. Given the increasing needs of communities against a backdrop of resource scarcity, civil society becomes a critical partner in driving community-based social, economic, environment and governance solutions. As a partner, civil society will:

- Lead regular active participation to support the implementation of the Tshwane Vision 2055;
- Establish working relationships and partnerships with the City of Tshwane;
- Assist the City to foster greater participation with the City of Tshwane community;
- Organise capacity building of community-based organisations and other marginalised non-governmental organisations;
- Participate in the conceptualisation and identification of community-based projects for community empowerment, employment and poverty reduction programmes.
- Partner with the City in terms of facilitating access to land, agriculture, business and community services; and
- Jointly monitor and evaluate the implementation of the Tshwane Vision 2055 in collaboration with other stakeholders.

BUSINESS COMMUNITY

The Tshwane Vision 2055 calls on the business community to partner with the City to improve services in previous marginalised areas, provide social assistance and the quality of life. As a partner, the business community will:

- Foster the development of meaningful partnerships with civil society organisations to support the City of Tshwane’s economic and social transformation agenda;
- Partner with the City and other sectors to support the development and/or growth of local entrepreneurs and small businesses;
- Position the City as a Capital City excellence, as a place to invest and live in, and as a tourism destination;
- Invest in infrastructure and human resource development;
- Initiate and encourage foreign investment through their existing networks and partnerships with the private sector in other parts of the world;
- Support the City in its revitalisation and upgrading of deteriorating areas and industries;
- Support City initiatives of building skilled work force as well as internship programmes for young graduates;
- Assist the City of Tshwane to develop employment opportunities closer to where people reside;
- Work with the City of Tshwane to grow and/or create economic sectors that will contribute to a growing, diverse and inclusive City economy as well support City green economy initiatives that include among others agriculture, and tourism;
- Actively participate in stakeholder structures; and
- Facilitate the recognition of business associations and the critical role they play in the City’s economy.

RESEARCH AND DEVELOPMENT AND HIGHER EDUCATION INSTITUTIONS

Continuous innovation is critical to achieve Tshwane Vision 2055, particularly in the context of increased competitiveness among cities the world over for investment, trade, resources, human capital, and visitors among others. Furthermore, innovation is key to the City of Tshwane becoming a smart city. Thus, building on the significant intellectual, knowledge and innovation hub in the City, research and development and higher educations institutions will partner with the City of Tshwane’s Research Institute and Planning Commission to:

- Strengthen the City of Tshwane’s position as an intellectual and innovation hub to become a locally relevant, globally connected knowledge centre;
- Support and participate in the City of Tshwane’s knowledge and innovation centre that will be a centre of excellence in city sustainability, economic development, infrastructure development, social cohesion and quality of life, service delivery, governance, community-based interventions and international relations;
- Develop a City knowledge and innovation strategy to support the implementation of Tshwane Vision 2055 and enhance the City’s competitiveness and liveability;
- Generate ideas and research that strengthen the City’s capacity to be an African capital city of excellence as well as address the challenges of poverty, unemployment and inequality in a sustainable manner;

- Lead the role in driving innovation to grow and/or create sustainable and competitive economic sectors that the City of Tshwane targets locally, within the Gauteng City Region as well beyond; and
- Support the City of Tshwane's capacity to implement Tshwane Vision 2055 by developing the necessary skills needed for developing target economic sectors; city development and governance.

In conclusion, the aforementioned rights and responsibilities of the partners is a further indication that the realisation of Tshwane Vision 2055 and its six Outcomes is dependent on all stakeholders and partners acting in concert and holding each accountable for the agreed commitments and priorities.

MEASURING OUR PROGRESS

We present some indicators that would we will use to measure the City of Tshwane's progress in terms of the key actions outlined in this chapter. These indicators are merely indicative at this stage and require refinement to align with other strategic approaches. Importantly, indicators are linked to the NDP 2030 especially where different actions and goals are set, based on the priorities identified from the proposed assessments and gap analysis.

Priority	Measure of Success	Link to NDP 2030
Community governance	<ul style="list-style-type: none"> • Level of participation • Community-led initiatives • Representation in planning 	Active citizenry
Active citizenry	<ul style="list-style-type: none"> • Participatory governance 	

End notes

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