The JDA and its role in Precinct Development

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Who we are

How we operate

What we do

Lessons/Reflections
The JDA:
- established in April 2001
- as a Development Agency
- to initiate, stimulate and support development projects and rejuvenate economic activity throughout the Johannesburg metropolitan area.

The JDA has implemented approximately 330 projects in all regions of the City in 15 years of operation.

Capital expenditure = about R9.7 billion at an operating cost of R570 million.
The development areas prioritized for attention from JDA are selected on the basis of:

- Declining conditions, a poor public environment, or a need for public services and infrastructure.
- Tend to be strategically important precincts with a discrete identity and economic development potential.
- Priorities identified by the City of Johannesburg and interventions are informed by forward planning carried out by the Department of Development Planning.
- Requests to serve as implementing agent for line functions in the municipality. For example, JDA rolled out the busways and stations for the Rea Vaya Bus Rapid Transit service.
The JDA provides a development management service which stimulates and implements area-based initiatives involving both capital and non-capital developments.

This service includes:

- Development and project packaging
- Development and project facilitation and co-ordination
- Overall development implementation
- Post implementation support and sustainability
- Project monitoring and evaluation
Vision:

• Building a more welcoming, competitive and resilient Johannesburg that is a better city to live, work and play in.

Mission:

• To plan, implement, manage and facilitate area-based developments in efficient, equitable, sustainable and innovative ways
Catalyse growth & investment

Connect people to opportunities

Co-produce solutions
Walter Sisulu Square, Kliptown, Soweto
<table>
<thead>
<tr>
<th>Strategic focus</th>
<th>Triple bottom-line outcomes (economic, social and environmental objectives)</th>
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<tbody>
<tr>
<td>Funding sources</td>
<td>Development fees from a range of intergovernmental capital grants (and reduced opex grants from CoJ) capex grants from CoJ, National Treasury and National Department of Transport</td>
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<td>Priority development areas</td>
<td>Inner city and marginalised areas</td>
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<tr>
<td>JDA area-based development offering</td>
<td>Development management and technical assistance (as capital project implementing agent)</td>
</tr>
<tr>
<td>Type of capital projects</td>
<td>Smaller capital works projects implemented over a longer period of time that respond to the needs of both investors and local communities. Technical assistance projects on behalf of other municipal departments or entities (e.g. Rea Vaya infrastructure and CoJ clinics)</td>
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| Selection of key development areas | **Inner city development areas:** Fashion district & High Court precinct  
**Marginalised development areas:** Stretford Station precinct, Orange Farm & Diepsloot development  
**2010 World Cup Legacy developments:** Vilakazi Street precinct, Soweto; Nasrec, Soweto; Ellis Park Sports precinct Rea Vaya busways and stations on trunk routes 1A and 1B |
The Way Forward

• Points of Clarification;

• Quo Vadis?

Nasrec Precinct, Soweto
Nasrec Precinct

Nasrec Precinct, Soweto
<table>
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<tr>
<th><strong>Strategic focus</strong></th>
<th>Resilient, sustainable, and liveable city outcomes</th>
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<tr>
<td><strong>Funding sources</strong></td>
<td>Development fees to fund operations (further reductions in opex grants) capex grants from National Treasury, and National Departments of Transport and Human Settlements</td>
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<td><strong>Priority development areas</strong></td>
<td>Transit nodes and corridors</td>
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<td><strong>JDA area-based development offering</strong></td>
<td>Development management and development facilitation</td>
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<td><strong>Type of capital projects</strong></td>
<td>Integrated precinct developments that will transform the space economy. The JDA’s role includes area-based coordination, and development facilitation</td>
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<td><strong>Selection of key development areas</strong></td>
<td><strong>Station Precinct (transit-oriented node) developments:</strong> Park Station Precinct; Nancefield Station Precinct; Jabulani node Randburg CBD <strong>Corridors of Freedom:</strong> Soweto Corridor: Orlando East; Empire-Perth Corridor: Westbury, University precincts; Louis Botha Corridor: Rea Vaya busways and stations on trunk Route 1C Section 15; Alexandra non-motorised transport (NMT) and Alex Renewal Projects (ARP) projects; Hillbrow Tower Precinct; Turffontein development area <strong>CoJ Clinics</strong> <strong>Township regeneration area</strong> Diepsloot</td>
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Soweto Corridor

Louis Botha

Empire-Perth

Turffontein

Soweto, Corridor of Freedom
• Development Framework completed (2007) – envisaged 200 000m new development

• New urban design framework approved 2014

• City investing in public amenities; road upgradings and infrastructure
  – Soweto theatre and park

• JPC partnering with Jabulani Development Company:
  – 18 000 sq. m of new retail
  – 30 000 sq. m offices, hotels and commercial uses
  – 3 500 mixed income housing units
  – A 3.5. hectare cultural precinct including the Soweto theatre
Nancefield Precinct, TOD, Soweto
Precinct Redevelopment Process

1. Precinct Plan Formulation
2. Initiate and continue Stakeholder Engagement
3. What is the overall spatial vision/need for the area?
4. What are the planning principles?
5. What are the catalytic priority interventions?
6. Budget Requests for specific projects/multi-year programme
7. What are the catalytic priority interventions?
8. Planning for the next phase

- Project Procurement, Initiation and Management
- Budget Confirmation
- Ongoing stakeholder liaison
- Handover to Client Department or End User with Maintenance Agreements
- Programming and Institutional Arrangements
Lessons we have learnt

- Precinct Redevelopment - Needs a multi-year commitment – not a hit and run
- Development Facilitation work is vital
- Partnerships are essential for leverage
- Negotiate persistently and in good faith
- Precinct needs a champion/COORDINATOR
- Engage meaningfully in different ways with a range of stakeholders
- Context is vital – developments are not generic
- Planning and Design for on-going maintenance is essential
Experience has shown that urban regeneration projects with sustained incremental upgrading/redevelopment in a targeted area over a number of years has a more sustainable impact.
JDA work is not about basic service delivery, but it drives spatial transformation which is the heart of developmental local government in an urbanising South Africa.
The development facilitation role that JDA plays not only serves to gain credibility in the eyes of private partners and community stakeholders but to also operate and bring alignment across line departments with the City.
Not everything – everywhere: Spatially concentrated focus by the JDA will support more integrated, sustainable and well-managed area-based capital investments in strategic locations within the City of Joburg
The potential of cities is maximised when there is alignment and integration of investments in transportation, human settlements, resilient infrastructure networks, and land governance, which are the main vehicles of urban development. Investments in people, the economy and the environment can work together to transform the quality of life in communities.