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 1996[78]

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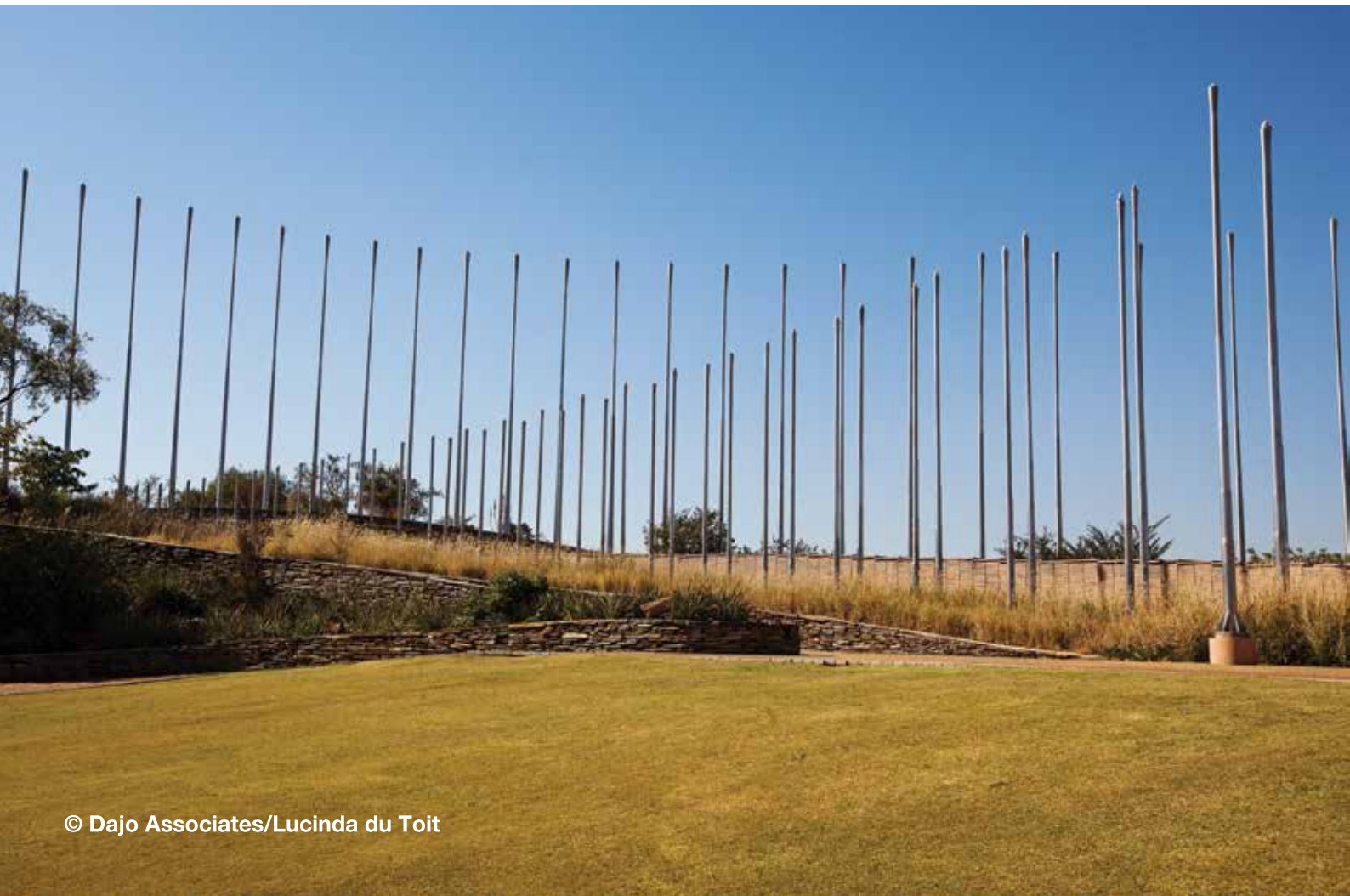
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While the City of Tshwane is home to a number of government departments, embassies, tertiary and research institutions, and several heritage sites, the City's historical spatial development approach has resulted in the:

- 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 sustainability[80]. 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.
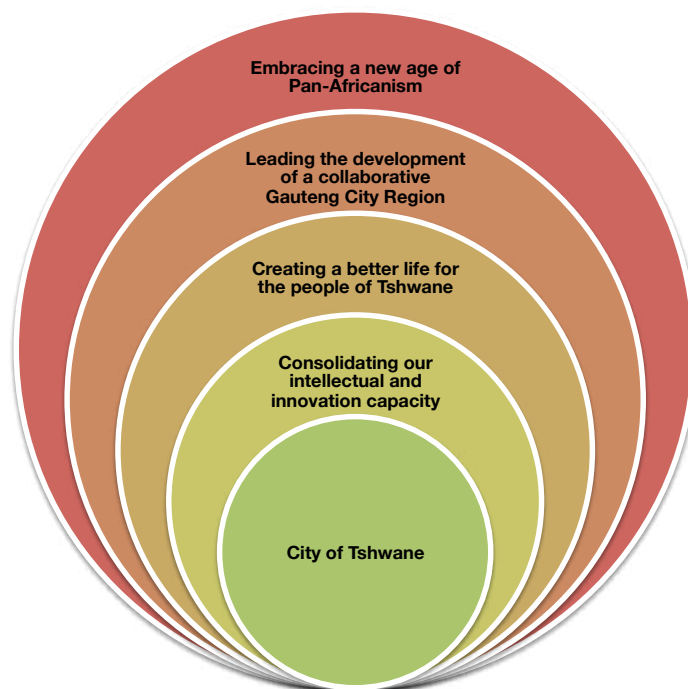
The physical construction of monuments, the related investments in infrastructure and the spin-off in terms of tourism will be of economic value that goes beyond the decorative. Billions of Rands will be invested in the construction of streets and boulevards, government departments, diplomatic quarters, 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.

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

Embracing a new age of
Pan-Africanism

Leading the development
of a collaborative
Gauteng City Region

Creating a better life for
the people of Tshwane

Consolidating our
intellectual and
innovation capacity

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.

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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 lives [81]. 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 government[82].

**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/region [83]. 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
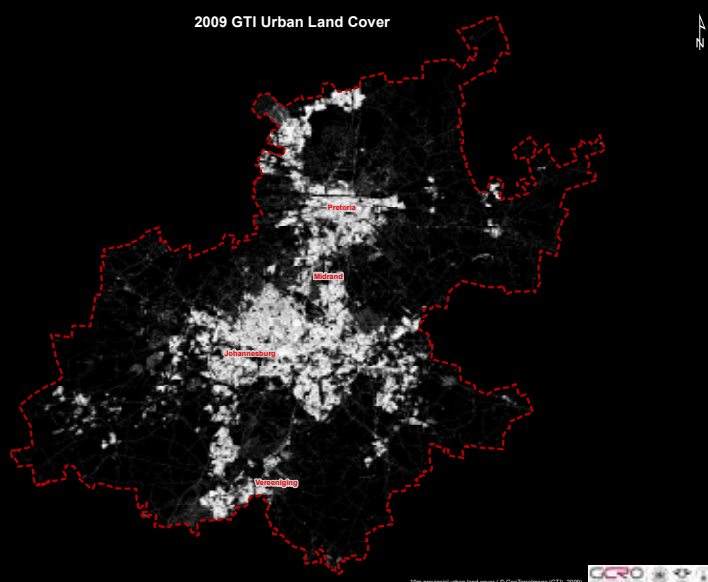
The Gauteng City Region (GCR) is comprised of the of Tshwane - Johannesburg - Ekurhuleni metropolitans (see Figure 3.3) [85]. The Gauteng City Region (G2055) discussion document provides a long-term plan for the development of the Gauteng City Region (GCR). The Gauteng Provincial Government's Vision 2055 offers the following as an overarching statement of the global city-region[86]:

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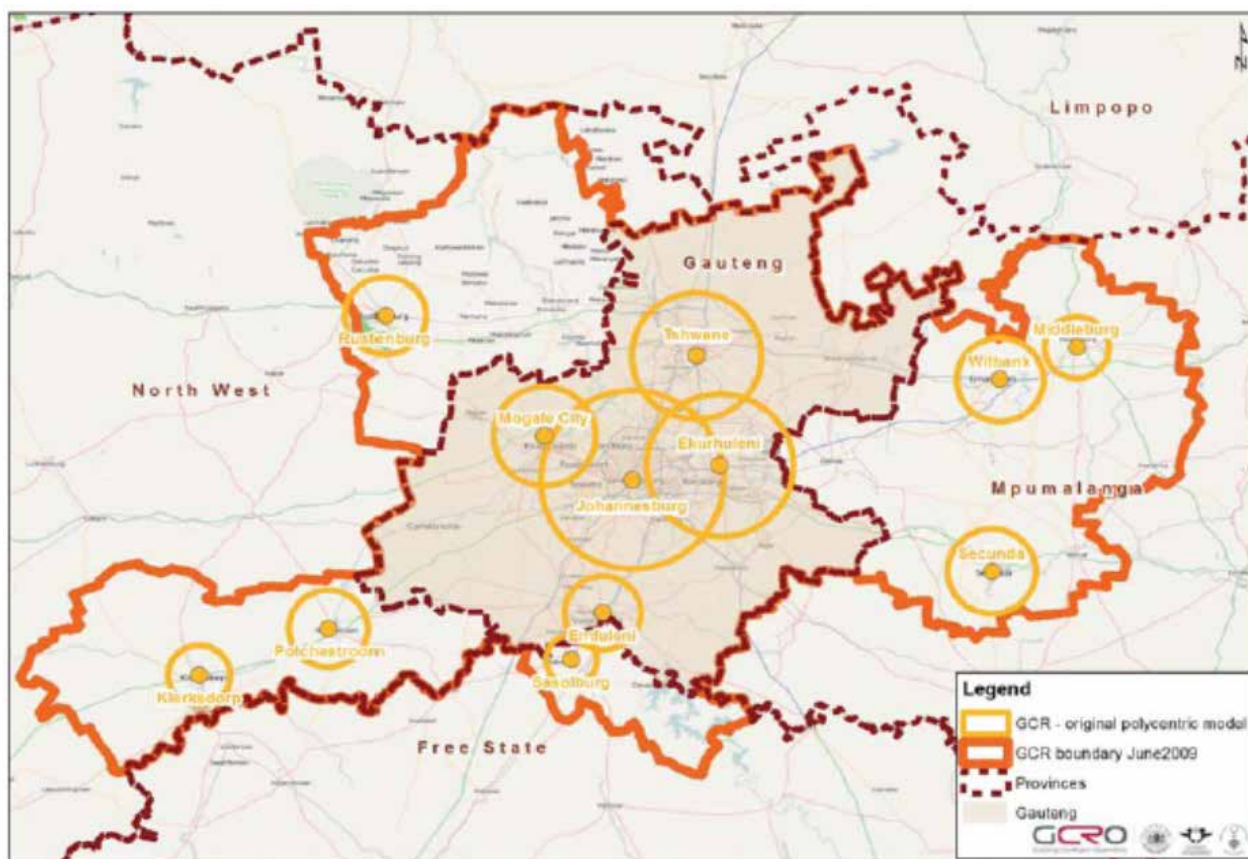
Source: GCRO: Gauteng Provincial Government, 2012. G2055 Discussion Document

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 Renaissance[87]." 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 2010[88]. 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 2050[89]. 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 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.

> **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.

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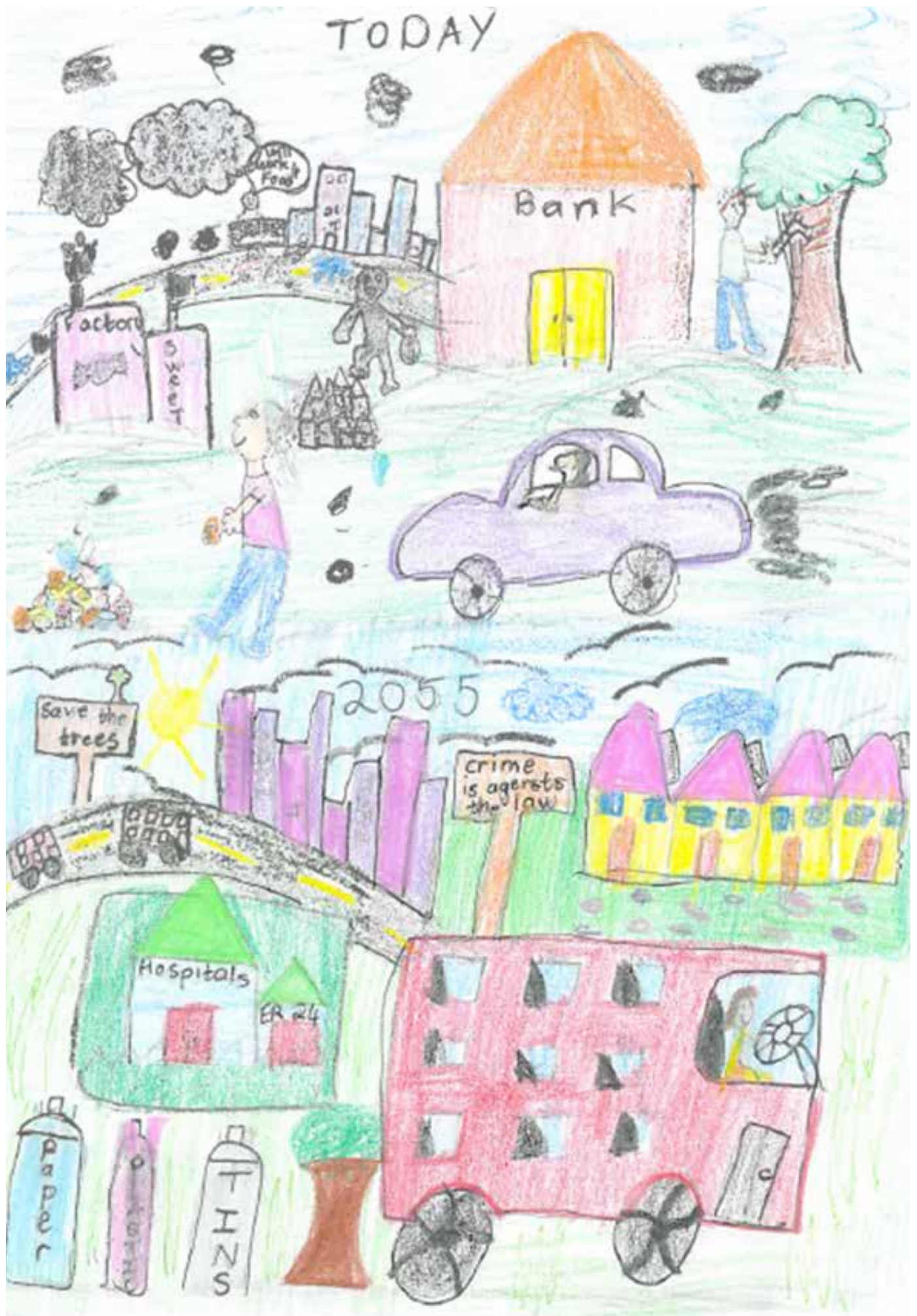
The current and future city of Tshwane as envisioned by a young person

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 characteristics[90]:

- 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
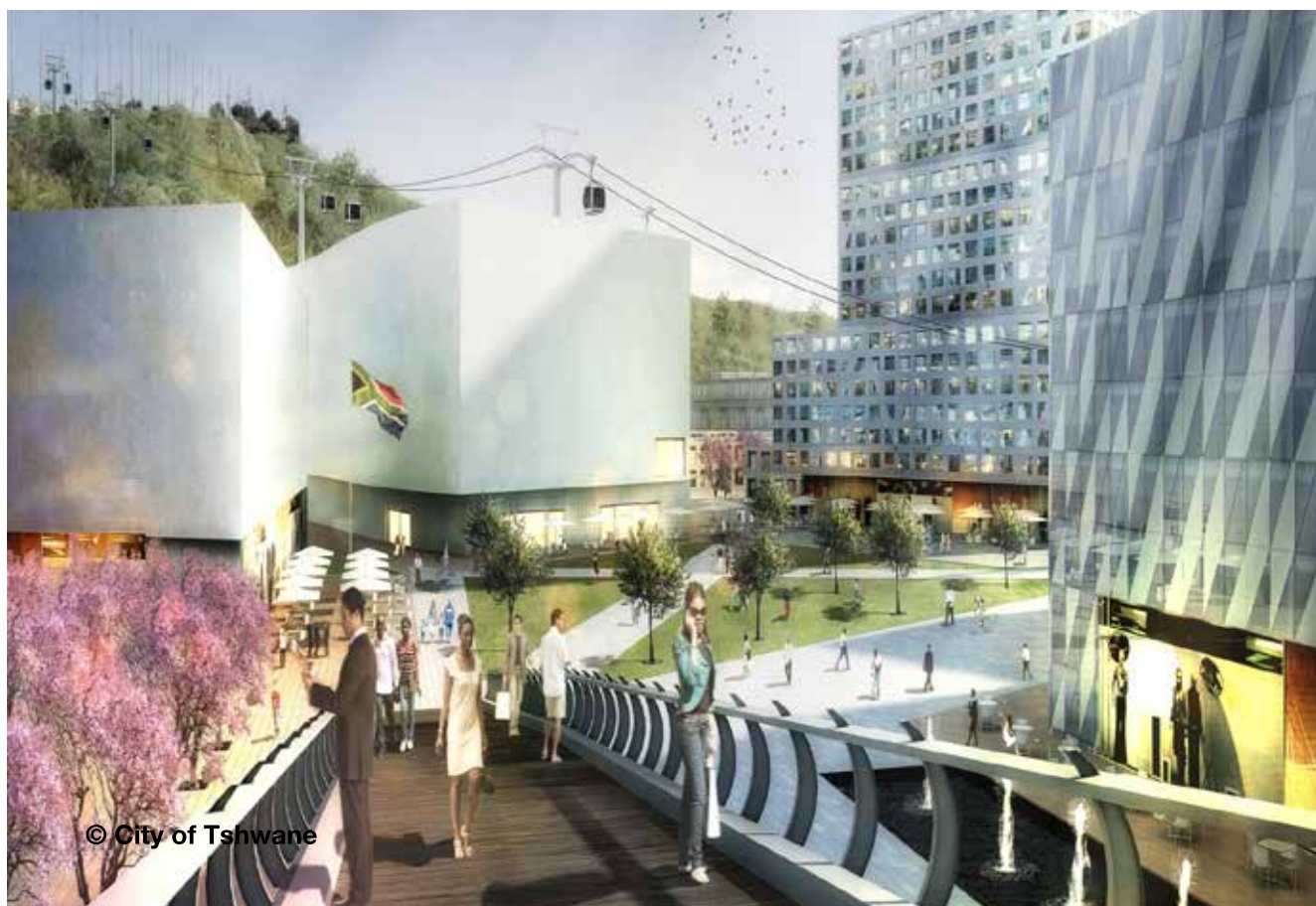
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OUR SPATIAL REFORM AGENDA

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 Tshwane[91]. 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; and
- 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

Growth Nodes In Close Proximity to CBD

Legend:
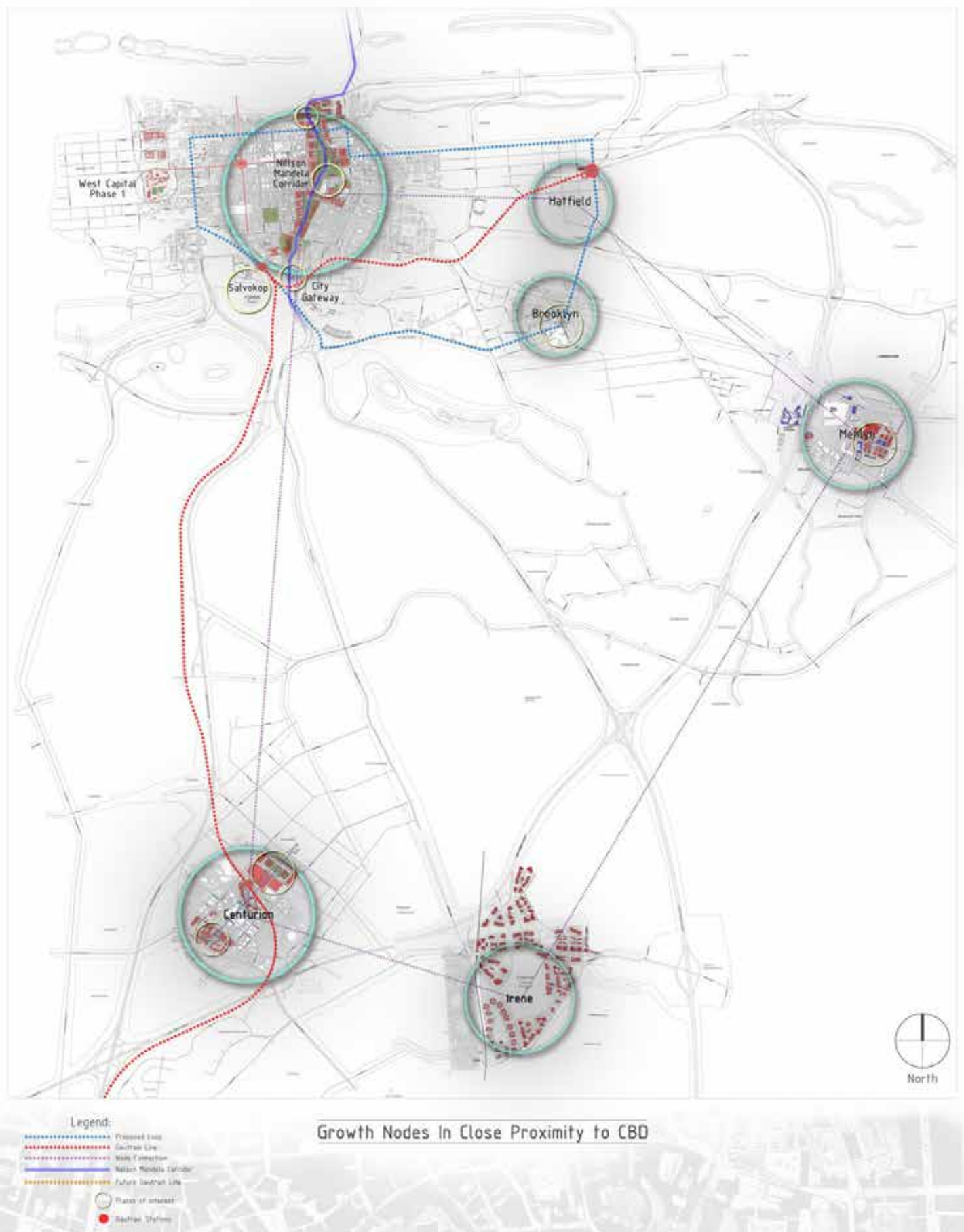
Developed by André Wright, Boogertman + Partners Architects

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

City of Tshwane Locality Map
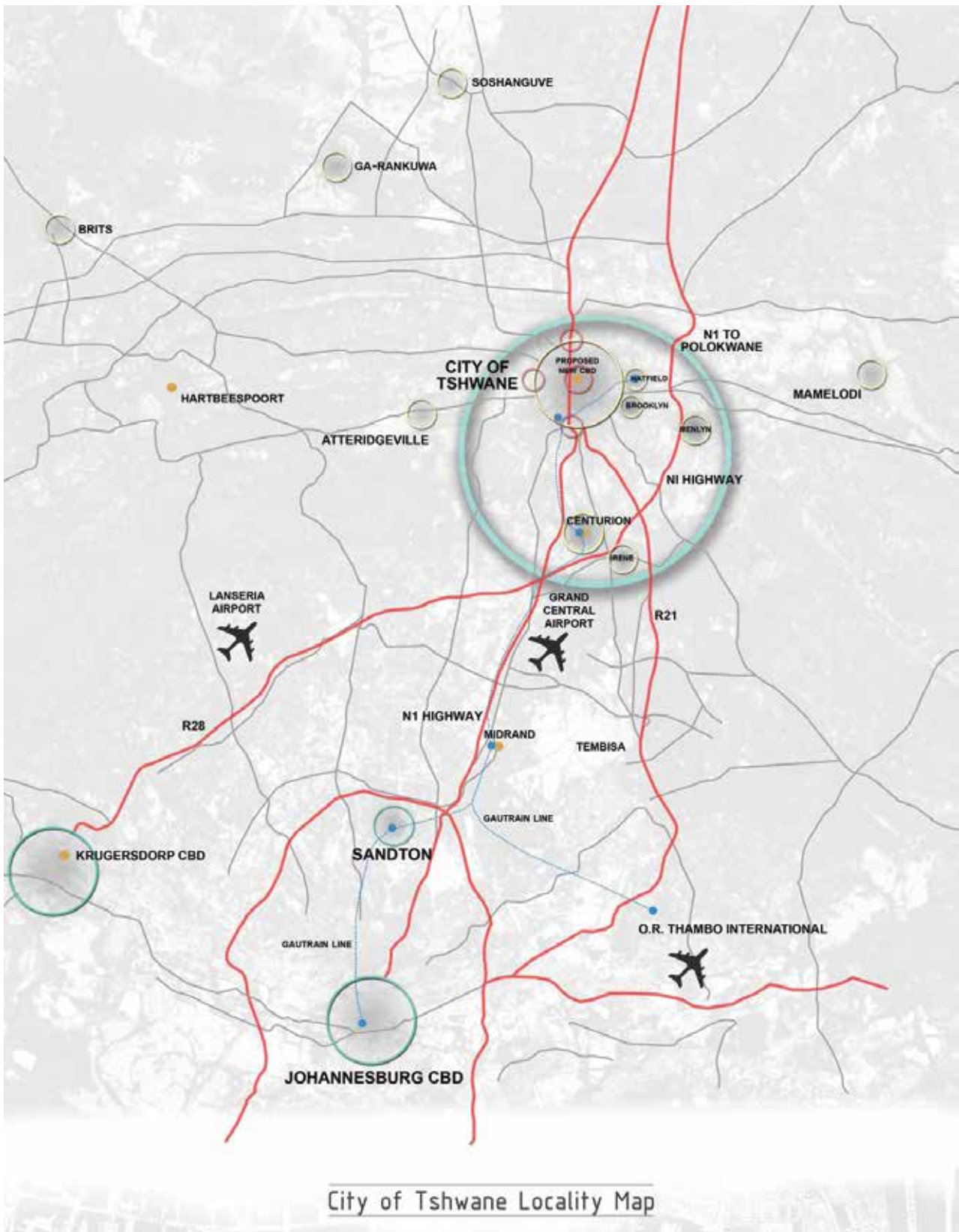
Developed André Wright, Boogertman + Partners Architects

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.

© City of Tshwane

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.
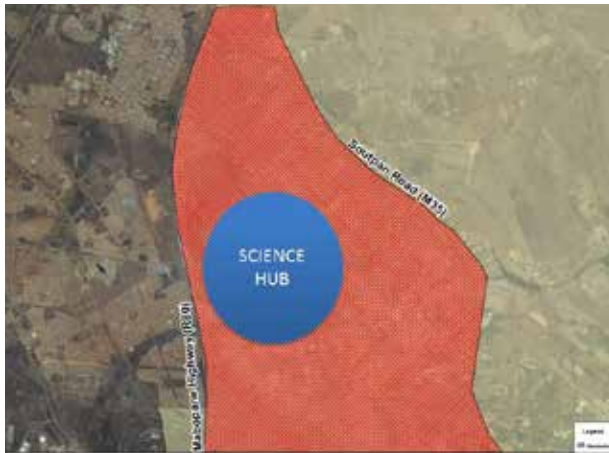
Region 3

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 staton 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
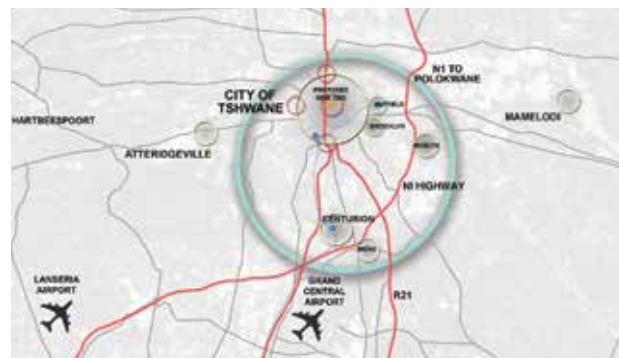
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Region 4

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.
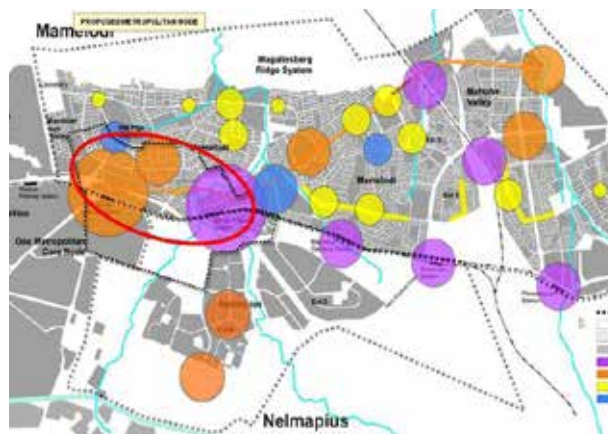

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Region 5

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.

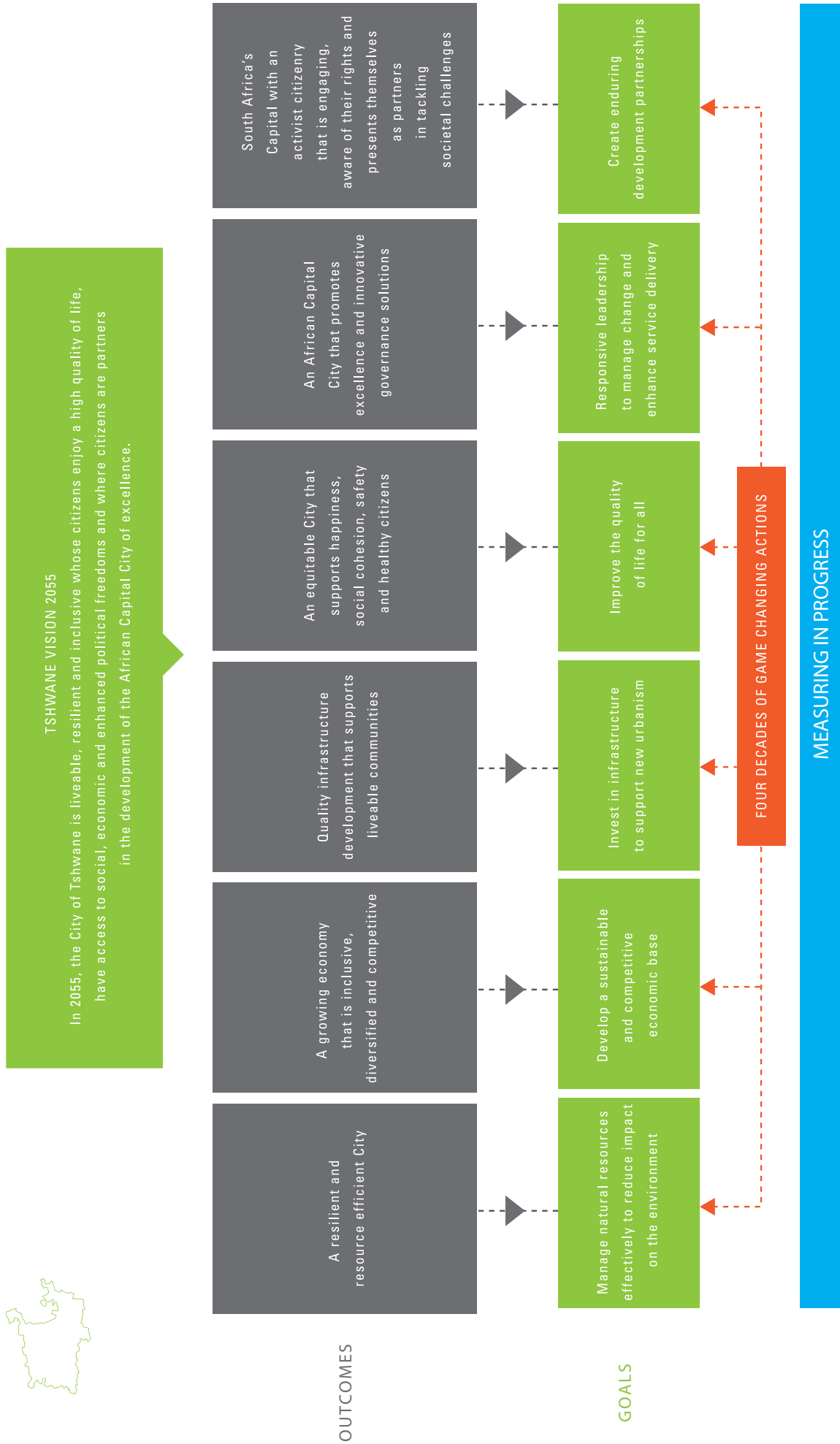**© City of Tshwane**   **© City of Tshwane**

Region 7

The City of Tshwane will continue to invest in the further development of light industries in the areas of Ekandustria and Bronkhorstspruit 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

TSHWANE VISION 2055

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.

OUTCOMES

South Africa's Capital with an activist citizenry that is engaging, aware of their rights and presents themselves as partners in tackling societal challenges

An African Capital City that promotes excellence and innovative governance solutions

An equitable City that supports happiness, social cohesion, safety and healthy citizens

Quality infrastructure development that supports liveable communities

A growing economy that is inclusive, diversified and competitive

A resilient and resource efficient City

GOALS

Create enduring development partnerships

Responsive leadership to manage change and enhance service delivery

Improve the quality of life for all

Invest in infrastructure to support new urbanism

Develop a sustainable and competitive economic base

Manage natural resources effectively to reduce impact on the environment

FOUR DECADES OF GAME CHANGING ACTIONS

MEASURING IN PROGRESS

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

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

IsiZulu

UMbono ophakanyisiwe weTshwane Vision 2055: Ngonyaka we-2055, iTshwane iyoba iDolobha okuhlalekayo kulo, elizinzile futhi elibandakanya wonke umuntu lapho abahlali bathokozela khona izinga lempilo eliphezulu, befinyelela kwinkululeko yezenhlalo, yezomnotho neyezombusazwe futhi ababambisene nedolobha ekuthuthukisweni kweDolobha eliyiNhlokodolobha 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, i-Tshwane itawube ilidolobhakati lelinetsetekile, lelibuyele esimeni nalelifaka tonkhe tinsita lapho takhamuti titawutfola imphilo lesezingeni leliphakeme, tifinyelele enkhululekweni yetenhlalo, yetemnotfo neyetepolitiki, babuye babe balingani ekutfutfukisweni 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 vhunzani ha nlha ha vhutshilo. Vha vha na mbofholowo ya u swikelela kha zwa matshilisano, 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 Vuswikotionga

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 lebhafte, 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 City[92]. The following are the constructs of liveability for the City of Tshwane[93]:

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 circumstances[95]."

> *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

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.

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 status[96].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 settlements[97]. 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 interests[98] 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 cohesion[99].

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.

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

Characteristics	New urbanism principles	Cradle-to-cradle principles
Walkability and connectivity	Pedestrian friendly street design and high quality pedestrian network and public realm	Citizens should live within a 15- to 30-minute walk to green spaces
		Walking anywhere in the city should be easy and safe
Traditional neighbourhood structure	Quality public realm; public open space designed as civic art	Attractive spaces between buildings invite citizens to interact
	Mixed housing has a range of types, sizes and prices in closer proximity	
Quality architecture and urban design	Beauty, aesthetics, human comfort, and creating a sense of place	Improved energy efficiency and effectiveness in existing and new buildings
Smart transportation	Network of high-quality various modes of transport to connecting cities, towns, and neighbourhoods together	Easy, effective and efficient public transportation
		Electric and hybrid cars and plenty of charging stations will reduce air and noise pollution
		Well-designed cycling and motorbike infrastructure
Sustainability	Minimal environmental impact of development and its operations to promote efficiencies	City leaders recognise 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

© City of Tshwane

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 keeps 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

CITY OF TSHWANE

INSTITUTIONALIZATION OF TSHWANE VISION 2055