**Tshwane Vision 2055**

**Dreaming big**

*The City of Tshwane is a monumental place.*

*It is a place where history is made, it is a place where the first democratically elected president was inaugurated; it is a place where grand buildings and statues are erected, it is a seat of South Africa government; and it is a place where great ideas are incubated, it is an hub of knowledge capital; it is the Capital City of South Africa and the melting pot of our rainbow nation.*

*The City of Tshwane is the third largest metropolitan Municipality in the world in terms of land size, and has the second highest number of diplomats in the world, with more than 130 diplomatic missions and 26 international organisations.*

*The City of Tshwane is a place where people dream big.*

**To build for the future, know where you come from**

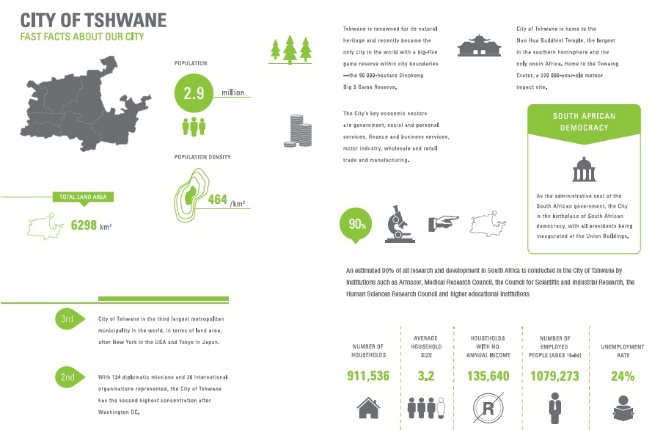
Like any other City in South Africa, Tshwane mirrored the reality of the new South Africa: spatial fragmentation; skewed service delivery, where those living in poverty came last; poor education and health standards for the broader population; and, socio-economic inequalities that reflected an economy in crisis, among others.

In 2000, the municipality was amalgamated with 13 other smaller municipalities to form the new City of Tshwane Metropolitan Municipality as a step towards reconciling the residents of the region and developing an integrated economic base to deepen socio-economic transformation. Further changes were made to the metro boundaries in 2011 with the incorporation of the former Metsweding Region into Tshwane.

Much of the developmental growth in the city has been makeshift, responding to changes in boundaries, and the period changes in leadership priorities following elections. Tshwane Vision 2055 is a proactive strategy that brings stability to long-term planning decisions.

The city now covers approximately 35% of the total land area of Gauteng's 18 178km²; it has seven administrative regions, 105 wards and 210 councillors. It is also home to about 3 million residents and has some of the best universities and most advanced research institutions in Africa.

It 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. Combined, that represents about 64% of the city's population – and the future benefactors of Tshwane Vision 2055.



**What is Tshwane Vision 2055?**

In 2055, Tshwane will be a **liveable**, **resilient** and **inclusive**; a place where whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms; and that it has become a place where its citizens are partners in the development of the **African Capital City of excellence**.

Central to the vision are the concepts of liveable, resilient and inclusive.

A **liveable city** 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. The City of Tshwane will invest in and facilitate equitable access to affordable housing, health and education. Neighbourhoods will be safe and connected.

The City will take steps to attract investment, enable the diversification of the region's economy and support entrepreneurship by reducing the cost of doing business. Resources will be managed to sustain social and economic transformation while protecting biodiversity and water resources as well as dealing with pollution.

All of this will be done through developing meaningful partnerships with residents, the private sector, civil society and other spheres of government in planning and development.

A **resilient** **city** is one that can anticipate, respond and adapt successfully to challenging conditions: a resilient economy can adapt to difficult economic situations, while a resilient environmental system can withstand environmental changes and disasters. A resilient social urban system is characterised by inclusivity. And a resilient governance system provides the leadership and institutions to support the developmental aspirations of residents.

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. An inclusive economy fosters equitable access to economic opportunities, whether by investing in economic infrastructure or providing quality public transport.

Being socially inclusive means creating a clean, healthy and safe environment. Spatial reconfiguration will create sustainable livelihoods and human settlements while undermining the legacy of apartheid. Finally, inclusive governance means promoting active citizenry.

Its aim is to ensure that all structures of civil society, community-based organisations and private business are co-ordinated for the implementation of short- to long-term priorities. Projects must be measurable, achievable, time bound, accompanied by budget, and supported by a capable institution to facilitate implementation.

* 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 engaged, aware of its rights and presents itself as partners in tackling societal challenges

Tshwane Vision 2055 sets out a new, bold vision for the next four decades. It is the City's response to common global issues such as economic development, poverty alleviation and job creation, health and education, urbanisation, climate change and resource sustainability, and social cohesion and good governance.

It is a game-changing vision, calling for 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.

**African Capital City of excellence – remaking the capital city**

Being an African capital city means adopting the collectivism culture that defines most African countries and the concept of ubuntu. Ubuntu remains central in the City's developmental agenda, while imagining a better future where socio-economic equality is part of the societal fabric.

Tshwane Vision 2055 is about complete making of the Capital. A capital city takes on the quality of monumentality. It the primary site of the country’s collective self-image as seen through its public architecture, cultural artefacts, and the performance of national rituals.

In 2055, Tshwane will be Africa's capital city, with an identity representing the aspirations of South Africans. It will be Africa's most liveable, healthy, safe and sustainable capital city to live, work, visit and invest in.

This will be done through:

* Increasing the use of alternative energy and constructing environmentally sensitive buildings;
* Creating residential areas that encourage equality, cohesiveness and inclusivity, establishing living areas where communities will be safe and public spaces will be easily accessible;
* Using the city's knowledge, research and development capacity along with its educational institutions to drive innovation, enterprise and entrepreneurship, building a prosperous and sustainable economy;
* Creating meaningful opportunities for an active citizenry to participate;
* Residents will partner with the city to drive its development agenda, and ideas and input will be valued;
* Building a capable, accountable developmental local government; and,
* Connecting South Africa with Africa and the rest of the world via technology.

As part of the Remaking of the Capital, Tshwane will:

* Address the basic needs of its citizens especially the poor;
* Ensure shared economic growth;
* Provide high-quality living experiences with a range of economic opportunities, cultural experiences, a sense of safety and a quality physical environment;
* Provide connectivity through communications infrastructure, mass transit systems and transport connections; and
* Focus of social cohesion and nation building

**Why choose 2055?**

The development of the vision was anchored in the Freedom Charter clause: "The people shall govern." It was a completely collaborative process led by the Executive Mayor. The City's vision has been pegged to the year 2055, a seemingly long time in the future. This was done for two reasons:

* 2055 will mark 100 years since the signing of the Freedom Charter, which described a different and better South Africa for all; and,
* 2055 will mark 200 years since the founding of Pretoria as the capital of the former exclusive Zuid Afrikaansche Republiek, a settlement which imposed itself on the Ndebele, who had been living in the area since 1600.

These two historical events give a monumental timeframe for the vision – a reason to dream and to celebrate. The vision is a big, bold idea Tshwane is determined to make concrete; goals have been set and six outcomes identified to make sure that the dream becomes a reality. These goals mirror the National Development Plan 2030, with common outcomes and objectives.

Tshwane Vision 2055 provides the City of Tshwane with a broad developmental logic to guide the City's decision-making process over the next four decades of game-changing.

**Making the dream a reality through regionalisation**

The City of Tshwane embodies many of the planning challenges confronting other cities in the 21st century. It is a thriving, cosmopolitan capital city that also faces urban problems of unemployment, especially among the youth, inequality, poverty, insufficient and ageing infrastructure and lack of access to housing opportunities. In addition, it also has to tackle the legacy of apartheid policies, creating a society based on inequality and unfairness. This must change.

The seven regions of the City will be the main implementation anchor for Tshwane Vision 2055's programme of action. In each of the regions, unique opportunities to boost the economy, create jobs and develop the area will be identified; and it is in each of the regions that investment will be made to make sure that the vision becomes a reality. These actions will make sure that local progress will have a city-wide impact.

**Region 1**, in the north-western part of the city, comprises a southern zone (Akasia, Rosslyn and Pretoria North), a northern zone (Klipkruisfontein, Ga-Rankuwa, Mabopane, Winterveld and Soshanguve) and a rural zone in the west. It is home to the Tswaing Crater, a national heritage site and nature reserve.

A third of the city's population lives in the northern part of Region 1 in low-income settlements that include subsidised housing and informal settlements. Employment opportunities are limited.

Medium- to high-income areas with an economy largely driven by the private sector are dominant in the southern part. The automotive cluster in Rosslyn is an important employment node for Tshwane. About 80% of the city's total land allocation for manufacturing is found in Region 1.

**Region 2** consists of the urban north, central and eastern agricultural and conservation zones, and the south. The Wonderboom Airport is here, as is the Onderstepoort Veterinary Research Institute, Zone of Choice, and the Dinokeng Big Five Reserve.

The southern part of Region 2 is a low density formally developed suburban area, with well-developed nodes of economic activity. The central and eastern parts are largely rural.

**Region 3** includes the central business district (CBD) and the Brooklyn and Hatfield metropolitan nodes. The eastern two-thirds of the region are mostly urbanised, whereas the western third is mostly rural.

The region hosts national government offices, as well as three landmark sites: the Union Buildings, the Voortrekker Monument and the Freedom Park National Legacy.

Region 3 also has other prominent sites of strategic significance to the city: Marabastad, embassies, the Nelson Mandela Development Corridor, Church Square, the 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.

Most 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. Middle and higher income groups are found in the south-east.

**Region 4** borders two metros – Johannesburg and Ekurhuleni – as well as Mogale City. Served by highways, the region links the city to the rest of Gauteng and South Africa.

Zwartkop Air Force Base and Waterkloof Military Airport and Thaba Tshwane Voortrekker Hoogte Military Base are found here, as are the Centurion Metropolitan Core, 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.

The region is urban to the east and rural to the west. It falls within the economic core identified for Gauteng province, with the legs of the triangular core the N1 highway on the west and the R21 Highway with its link to Oliver Tambo International Airport on the east.

The current dominant sectors in Region 4 are finance and business services, general government services, manufacturing, and trade. Many offices and retail functions have relocated to the region in the past few years.

**Region 5**, bordered by the N1 to the west and the N4 to the south, suffers from heavy through-traffic. It includes vast open spaces, small economic centres and enormous development pressure from residential areas.

It is rural, characterised by nature conservation, including the Dinokeng Blue IQ project, tourism and mixed agricultural land uses. Mining, especially in Cullinan, provides work opportunities.

Informal settlements are spread throughout the area, forming low-income residential enclaves that suffer from a large water and sanitation services backlog. The townships of Rayton, Cullinan and Refilwe are the only areas with sewer-borne sanitation.

**Region 6** has the greatest developmental pressure. Uncontrolled growth in the old Kungwini area places a burden on the existing road infrastructure – the region is bordered by the N1 freeway to the west and Ekurhuleni to the south. The northern section is well served by commuter rail, with an east-west commuter line and stations from Mamelodi in the east, through Hatfield to Pretoria Station.

The south-eastern section has the highest income per capita, but there is also a huge concentration of people in the north-east quadrant with no to low income.

The Council for Scientific and Industrial Research is here, as is the South African National Intelligence Service. Also in this region are the Silverton, Waltloo and Koedoespoort industrial areas and the Menlyn Park retail node, which also has a metro function. The economic base is balanced between the retail and office sector in the southern and western sections, with commercial, warehousing, wholesale and industrial activities in the north.

**Region 7** has some of the best farming land in Gauteng, with more than 80% of land that is arable. The most significant contributors to the region's economy are manufacturing, services, financial, and trade. Tourism is regarded as a small, but developing sector.

The region includes the Bronkhorstspruit town area and dam, and the Ekandustria industrial area. Services are concentrated in the established townships in the urban areas. A significant number of people do not receive piped water, sanitation or electricity.

Critical to making the vision a reality is the urgent need to rework Tshwane's spatial development, reversing the apartheid-era ghettoisation and ensuring public resources are allocated fairly, putting the needs of the poor first.

To realise the monumental Tshwane Vision 2055, phases have been identified for each decade:

* By 2020, the City will have consolidated the gains of democracy and tackled the triple challenges of unemployment, poverty and inequality;
* By 2030, it will have managed sustainable urban growth and development;
* By 2040, it will have moved towards a sustainable urban form and economy; and,
* By 2050 and beyond, it will have created a place that provides a better and prosperous life for all.

The Implementation Plan provides a detailed programme of action, specifying what is required to reach the goals and targets. This plan is closely tied to the City's long-, medium- and short-term plans, including its Integrated Development Plan, as well as the various departmental and municipal entity business plans.

Tshwane Vision 2055 is a living document that will be reviewed and updated regularly to respond to the prevailing conditions. Tshwane Vision 2055 dreams of creating a metropolis that can take its place among the world's successful, modern and sustainable economies.

**Identifying the path to the future**

**Outcome 1: A resilient and resource efficient city**

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 natural environment, reduction of pollution, protection of the environment, and sustainable resource management. Through the use of innovative strategies supported by technology, Tshwane will be able to achieve environment sustainability in the remaking of the city.

Some of the initiatives identified for implementation by 2055 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;
* Township and informal settlement greening programmes;
* Retrofitting the Pretoria West and Rooiwal power stations to be more energy efficient and to increase 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 Tshwane's waste-water treatment capacity;
* The green buildings project, installing integrated green technologies in a number of municipal buildings;
* The creation of a 20MW solar energy farm where the electricity generated is fed directly into the grid, resulting in very low transmission loss; and,
* The installation of solar geysers, in partnership with Eskom, in 16 000 Tshwane households.

**Outcome 2: A growing economy that is inclusive, diversified and competitive**

Outcome 2 focuses on economic sustainability and a "smart economy". This requires that Tshwane's economy be competitive, diversified and integrated within the Gauteng City Region and beyond. A vibrant and sustainable city will support innovation. The City recognises the important role of new and small business in unlocking the area's economic potential.

The four decades of game-changing to become a growing economy that is inclusive, diversified and competitive by 2055 should give an indication of how the City of Tshwane will take strategic actions. By 2055, Tshwane and its partners should have implemented the following initiatives:

* The African Gateway project, in the heart of Centurion, is strategically located on an 8ha site in close proximity to five airports, local rail and bus stations, and the Gautrain station.
* Autocity, the Automative Supplier Park in Rosslyn, will cater for the logistical needs of original equipment manufacturers and component suppliers to the automotive industry. The concept ensures critical mass is achieved to gain the potential benefits of subsidised utilities, reduced rental, consolidated logistical flows, bulk infrastructure improvements and dedicated logistics hubs and will be a key attraction for foreign direct investment, as well as establish Gauteng as an "area of choice" for the automotive manufacturing sector.
* Centurion Aerospace Village, an initiative of the Department of Trade and Industry, has been awarded special project status by the City. 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. It will bring aerospace and defence industry suppliers in close proximity to one another and near tier one supplier companies and anchor industry partners.
* Centurion Symbio City will provide high density and large, high quality urban open spaces. The land surrounding the man-made Centurion Lake will be developed into a mixed-use city, linking the Gautrain station with Centurion Mall, in line with the Compact City Strategy model that is successfully being affected in leading Asian cities.
* Tshwane International Convention Centre will contribute to the city's ability to attract international conferences.
* Rainbow Junction is the implementation and delivery of a new 550 000m2 mixed-use economic node in the City's Zone of Choice, 6km from the CBD. The approved mixed basket comprises office and corporate parks, high-density residential units, retail development, hotels with conference facilities, clean energy industry, and community facilities including a hospital, as well as opportunities.
* Menlyn Maine, envisioned to be the first "Green Living Precinct" in South Africa, is the densification of an existing low-density residential suburb divided into office, retail, residential and luxury hotel space as well as parks that run through the centre.

**Outcome 3: Quality infrastructure development that supports liveable communities**

Outcome 3 is about the City's investment in quality infrastructure to ensure spatial transformation that supports "smart mobility" and "smart living". Future infrastructure investment will be premised on economic nodes to lead to the attainment of a better quality of life for all.

Over the next four decades of game-changing, Tshwane will work with its partners to build smart mobility infrastructure for people and to support economic development through a number of strategic actions, among them programmatic investment in infrastructure and upgrading and improvement of mobility and connectivity through the provision of integrated, affordable, efficient and safe public transport

By 2055, the City and its partners should have implemented the following:

* The Tshwane Bus Rapid Transit system, *A Re Yeng*, as part of an integrated public transport structure;
* Various passenger rail projects, focusing on modernising corridors and upgrading the rail infrastructure;
* Acquired strategic land parcels to develop various economic nodes in support of the City's transformation agenda; and,
* Tshwane House, the new municipal headquarters complex project that is critical to regenerating the CBD.

**Outcome 4: An equitable city that supports happiness, social cohesion, safety and healthy citizens**

Outcome 4 is about the importance of achieving equality to support the City of Tshwane's quest to improve quality of life – smart living – by providing cultural facilities, healthy and safe living conditions, quality housing, and access to education facilities as well as fostering social cohesion.

By 2055, it and its partners should have implemented:

* The roll out of the *A Re Yeng* bus rapid transit system;
* Land reform based on restitution and redistribution;
* A number of early childhood development programmes;
* Improved social protection, with metro police deployed within each ward; and,
* The improvement of citizen's health and well-being through better spatial design, including the deployment of ward-based community workers.

**Outcome 5: An African capital city that promotes excellence and innovative governance solutions**

Outcome 5 is about 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 it has access to human capital with the skills, competence, and developmental attitude needed to drive Tshwane Vision 2055.

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 Tshwane will go about undertaking certain strategic actions building on what is 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 2055, Tshwane and its partners should have:

* Established a City sinking fund to support infrastructure development;
* Set up on-going communication and participatory processes between the City and its partners;
* Taken a smart city approach to governance;
* Established the Tshwane Leadership Academy;
* Run successful anti-fraud and anti-corruption programmes;
* Rolled out smart meters and solar water geysers;
* Implemented a streamlined service delivery model in the regions;
* Implemented community-based service delivery in each ward, including health workers, metro police and the like; and,
* Built strong government clusters boosting the City's governance model.

**Outcome 6: South Africa's capital with an activist citizenry that is engaged, aware of its rights and presents itself as partners in tackling societal challenges**

Outcome 6 is about the City of Tshwane creating an environment that strengthens activist citizenry. The extent to which residents participate will be influenced by factors such as tolerance of social and cultural diversity, flexibility and creativity as well as participation in public life.

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 residents, social partners, business and diplomatic communities, national and provincial governments and the City of Tshwane undertaking actions that will underline the collective responsibility and accountability for remaking the capital city.

**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. The successful continued engagement between the City and various stakeholders is key to ensuring progress towards Tshwane Vision 2055 in the short, medium and long-term.

Tshwane Vision 2055 stakeholders

