

Core Business

JPC is a dynamic, visionary property Company mandated to manage and develop the CoJ's R8.6 billion property portfolio. As a promoter of innovative solutions to the development challenges of contemporary Johannesburg, JPC utilises council-owned land assets to leverage private sector investment in public infrastructure. JPC's core business is to manage the property assets of the CoJ, maximising the social, economic and financial value of the CoJ's property portfolio, and enhancing the efficiency of its use. The Company's overarching mandate is to support the achievement of the CoJ's strategic priorities, including economic and social development, and the service delivery objectives.

Day-to-day Operations

JPC provides the following services for CoJ's property portfolio:

- Property Development;
- Property Management;
- Facilities Management which includes Informal Trading and Public Transport;
- Asset Management; and
- All ancillary services related to the above.

Highlights and Achievements

Asset Management

Land Strategy

Implementation of the Land Strategy is underway. During the year, a process of stakeholder engagement was initiated with representatives of various CoJ departments and MOEs, which comprise JPC's tenant base. The aim is to gain an in-depth understanding of their service delivery objectives and ascertain their land requirements as well as their future plans, which support these objectives. Stakeholder consultations were held with Johannesburg Social Housing Company, Development Planning, Johannesburg City Parks and Zoo, Health Department, Transportation Department, Environment and Infrastructure Services, Johannesburg Development Agency, Community Development and City Power.

Physical Verification of CoJ Properties

The physical verification of immovable assets is an ongoing strategic approach, underpinning the Land Strategy, that seeks to optimise land as a vital resource in achieving the City's objectives. This is key to Asset Management, as it provides a fundamental understanding of assets at different strategic levels, including the current use, condition, remaining life span and the lifecycle as well as the optimal use.

29 742 Properties were inspected and uploaded, representing the entire CoJ property portfolio at the time the project was undertaken.

Representatives of the Extended Public Works Programme (EPWP) who visited the field agents on site to assess progress were impressed with the innovation that JPC has brought to the project. In addition they commended the experience and practical work enhancement the project has created for field verification agents. The project utilises various tools, notably, in the automated phase, the recently completed JPC Arc Viewer geodatabase and reporting tool. The geodatabase is a live tool linked to the site inspection device. All data captured in the field is uploaded in real time. It is tailored to provide conclusive field data in a manner that is responsive to users. The scale of this asset project has brought the expertise of built environment specialists and university graduates under one roof.

Highlights and Achievements continued

Physical verification of the CoJ portfolio will ensure that going forward, strategic decisions regarding the portfolio are based on accurate and conclusive information. The data attained from the physical verification is crucial to implementing an insightful and conclusive Land Strategy and Asset Management Plan.



Land Regularisation Programme

JPC anticipated it would transfer 13 000 properties in the 2014/15 financial year. However, as a result of challenges relating to Township Establishment that impeded the Company's ability to transfer title for identified properties, transfer of only 3 065 properties was achieved. To address this JPC has engaged with the Department of Housing to assist in expediting the process. There are a number of properties that will be transferred in the 2015/2016 financial year, of which the bulk of the preparation was completed in the reporting period.

The identification of 12 803 properties under the Land Regularisation Programme saw the transfer/lease of 3 065 properties in various areas.

In collaboration with CoJ Housing and the Provincial Department of Human Settlement, the Land Regularisation Programme has managed to formalise the households occupational rights into full ownership rights in the following areas:

- Ivory Park;
- Eldorado Park and Westbury: Sectional Titles;
- Soweto;
- Orange Farm;
- Property identification and determination of entitlement;
- Drieziek Extension 5; and
- Jabulani Flats Sectional Titles.

Facilities Management

JPC Delivers New Office for City's Ombudsman

JPC was honoured to be appointed to source and secure suitable accommodation for the City's first Ombudsman in April 2015. This appointment proved to be challenging for the Facilities Management Space Management team who worked tirelessly to secure a lease for the Ombudsman's offices and subsequently fitted it out to meet a tight deadline for an official opening by the Executive Mayor of the City on 1 July 2015.

The offices were fitted with the latest in décor and furniture, including well set out Boardrooms and collaboration areas as well as smart Boardrooms with video conferencing facilities, a concept that will be applied to all space engineering programmes in the future. The choice of finishes installed, gives the look and feel of an environment befitting the function of an Ombudsman. The Ombudsman and the Office of the Executive Mayor, among others, have given complimentary feedback on the efforts of the team.

As a result of the project, JPC directly contributed R2.5 million to the economy and created 25 short-term jobs through Black Economic Empowerment (BEE) contractors.

Informal Economy and Public Transport Facilities

JPC has internally interrogated the processes, policies and standards utilised in the past to manage the informal economy, which is beset by many challenges. The primary challenge in the past has been the constant unilateral change in mandate over the years. JPC is of the firm view, which is supported by the CoJ, that the focal areas should be on Property and Facilities Management and the non-core functions associated with informal trading and/or taxi operators should be taken back to the relevant department.

In this regard, significant progress has been made in the inner city in ensuring that there is order and that the legal stakeholders are able to utilise the services provided by the City. JPC strongly believes that street trading falls within its mandate even though this is neither a property nor facility but should be treated as an encroachment. Linear markets on the other hand fall within the ambit of the property mandate. Within the inner city, the need for ablution facilities in strategically placed areas has been identified to reduce the burden on the current facilities and to ensure that stakeholders have access to water and ablution in and around the inner city.

Linear markets will be retained by JPC and will be subject to a different management model yet to be confirmed. A condition assessment has been conducted in order to ensure that these facilities have minimum running water, public conveniences and electricity (where cooking takes place). The intention is for all cooking to be removed from the streets. However, this is dependent on the acquisition of buildings, which is currently in the infancy stages.

With regard to the broader trading activities within the jurisdiction of the CoJ there is growing dissent amongst facility users who are intent on self-managing. This has been an issue where the services (cleaning and security) have been taken over by JPC at four facilities – Metro Mall, Baragwanath, Midrand and Yeoville. JPC chose not to engage and cause further dissent but focused rather on finding a long-term solution to the management of trading facilities.

Highlights and Achievements continued

The challenges faced on a daily basis have been interrogated and meetings were held with critical stakeholders over a period of time to understand the context, politics and realities of informal trading and taxi operator challenges to find a mechanism to meet all stakeholder needs and expectations.

Department of Economic Development (DED)

JPC has engaged with DED, on various occasions, to clarify the roles and responsibilities to ensure that the informal economy is managed efficiently and will meet service delivery objectives and GDS 2040 outcomes.

DED will retain the policy mandate and as such, advise JPC of allocations policies and criteria, rental, tenant mix and the economic outcomes expected at a strategic level. All stakeholder engagements, demarcations and development will be the sole mandate of DED which will advise JPC of the defects/challenges within the facilities to be remedied to ensure adequate trading conditions for all stakeholders.

Transport Department

A joint report from JPC and the Transport Department was tabled at the Mayoral Committee in November 2014 and a task team set up to interrogate the appropriate methodology and approach to management of public transport facilities. In this regard, an expression of interest has been advertised in order to seek input towards the appropriate models for public transport facilities.

It is intended that Transport will be responsible for stakeholder engagements with taxi associations, allocations criteria, tariffs (if any) and development of operators. Transport would advise JPC of the deficiencies in the facilities which must be remedied. As is the case for Economic Development, JPC will invoice Transport for the overall turnkey management including a management fee which is still to be negotiated.

Trading Facilities: Current Arrangements

JPC is mandated to manage the formal and informal trading sector (informal traders, entry level retailers and hawkers) including local and long-distance public transport operators, namely taxi ranks (which include provision of loading and holding space for taxi operators) and non-municipal bus operators for both local and cross-border bus operations in the City's public transport facilities (taxi ranks). It also actively facilitates public transport operators and traders in and around the CoJ jurisdiction.

Of the trading facilities within Johannesburg there are five management categories consisting of:

1. JPC managed;
2. CoJ (Transportation or Economic Development Department managed);
3. CoJ outsourced;
4. Privately owned and managed; and
5. Illegal.

JPC manages 32 facilities with a further 29 unmanaged facilities which fall into four categories:

- Malls;
- Public Transport Facilities;
- Markets; and
- Linear Markets.

Property Management

In the year under review, the Social Department has undertaken various initiatives within the respective quarters to package properties for tender so as to maximise the social property portfolio to the benefit of the community. A total of 23 properties were released for tender.

Making these properties available will facilitate utilising the City's social property resource for the benefit and interest of local communities while stimulating job creation and supporting Small, Medium and Micro Enterprises

(SMMEs) in attracting private-sector investment. This contributes towards keeping the City’s social property portfolio refurbished and well maintained on the City’s property asset base.

2014/2015 Financial Year highlights:

- 51 new Deeds concluded by Municipal, to be included in the Asset Register;
- 21 Deeds in the process of transfer acquired for the Corridors of Freedom initiative;
- 23 properties placed on tender and released in the last two quarters of the financial year;
- 64 SMMEs created; and
- 244 jobs created by the Social Department.

Leases

Alexandra Media Centre

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 4688 Alexandra Ext 14	Media Centre	<ul style="list-style-type: none"> • Upliftment, education and upskilling of the youth in Alexandria 	R5 million

Melrose Estate – Melrose Bowling Club

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Remainder of Erf 119, Melrose Estate	Educational and Sporting Facilities	<ul style="list-style-type: none"> • Skills development and sporting facility offering various community development programmes • Positive contribution towards social cohesion in the community 	R0.6 million

Orange Farm

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 2896 Orange Farm	Children’s Home	<ul style="list-style-type: none"> • Provide a home for orphans and vulnerable children • Assist poverty-stricken families and children to access state provided services 	R1.2 million

Klipfontein

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Portion 96 Farm Klipfontein 58 IR	Community Centre, Drug Rehabilitation and Skills Centre	<ul style="list-style-type: none"> • Create a community facility • Create sustainable jobs and promote social cohesion 	R10 million

Highlights and Achievements continued

Langlaagte Farm

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Portion 278 of the Farm Langlaagte 224 IQ	Community Facility	<ul style="list-style-type: none"> • Create a community facility • Provide a place of worship • Develop a feeding scheme for the poor and life skills programmes for the youth 	R0.3 million

Pirates Club

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Ptn 1 and 2 of Erf 1318 Greenside Township	Repair and renovations to building and construction of sporting facilities	<ul style="list-style-type: none"> • Create an improved community facility which is easy accessible, representative of previously disadvantaged groups and enhances social cohesion 	R1.5 million

George Lea Sports Club

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Portion 31 of the Farm Zandfontein 42IR	Sport and Recreation and other Sporting Facilities	<ul style="list-style-type: none"> • Introduce new sport and creation-related initiatives. • Preservation of the biodiversity of the area 	R55.7 million

Craighall

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 24 Craighall	Early Learning Centre and Sports Facility	<ul style="list-style-type: none"> • Create a community facility for educational purposes • Promote a greener environment 	R0.67 million

Protea Sports Club

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Farm Braamfontein 53 IR Portion 33	Sports Club	<ul style="list-style-type: none"> • Provide a refurbished sports facility which is well maintained 	R1 million

Robertsham

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 1301 Robertsham	Sport and Recreation Multi Sports Facility that will include an outdoor action sports arena for soccer, tennis, basketball, netball	<ul style="list-style-type: none"> • Community access to a safe and friendly upgraded facility 	R0.8 million

Observatory

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 724 Observatory	Multipurpose Sports Facility for aerobics, dancing school, five-a-side courts, soccer, basketball, volleyball, netball	<ul style="list-style-type: none"> Enhanced social cohesion for the community of Observatory. Upgrade of an abandoned community facility 	R0.7 million

Riverlea – Little People’s Crèche

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 1232 Riverlea Ext.2	Community and Techno Centre	<ul style="list-style-type: none"> Upgraded facility which is aligned with legislation and frameworks of the CoJ 	R2.2 million



Braamfontein – Jan Celliers Laerskool and Pre-Primary School

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Portion of Portion 37 Farm Braamfontein No 53 IR	Tennis Courts and Clubhouse Sport Club	<ul style="list-style-type: none"> Provision of secure sporting facilities to school children through lease renewal 	R1.3 million

Highlights and Achievements continued

Cosmo City – Perfect Start Ministries

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 3469 Cosmo City Ext. 4	Community Health and Skills Centre	<ul style="list-style-type: none"> Establish a health facility which includes a women's clinic, HIV centre, hospice, pharmacy and community skills facility. Project is linked to the Food Resilience Programmes through development of a food garden and provision of tools to maintain 	R15 million

Lehae – Early Childhood Facility and Multipurpose Centre

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 2824 Lehae	Early Childhood Facility and Multipurpose Centre	<ul style="list-style-type: none"> Provision of various facilities such as social work services, pre-schooling, educational amenities for older children and other skills training facilities Job creation for the unemployed residents of the area 	R1.8 million



Chiawelo

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 5205 Chiawelo	Community Centre, Drug Rehabilitation and Skills Centre	<ul style="list-style-type: none"> Provide a centre to serve the community Create sustainable jobs Promote social cohesion 	R10 million

Orlando – Early Childhood Development Centre

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 12118	Early Childhood Development Centre	<ul style="list-style-type: none"> Provide access to additional refurbished facilities 	R1.2 million

Panorama – Panorama Soccer Club

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Remaining Extent of Portion 2 Farm Panorama 200 IQ	Junior Soccer nets	<ul style="list-style-type: none"> Provide a sporting centre focused on soccer and rugby Promote social cohesion Stimulate sporting patronage in the community 	R0.13 million



Linden – The Irish Club

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Remaining Extent of Erf 556 Linden	Upgrading of tennis courts as well as erection of retaining walls	<ul style="list-style-type: none"> Provide a refurbished facility Repairs and improvements to ensure a user-friendly facility for the community 	R0.05 million

North Riding – Society for the Prevention of Cruelty to Animals (SPCA)

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Holding 229 North Riding AH	Upgrading of existing kennel areas	<ul style="list-style-type: none"> Upgrade of a much needed facility for the care of animals 	R0.14 million

Highlights and Achievements continued

Erf 785 Orlando East – Community Centre, Drug Rehabilitation and Skills Centre

The lease agreement has been concluded with Thlokomelo Home Based Care. The organisation provides skills training related to HIV/AIDS cases including counselling and child care support, providing care and support for the orphans and vulnerable children, promoting healthy lifestyles, hygiene and nutrition. The organisation will also collect medication from the clinics/hospitals on behalf of the bedridden members of the community and link orphans with relevant social systems, e.g. social services. The organisation receives grants from the Gauteng Department of Health; however, their main contribution towards the facility will be the provision of reasonable maintenance and upkeep of the building.

Land Identified for the Food Resilience Programme

The Department of Social Development's Food Resilience Unit has been mandated to eradicate hunger and food insecurity in the CoJ. Amongst other instruments, the City seeks to enable a wider and more diversified urban agriculture sector through a system of Agri-resource centres providing full value-chain support for those seeking to grow their own food for both personal consumption and as a potential livelihood. The programme is one of the Mayoral priorities.

These centres will screen and train potential micro farmers to be placed via lease/usage agreement on City-owned farming land. These micro farms, where feasible, will be clustered into networks accessing common customer-facing systems and transport/warehousing logistics, known as hub and spoke (Empowerment Zone). In addition to the facilitation of micro farms, the City seeks to catalyse the agricultural sector through the release of commercial-scale farming land to the market at substantially reduced cost, conditional upon participation in and contribution towards the City's Food Resilience Programme.

Food Resilience Programme	Social Impact	Economic Impact
<ul style="list-style-type: none"> The Department of Social Development (DSD), as a leading coordinator of the City's human development agenda, provides strategic focus within the community development sector as a leading coordinator of the City's human development agenda. This programme will address poverty while safeguarding and supporting the poor and addressing certain forms of inequality against social exclusion. The programme will provide land for agricultural purposes. The total proposed investment value of this project is approximately R20 million. 	<ul style="list-style-type: none"> A range of instruments are used to tackle individual hunger on a day-by-day basis including food vouchers, food parcels, backyard gardens and programmes connecting citizens to income generating activities. The programme is aimed at providing a sustainable model for empowering communities to grow their own food, stimulating local economic development and facilitating access to the markets. 	<ul style="list-style-type: none"> Farms will be available to the private sector to lease for various farming projects on condition that they commit to mentor the emerging farmers. The investment of the identified farm/s should not be below R20 million. The development investment will also enhance basic infrastructure, encouraging further investment, support of small, medium, micro enterprises and create jobs. 2 300 jobs will be created through this project.

The following land parcels have been identified for this initiative:

- Portion 14 of the Farm Olifantsvlei 316 IQ measures 6,3ha valued at R0.6 million;
- Portion 51 of the Farm Olifantsvlei 316 IQ measures 1 577m² valued at R0.1 million;
- RE of Portion 19 of the Farm Olifantsvlei 316 IQ measures 4,4ha valued at R0.6 million;

- RE of Portion 2 of the Farm Olifantsvlei 316 measures 1 424ha valued at R64 million;
- Portion 35 of the Farm Olifantsvlei 316 measures 2,5ha valued at R1.1 million;
- Portion 36 of the Farm Olifantsvlei 316 measures 2,5ha valued at R0.4 million;
- RE of Portion 11 of the Farm Olifantsvlei 316 measures 9,4ha valued at R0.7 million;
- Portion 53 of the Farm Olifantsvlei 316 IQ measures 7 398m² valued at R0.3 million;
- Portion 20 of the Farm Olifantsvlei 316 IQ measures 1,4ha valued at R0.2 million;
- RE of Portion 40 of the Farm Olifantsvlei 316 IQ measures 2,3ha valued at R0.5 million;
- Portion 16 of the Farm Olifantsvlei 316 IQ measures 4,2ha valued at R0.5 million; and
- RE of Portion 4 of the Farm Misgund 322-IQ 22,3ha valued at R2.1 million.

In order to deliver on this mandate, Portion 130, 136 and 137 of the farm Alewynspoort 145 IR were identified as the potential portions for the commercial farmer who will also provide farming skills and supervision to the fifty emerging farmers which are being allocated fifty hectares “one hectare, one cooperative”. The lease is to endure for 25 years.

Various Use and Maintenance Agreement in Process – Sports and Recreation Directorates

Through the Community Development Department’s mandate, JPC has been requested to make available sports facilities, particular in previously disadvantaged areas and new emerging townships, for the purposes of the sports development as set out in the National Sport and Recreation Plan. The main objective is to promote and support high performance and professional sports to be used by local communities as part of active recreation which further addresses one of the City’s objectives – healthy living.

In placing affiliated sporting groups on the facilities, the department will be investing in the upgrade of the facilities and sports groups will ensure maintenance, job creation and skills development in the operating of the facilities. The following agreements have been sent to the department for signature:

- Erven 593 Newclare;
- Erven 515 and 516 Auckland Park;
- Portions of Erven 548 and 869 Franklin Roosevelt Ext.1;
- RE of Portion 205 Farm Langlaagte 224 IQ; and
- Portions 34 and 45 and 98 Farm Klipfontein 203 IR.

Marginalised Areas Programme

In lieu of a petition received from the community of Pennyville, possible sites suitable for the development of churches in the area were identified, specifically Erven 1264 and 1267 Pennyville. This will progress through the JPC process of consultation to the City departments, entities and ultimately for Council approval for the sale of the properties for religious purposes.

The Pennyville community is in direct need of social amenities as there is not even a social hall currently in that community. The release of the above-mentioned properties would be a step in the right direction in responding to one of the items on the Integrated Development Programme (IDP).

Housing Master Plan

In the first quarter, two properties in the Zandspruit area, valued at R8.2 million, were acquired and transferred to the CoJ as part of the housing master plan of the CoJ. The properties are located strategically in the centre of the new township that will be established in the area. According to the latest lay-out plans of the new township, approximately 1 500 housing units can be built on the property acquired. Due to budget constraints, the Department of Housing of the CoJ is at present not approving any further funding for the finalisation of further acquisitions in the Zandspruit and Princess AH areas until further notice.

Highlights and Achievements continued

The R8 million acquisition of Klipriviersoog Nature Reserve and transfer has been finalised. This property is to be incorporated into the Klipriviersberg Nature Reserve as part of the conservation area. The land was acquired on behalf of Johannesburg City Parks and Zoo.

A mandate has been received from the City's Public Safety Department to acquire the remainder of Erf 365 Martindale. This property is privately owned and leased to JMPD and Emergency Management Services for a number of years. The lease is due for expiry. The owners have indicated their intention to sell, giving the two departments the first right of refusal. A budget of R80 million has been made available towards this acquisition. An offer of R50 million has, in principle, been accepted. JPC is in negotiations with the owner to acquire this property.

The City's Housing Department has further requested JPC to acquire the remainder of Farm Allandale 101 IR. An offer to purchase was drafted, signed and sent to the property owners. An offer of R53 million has been made to the owners. Negotiations are in progress.

Corridors of Freedom

As part of a Mayoral Priority Project, the CoJ has, through the Planning Department, mandated JPC to acquire properties along the Louis Botha, Empire-Perth and Turffontein Corridors. The Planning Department identified and negotiated the acquisition of twenty one properties, in the year under review. A Mayoral approval has been obtained to proceed with the acquisition of these properties, which are at this stage with the appointed conveyances.

Properties Acquired for Corridors during the 2014/2015 Financial Year

Property Description	Status
Erf 19 Orange Grove	In process of transfer
Erf 21 Orange Grove	In process of transfer
Erf 23 Orange Grove	In process of transfer
Erf 24 and 26 Orange Grove	In process of transfer
Erf 28 Orange Grove	In process of transfer
Erf 29 Orange Grove	In process of transfer
Erf 35 Orange Grove	In process of transfer
Erf 36 Orange Grove	In process of transfer
Erf 39 Orange Grove	In process of transfer
Erf 40 Orange Grove	In process of transfer
Erf 42 Orange Grove	In process of transfer
Erf 46 Orange Grove	In process of transfer
Erf 247 Orange Grove	In process of transfer
Erf 249 Orange Grove	In process of transfer
Erf 251 Orange Grove	In process of transfer
253 Orange Grove	In process of transfer
Erf 259 Kenilworth	In process of transfer
Erf 260 Kenilworth	In process of transfer
Erf 261 Kenilworth	In process of transfer
Erf 18 Orange Grove	In process of transfer

Municipal Portfolio

To create an enabling environment for effective service delivery, the Municipal Portfolio has completed the various transfers including transfer of land from the private-sector to the CoJ. Below are some of the highlights:

Types Of Registration	Service Delivery	Impact
<ul style="list-style-type: none"> • 24 Servitudes for sewer and municipal purposes. • 8 Servitudes for municipal purposes. • 3 Servitudes for right of way and municipal purposes. • 2 Substations and 2 electrical cable servitudes. • 1 Right of way for road widening purposes. • 1 Road and municipal servitude. • 1 Water servitude. • 1 Sewer servitude. 	<p>The servitudes are required for the delivery of electricity, water, sanitation, stormwater and roads to address the demand and to provide new infrastructure services to areas that do not have access to such basic services.</p>	<p>Registration is done to ensure that Council's services are protected within the servitude areas as the servitudes give the legal right to the Council to use the servitude areas for its services.</p>
<p>1 Property in Sonneglans Extension 24 in Region B, registered for park purposes.</p>	<p>To ensure that there are adequate public open spaces for the citizens of Johannesburg for their recreation.</p>	<p>Recreational purposes.</p>
<p>5 Notarial ties registered.</p>	<p>To ensure that two or more private properties are tied together to be regarded as one for development purposes.</p>	<p>Developmental purposes.</p>

Highlights and Achievements continued

Municipal Portfolio: City Power Projects July 2014 – June 2015	
Sebenza Substation Project: Portions 96 and 391 of the Farm Zuurfontein 331R	<ul style="list-style-type: none"> The land is being acquired for the construction of City Power's Sebenza Substation. Currently, the portions to be transferred have been surveyed, sub-division of land and consolidation applications were lodged at the Ekurhuleni Council on 18 February 2015. This project will strengthen and increase the capacity of electrical supply from the Kelvin Power Station in order to meet the increasing demand for electricity. The asset holding of the CoJ will also increase with the additional two properties valued at R11.7 million.
Dalkeith Substation Project	<ul style="list-style-type: none"> To implement this project, twenty five servitudes are being acquired for City Power over properties in Honey Park, Sonnedal, Tres Jolie, Wilgespruit and Zandspruit in Region C. The aim of this project is to increase the capacity of electrical supply in the northern Roodepoort area. The development in this area has been stifled over the past few years due to a shortage of electricity supply. The servitudes have been valued at a total compensation amount of R3.8 million. The negotiations with all affected landowners are in the process of being obtained following which compensation offers for the servitudes will be made to each landowner.
Heriotdale Transmission Lines Project	<ul style="list-style-type: none"> Fourteen servitudes are being acquired for City Power over properties in Doornfontein and Rosherville to the south of the Johannesburg CBD in Region F. The aim is to build the new Pennyville substation on one of the properties and to increase the capacity of electrical supply to the Johannesburg CBD. The servitudes have been valued at a total compensation amount of R4.65 million. JPC is currently assisting City Power in the negotiations with the affected landowners following which official compensation offers will be made to each landowner.

Substations Project during the 2014/2015 Financial Year

This project is undertaken to allocate different portions of Council-owned land to City Power for the construction of substations. The following properties currently form part of City Power's priority list:

- Erven 1978 and 1980 Eldorado Park X1 (Eldorado Substation);
- Erven 316 and 748 Kloofendal (Kloofendal Substation);
- Erven 1 Liefde en Vrede X1 (Mulbarton Substation);
- Portion 2RE Olifantsvlei 316IQ (Nancefield Substation);
- Ptn 19 Rietfontein 301IQ (Lehae Substation);
- Ptn 208RE Roodepoort 237IQ (Roodepoort Substation); and
- Ptn 171 Viervenontein 321IQ (Mondeor Substation).

By constructing the above substations, City Power will extend its electrical supply capacity to a wider area in Regions C, F and G. In all cases, the Use and Maintenance Agreements have been forwarded to City Power for signature to finalise the transactions.

Johannesburg Water Projects during the 2014/2015 Financial Year

JPC Municipal Portfolio has now been requested to assist Johannesburg Water in procuring 29 properties as a part of this project. Of these properties, 21 are privately owned land and eight are owned by the Council. These sites are located in Regions A to G and will be acquired over a number of financial years as the budget of Johannesburg Water allows.

A total of eight properties have been identified for immediate acquisition, of which six are privately owned and two by the CoJ. The two owned by CoJ have been referred for the required comments. The six privately owned properties have all been referred for valuation of the servitudes to be acquired. This is underway to initiate negotiations with the landowners for the acquisition of the servitudes. The total Capital Expenditure (excluding land) of the project is approximately R14.5 billion.

<p>Diepsloot Reservoir: Portion 984 Knopjeslaagte 385JR</p>	<ul style="list-style-type: none"> Region A, in the Diepsloot area does not have sufficient water storage capacity. A property measuring 1.9 hectares is being expropriated by the JPC Municipal Portfolio, in order to enable Johannesburg Water to construct 2X25 ML water reservoirs. The property is being expropriated for R1.15 million and the Expropriation Notices have been served on the landowner.
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Municipal Portfolio: Pikitup Projects during the 2014/2015 Financial Year

Waste Separation at Source Project

Pikitup is currently building sorting facilities at various waste catchment sites in order to encourage waste separation at source. This enables small recyclers to sell their materials to the main recyclers thus providing a source of income for small recyclers. This is an ongoing project and the Municipal Portfolio is currently finalising Use and Maintenance Agreements with Pikitup over Portion 108 Waterval 5IR (Region C), Portion 11 Middlefontein 223IQ (Region B) and Portion 89 Turffontein 96IR (Region F). The total CAPEX spend by Pikitup on the three properties is R12.5 million.

Outdoor Advertising

The Outdoor Advertising strategy was approved by the JPC Board in May 2015.

Salient features of the strategy:

- Less outdoor advertisements creates more value and reduces clutter;
- Development of Sign Management Plan (SMP); and
- SMP is a City-wide tool which identifies:
 - Prohibited Zones: Areas where third party or commercial advertising is not allowed with controlled/limited advertisements on-street furniture installations where required and street poles and on-premises signs required by businesses.
 - Minimum Control Areas: All forms of third party advertisements (On Class 1 Roads/highways to a maximum of 120 square meters in extent is permissible).
 - Maximum Control Areas: No billboards, only street furniture and on-premises signs allowed.
 - Partial Control Areas: All forms of third party advertising including on-street furniture are allowed (Class 2 and lower, order road sizes only up to 40 square metres in extent).
 - Street Pole Zones: Areas earmarked for street pole advertisement only on Median (centre of the roads). Not permitted on highways.
 - Media Development Zones include, but are not limited to:
 - Nodes: Areas in which innovation will be encouraged with a preference at street level for Street Furniture Advertising and no billboards and the separation of formats, as well as larger Outdoor Advertising formats (such as Times Square in the US) on abutting private buildings, that is, Sandton CBD, JHB CBD (Ghandi Square and Newtown), Randburg, Rosebank and Fourways CBD;
 - Some nodes have a core in which further intensification is encouraged with additional support for digitalisation of all sign types. Transportation terminals and similar precincts are also considered nodes. Each node requires an SMP or precinct plan and its own unique rules to be developed;
 - Special Zones: Isolated parcels of land, developed and undeveloped, other than road reserves, suitable for outdoor advertising; and
 - Gateway Sites: Areas designated for signs on bridges (exact locations as per the SMP) and/or custom built structures (approximate locations as per the SMP).

Highlights and Achievements continued

Property Development

The Property Development unit seeks to maximise social, economic and financial returns on the portfolio of public land by transforming high potential vacant land into high yielding property assets through the property development process.

In the last financial year an investment of R477 million of third party development on Council-owned properties was realised. This investment resulted in the creation of 1 747 jobs and the support of 433 SMMEs during construction.

Significant achievements by the unit in the last year include:

The **Office Space Optimisation (OSO)** programme which will leverage the delivery of Council offices to catalyse the development of the Corridors of Freedom and establish a rational framework for municipal offices and service delivery throughout the City.

Phase 1 City Hall Precinct (OSO)

Progress to date:

- Completion of the piling and earthworks for the Council Chamber at the Metro Centre precinct;
- High-level business plan and implementation has been prepared for the project and was approved by the Mayoral Committee;
- Tender for main building contract issued and awarded; and
- Implementation plan considered by Mayoral Committee. Specialist funding structure appointed to advise Mayoral Committee on model.

Phase 1 Randburg City Precinct (OSO)

The Randburg City Precinct project will focus on the redevelopment of Council-owned land located on the 8ha "civic triangle" which currently houses the old chamber buildings (no longer in use), the taxi rank, trader market, as well as a number of municipal buildings (including library, clinic, rates hall and licencing department).

In addition, four other vacant sites which are currently used for parking will be redeveloped for supporting housing development.

Progress to date:

- Professional team appointed to complete property plan for precinct; and
- Urban Design Framework completed.

Watt Street Interchange City Precinct (OSO)

Funding for the construction of the interchange was not received by CoJ transport. A decision was made to place the development of the interchange on hold. CoJ Planning and Transport are following up on funding so that this project can proceed.

Progress to date:

- Completion of the R20 million innovative 27 Boxes retail centre in Melville, constructed entirely using refitted shipping containers.

Newtown

The vision for Newtown is to develop the area as a multi-use environment, including offices, accommodation, residential, retail outlets, open spaces, performances, events, as well as exhibitions and museum space.

A key thrust of Newtown is the clustering of the creative industries which include, among others, the film, music, broadcasting, advertising, multi-media, visual arts, dance and crafts industries. The aim is to create an impetus for Newtown to be recognised as a major centre for the creative and cultural industries and tourism in South Africa.

Progress to date:

- Completion of the R1.3 billion Potato Sheds and Majestic retail and office development in Newtown, which is the largest investment in the Johannesburg CBD in recent history; and
 - Completion of the 30 000m² Blackchain retail centre in Bara central precinct.
-

Orlando eKhaya

The development of the Orlando eKhaya development comprised of fifteen separate but interrelated development sites “strung” together by a high quality public environment focused on the Orlando Dam to create a new destination which is “Legendary, Dynamic and Authentically Sowetan”.

Progress to date:

- Completion of social housing phase 2 at Orlando eKhaya; and
 - City Limits retail centre (phase 1) started at Orlando eKhaya Powerstation.
-

The Sandton Station Development (known as Kgoro Gateway)

This project is set to become one of the most prestigious developments in South Africa. The development is located directly above and adjacent to the Gautrain Sandton Station and Mandela Square.

Progress to date:

- Relocation of the taxi rank into the new public transport interchanges in the Sandton Gautrain Station, to enable the Kgoro project to proceed.
-

Jabulani CBD

The Jabulani CBD is a 36ha precinct, comprising ten separate development sites that will ultimately deliver approximately 200 000m² of new development.

The high density, pedestrian orientated development will feature a high quality public environment including pedestrian pathways, street furniture and public art, focused on a central public park.

Progress to date:

- Construction of cultural square, which is 25% complete;
 - Stormwater upgrade completed for precinct (JRA) packaging of 5th phase of residential development, initiated now that capacity is available; and
 - Bolani Mall tenancy revised to meet 75% national tenant threshold required by funders. Final term sheet awaited.
-

Rosebank Linear Park and Rosebank Square

Restructuring of Council’s land holdings in the rapidly developing Rosebank Node to achieve high financial returns for the City while ensuring that the public benefit is maximised.

The project includes:

- Creation of an innovative “linear park” which will link lower and upper Rosebank;
- Redevelopment of the existing Library and Clinic, which are currently run down and inadequate to serve public needs;
- New 10 000m² commercial development adjacent to park;
- Create a new public square on the existing parking lot in upper Rosebank;
- New 16 000m² commercial development adjacent to the Square;
- Concept plan has been developed;
- Sale of part of Erf 136RE Rosebank to Netcare has been completed;

Highlights and Achievements continued

- Town planning applications have been submitted and are in progress;
- Design of the linear park has been completed;
- Agreement with Redefine Properties for Lower Park and new servitudes to create linear park, drafted; and
- Public Open Space closure (Erf 209) advertised and objections being resolved.

Melville 973 (27 Boxes)

For this development an abandoned open space in the Melville community was converted into a vibrant art and food market, art and craft stalls, a deli market, coffee shop, supervised play area, public toilets and ample parking. The development, which makes use of the innovative conversion of containers, is expected to become a major attraction in the area which has become known as an artistic and cultural neighbourhood.

Progress to date:

- Construction of the development started in January 2015; and
- The centre was completed and opened for trading in June 2015.

Rissik Street Post Office

The Rissik Street Post Office (RSPO) is one of the oldest structures in Johannesburg originally built in 1897. It is a major public landmark and was declared a National Monument in 1978. The building was devastated by fire in November 2009 and was partially restored by JPC in 2011. Between 2012 and 2014 efforts were made to secure the refurbishment of the building by way of leveraging a commercial development. However, this proved unfeasible and it has since been concluded that a public use for the building will need to be pursued.

The immediate project is defined as the interim renovation and use of the structure, comprising the following:

- Partial renovation, including clean-up and improvement of internal spaces, reinforcement of the structure with an internal “skeleton” structure and renovation of the Main Postal Hall and the North Wing for use as a flexible events/creative space. Remaining areas will be made safe but cordoned off from public entry of the interior of the building; and
- Once the interim renovation is complete, a private-sector operator will be secured to manage, maintain and operate the premises in accordance with the business plan prepared for the property until the long-term upgrade can be secured.

The full heritage restoration will be undertaken in accordance with heritage regulations provided by the Provincial Heritage Resources Authority – Gauteng (PHRA-G) as a future phase.

Stakeholder Relations, Marketing and Communications

Marketing

Office Space Optimisation (OSO)

Plans to profile and promote the JPC through this flagship project are underway. In line with the OSO Communications Strategy the idea is not simply to create awareness, inform or educate but:

- To persuade residents, students, and the business sector to support the OSO programme;
- To build the OSO programme’s positioning and its functionality;
- To empower Municipalities to take charge and own the developments;
- To create ownership and partnerships with stakeholders;
- Increase brand awareness for the CoJ, JPC and the Council Chamber;
- Align media relations and public relations opportunities with the overall strategy and the Marketing Strategy;
- Create maximum value through the understanding of activities of the CoJ, JPC and the Council Chamber;
- Form sustainable partnerships with key stakeholders that will increase revenue; and
- Align all public relations opportunities with the CoJ, JPC and Council Chamber programmes.



CoJ 2015 AGM: His Worship the Executive Mayor, Councillor Mpho Parks Tau together with Chief Executive Officer, Ms Helen Botes at the JPC exhibition stand showcasing the OSO programme.

The Randburg Fire Station Hand-over Ceremony

The refurbishment of the Randburg Fire Station was a public-private partnership between the CoJ and MultiChoice, in conjunction with the development of the new MultiChoice Campus adjacent to the fire station. In 2012, MultiChoice South Africa approached JPC regarding the acquisition of Erven 1214 to 1217 Ferndale for the extension of their operations and offices in the Randburg area. The properties are located in Braamfischer Drive in Randburg abutting the MultiChoice offices. JPC recognised a strategic opportunity to support economic development and community development utilising the CoJ's property portfolio.

The first phase of the MultiChoice Campus development, the refurbishment of the Randburg Fire Station, is complete and the MultiChoice campus is nearing completion. A landmark in the Randburg node, the development has made a considerable contribution to the revitalisation and upgrade of the Randburg CBD.

The Refurbished Randburg Fire Station

The Randburg Fire Station was handed over on 31 October 2014. This Mayoral event was attended by His Worship, the Executive Mayor of the CoJ, Councillor Mpho Parks Tau, MMC for Economic Development, Councillor Ruby Mathang and the MMC for Public Safety, Councillor Sello Lemau.



Highlights and Achievements continued

The Black Business Quarterly (BBQ) Awards

JPC identified the Black Business Quarterly (BBQ) Awards as a strategic opportunity for publicity. The event took place on 31 October 2014 at Emperors Palace. An A4 JPC corporate advertisement was placed on page 7 of the event programme, which was distributed to more than 1 500 people at the ceremony. JPC received brand exposure at the event venue as well as on the BBQ website. Organisations that attended included Trade and Investment KZN, Coega Development Corporation, SAFM, CNBC Africa and Exxaro.

Internal Communications

JPC achieved a significant milestone during the year with the introduction of its first Corporate Social Investment (CSI) Initiative. The Company hosted an ambitious three-week long Mandela Day event that spanned all seven regions, as well as a Children's Christmas party and a Senior Citizens lunch.

The CSI programme aims to:

- Contribute to the real needs of communities in which JPC operates;
- Make a sustainable contribution to the development and economic growth of the City;
- Enhance the Company image; and
- Build conducive relationships with JPC business partners.

Mandela Day 2014

JPC's "Inspire change in 67 ways" for the celebration of Mandela Day was a phenomenal achievement, accomplished through successful collaboration across all JPC's departments. In the maiden CSI programme under the new JPC, the Company's aim was to improve community relationships leveraging the value of vacant property in the social and economic interests of the CoJ. Through this initiative, JPC built mutually beneficial relations and entrenched positive public opinion of the Company's brand and services. This represents a significant investment, one that considerably raised JPC's profile. See initiatives in the following table.

JPC Christmas Party for Children

More than 100 children from the Thato Ke Matla Foster Home and various child-headed households in Johannesburg's Region G were treated to a Carnival-themed Christmas party at Fun Valley in the south of Johannesburg. The party was JPC's way of bringing festive cheer to the vulnerable and less privileged children and it was an opportunity for JPC to live one of the City's values – a caring City.



Gratitude: JPC's former Chief Operations Officer Kululwa Muthwa (left) and Kgomotso Ntlheng give baby Momo Dipholo her Christmas gift.

JPC Employee Festive Gift Collection

Fulfilling the objective of "Improved Employee loyalty and involvement" in October 2014, Employees were encouraged to donate a gift for children and groceries for the senior citizens. All departments contributed enthusiastically, collecting gifts for more than 100 children from Region G and groceries for 70 senior citizens from Region A.

Senior Citizen's Christmas Lunch

JPC hosted a festive lunch for 70 members from the **Vukuzenzele** Senior Citizen's Club at the Diepsloot Youth Centre, Region A on 8 December 2014. The senior citizens were treated to a three-course lunch and were showered with gifts, courtesy of the JPC Employees. Diepsloot was selected due to the wide-spread poverty in the area. The elderly take care of extended family members, relying on social grants and often going without meals for a few days. The lunch was an opportunity for them to enjoy themselves and to remind the elderly that JPC cares about their wellbeing.



Festive: JPC Employees and Father Christmas give Gogo Florina Mofokeng (104 years) her gift at the Senior Citizen's Lunch.

Public Relations and Media

Media Queries

Media interest in JPC emanated from diverse media platforms, including print, online and television. Journalists requested information on developments such as the Jabulani Precinct and Newtown Junction, with questions frequently revolving around how projects of that nature would affect communities and the contribution to the economy, etc. The Kwa Mai-Mai Informal Traders attracted the most attention, with some TV stations requesting to do inserts at the market.

The Office Space Optimisation (OSO) programme, the first of its kind to be developed by a municipal entity in South Africa, generated enthusiastic interest with local daily newspapers like the Star, which featured a one-on-one interview with JPC's Chief Executive Officer.

Inevitably, some queries were prompted by complaints from the community, for example, the Pimville Golf Club, where the community alleged they were not notified about the development that was taking place; or expiring of a lease agreement, such as The Zoo Lake Bowling Club, which sometimes create controversy. In other cases, media queries were politically driven, like in the instance of the Cape York building.

In total, JPC received 12 media queries between 2014 on 2015, and these also covered projects like the Observatory Bowling Club, George Lea Park and The BRT Corridors of Freedom development in Louis Botha Avenue.

Highlights and Achievements continued

Media Coverage Analysis

July 2014:	Coverage centred on the Orlando eKhaya project, punted as “a housing, shopping and entertainment project expected to change the face of the sprawling township of Soweto”. Coverage of the project generated positive Leadership, Social Impact and Investor Relations reputation ratings.
August 2014:	News reports related to the setting aside of the lease agreement between the JPC and Kenako Consulting by the Johannesburg High Court dominated coverage.
September 2014:	Media coverage concentrated on the openings of 27 Boxes, the Melville shipping container shopping centre development and the Newtown Junction that was regarded “the biggest private development in the Johannesburg CBD since the Carlton Centre was constructed in the 70’s” (Engineering News, 19 September 2014).
October 2014:	The Kwa Mai-Mai rejuvenation programme that is expected to re-establish the taxi rank as a tourist attraction generated positive media coverage.
November 2014:	Coverage was dominated by the Randburg Fire Station’s refurbishment by MultiChoice In “partnership with the CoJ and the Joburg Property Company” (Cosmo City Chronicle, 12 November 2014). This coverage had a positive impact on the Investor Relations Reputation Indicator.
December 2014:	Media coverage was influenced by social programmes by JPC such as the event for the elderly and a Christmas party for disadvantaged in Johannesburg.

Other reporting pertaining to JPC that had a sizeable impact on prominence indicators and reputation, primarily related to the contention between JPC and Zoo Lake Bowling Club and other green spaces in established suburbs around Johannesburg such as Parkview, Cyrildene and Melville.

Financial Performance

Operational and Capital Expenditure Variance Report: July 2014 – June 2015

Objective

The main purpose of this report is to provide a summary of the CoJ Portfolio financials for the 2014 – 2015 financial year. Further, reasons for under-spending or over-spending are provided where applicable.

Revenue

CoJ Portfolio made an initial revenue projection of R158 116 000.00, to be recovered from rentals, income from agency services and municipal charges. Total revenue generated for the period under review is R161 945 552.85 which equates to 2% above the allocated budget of R158 116 000.00.

Operating Expenditure

The overall total operating expenditure for the period under review is R113 777 227.67, against an allocated YTD budget of R158 116 000.00 which represents a cost saving of 28% for the period under review.