

## Highlights and Achievements continued

## Status of CoJ Property Portfolio Holdings

## Number of CoJ land parcels

Region	2016	2015	2014	2013
Region A	1963	1956	4884	5669
Region B	4124	3855	4368	3979
Region C	2349	2307	3351	3519
Region D	6864	6562	8843	10328
Region E	4950	4850	6872	8476
Region F	5011	5559	5189	5121
Region G	4868	4877	6296	7266
Outside CoJ Boundaries	491	490	492	79
<b>Total number of properties</b>	<b>30620</b>	<b>30456</b>	<b>40295</b>	<b>44437</b>

## Portfolio Profile

## Size and Value of the CoJ's holdings

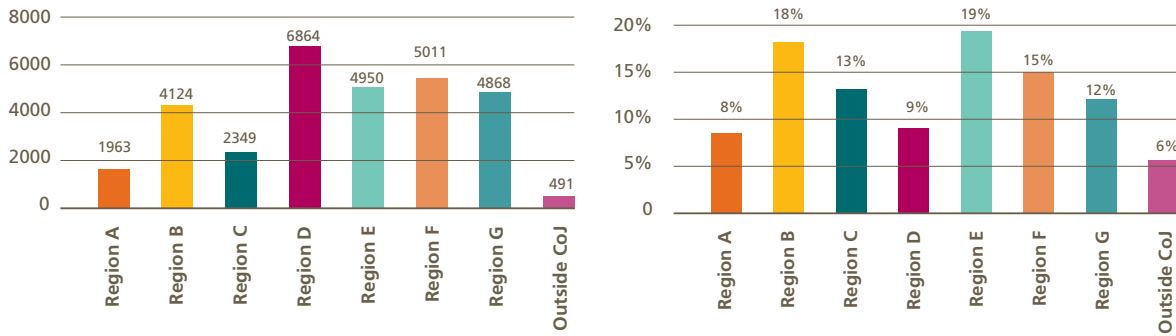
The portfolio of the City of Johannesburg Metropolitan Municipality has a total balance sheet value of R8.8 billion as at 30 June 2016, which comprises of 30 620 properties, measuring a total of 77 829 hectares. Below is a table which illustrates quantity, size and value per region summaries.

## High Level Portfolio Summary

Region	Area	Value %	No. of Properties	Value
Region A	15540.28315	8%	1963	690 927 818.28
Region B	3707.861318	18%	4124	1 596 797 147.10
Region C	9671.82388	13%	2349	1 116 326 483.38
Region D	8090.990274	9%	6864	802 779 247.39
Region E	4504.660644	19%	4950	1 660 618 821.18
Region F	7812.062961	15%	5011	1 355 335 398.97
Region G	27456.21129	12%	4868	1 053 062 420.53
Outside CoJ Boundaries	1045.5748	6%	491	534 488 576.01
<b>Total</b>	<b>77829.46831</b>	<b>100%</b>	<b>30620</b>	<b>8 810 335 912.84</b>

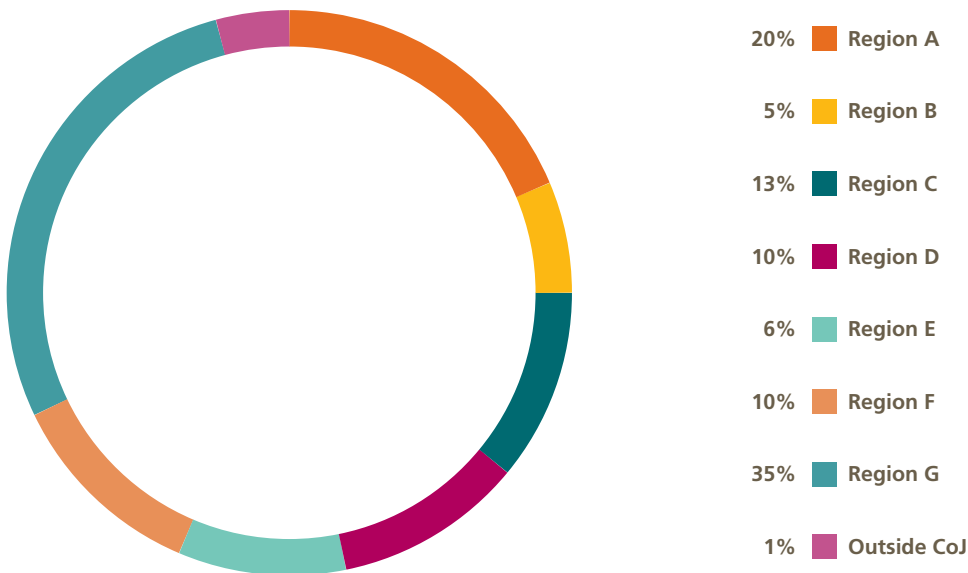
Region A still has the least number of land parcels held, followed by Region C. Region D still continues to show strength on the number of land parcels held, while Regions B, E, F, & G have shown balances of quantities just below Region D as graphically presented below.

**Regional Summaries in quantity and value expressed as percentage**



Regions B, E and F are the strongest in terms of value, reflecting higher valuation, followed by Regions C, G, D and G respectively. Although Region D reflects the highest number of land parcels, it has lower valuation mainly because of a large number of residential holdings held that are inherently lower in valuation.

**Size (ha) per region**



Regions A and G continue to dominate in size, having significantly larger land parcel ownership that is mostly characterised by farm portions that are in the peripheries of COJ boundaries. Regions C, D, and F are the second largest regions in land parcel ownership, following Regions A and G, while Region B is the smallest region in terms of size of council owned properties held in the region.

## Portfolio Profile continued

### Land Regularisation Program

The program of Sustainable Human Settlement for its citizens ensures that the City continues to formally receive their title deeds for residential homes that they have been occupying for the past five decades through permits. JPC Land Regularisation Programme managed to handout 630 Title Deeds with the breakdown as below:

1. Region F is 334 covering Turfontein, South Hills and Doornfontein
2. Region D is 242 covering Jabulani, Nordgesig and Meadowlands
3. Region C is 54 covering only Davidsonville

### Economic and Social Impact

The main mandate of the City's Human Settlements Department is to provide housing to the citizens of the city who cannot afford to house themselves in a decent housing structure as result of lack of employments or lack of affordability. The transfer of residential properties to these beneficiaries thus enables them to benefit from social and transformational goals of the City through which:

- The Constitutional right to housing is enabled, and
- Entitlement is provided via the property ownership right and which is a transformational agenda as only 99 year leases were offered in place of full entitlement pre-1994.

### Facilities Management

The GDS 2040 Strategy requires JPC Facilities Management to prioritise sustainable human settlements towards the eradication of poverty and building and growing an inclusive economy. The Company also plays a critical role towards the City's goal of financial sustainability and resilience.

JPC has identified critical facilities that required urgent refurbishment for implementation in 2015/16 financial year.

The table below represents the Master Plan that was fully executed and comprised of Civic & Corporate Buildings as well as Public Transport and Informal Trading Facilities.

No	Facility	Maintenance Requirements	Outsourced Resources	YTD Status
1	<b>Metro Centre</b>	Repair and Maintenance: Carpentry, smoke detection, electrical, plumbing, transformer repairs, outside fence and aircons repairs (14 200m2 painting); A block 8200 m2 / B block 6000	Electrical in-house by electricians	<b>Completed (100%)</b>
2	<b>Thuso House</b>	Repair and Maintenance: Plumbing, repair kitchen cupboards, electrical repairs, remove supply and install carpets	Kitchen suppliers Electrical external	<b>Completed (100%)</b>
3	<b>Jabulani Civic</b>	Repair and Maintenance: repair water pipes, repair council chamber aircons, service fire pumps, repair council chamber doors.	Aircons external Fire specialists	<b>Completed (100%)</b>
4	<b>Lenasia Civic</b>	Repair and Maintenance: electrical repairs, painting, carpentry, plumbing repairs, aircons repairs, repair outside fence	Aircons Fencing Refurbishment	<b>Completed (100%)</b>

No	Facility	Maintenance Requirements	Outsourced Resources	YTD Status
5	<b>Meadowlands Civic</b>	Repair and Maintenance: electrical repairs, painting, carpentry, plumbing repairs, aircons repairs, repair outside fence (in 2000 m2 / ext. 2000 m2 painting)	Aircons external Fencing external waterproofing Fire protection cladding specialist	<b>Completed (100%)</b>
6	<b>Dobsonville Civic</b>	Repair and Maintenance: electrical repairs, painting, carpentry, plumbing repairs, aircons repairs, repair outside fence (in 4600 m2 / ext. 3200 m2 painting)	Aircons Fencing Waterproofing Fire protection	<b>Completed (100%)</b>
7	<b>No 2 President Street</b>	Repair and Maintenance: Lift refurbishment, painting, electrical repairs	Lift specialist	<b>Completed (100%)</b>
8	<b>Metro Mall Block B</b>	Storm water drainage system at both blocks is blocked; new box gutters to all levels; remounting and new grids; waste water pipes from kitchens at Block C leaking; walls and floor slabs cracked; replace gates; electrical reticulation and COC compliance; demarcation OHS signage / fire evacuation	Structural Engineers Specialist contractors	<b>Completed (100%)</b>
9	<b>Roodepoort Town Hall</b>	Repair and Maintenance: electrical repairs, painting, carpentry, plumbing repairs, aircons repairs, repair outside fence, repair blinds, repair broken windows, (4150 m2 painting)	Blinds Aircons Fencing external Glazing external Tiling	<b>Completed (100%)</b>
10	<b>Roodepoort Civic</b>	Repair and Maintenance: Repair water fountain, repair and program gate motor, service aircons (250 m2 painting)	Gate motor Aircons Pump	<b>Completed (100%)</b>
11	<b>ACA Krans</b>	Repair and Maintenance: remove and replace carpets, painting (2000 m2 )		<b>Completed (100%)</b>
12	<b>Teljoy House</b>	Repair and Maintenance: Renovate two guard huts, painting, plumbing, repair tinted glass windows, repair PWD ramp	Glazing Revamp guard house / build ramp	<b>Completed (100%)</b>

## Portfolio Profile continued

No	Facility	Maintenance Requirements	Outsourced Resources	YTD Status
13	Bara Taxi Rank	6 windows require burglar proofing; 5 new door locks & burglar doors required; loading bays at Block B / E require roof shelters; CCTV systems & new server; 4 skip bins needed; repair steel structures at loading bays / stalls; road markings / traffic signage / loading bays; blocked storm water catch pits; parking bays demarcation; gutters and rainwater pipes blocked / replaced; new firefighting equipment; electrical reticulation and COC compliance; Clear Vu fencing; OHS signage and fire evacuation.	Fencing external OHS Waste skip Electrical	Completed (100%)
14	Metro Mall Block C	Storm water drainage system at both blocks is blocked; new box gutters to all levels; remounting and new grids; waste water pipes from kitchens at Block C leaking; walls and floor slabs cracked; replace gates; electrical reticulation and COC compliance; demarcation OHS signage / fire evacuation.	Structural Engineers Specialist contractors	Completed (100%)
15	Midrand Taxi Rank	Painting entire facility; ablutions renovation / revamp; OHS full compliance; also firefighting equipment	Revamping of all toilets/ OHASA and Painting of the entire facility -	Completed (100%)
16	Kwa Mai-Mai	Blocked storm water catch pits; leaking water taps; installing of manhole covers; cleaning and fumigation services; new skip bins; concrete wash troughs; electrical reticulation and COC / OHS compliance - fire / evacuation signage; paint stalls; landscaping and parking allocation to food stall area; braais at food court / lighting to bridge area, roofing to stalls - revamp ablutions; partitions to shelters and wash bays next to hall, hall needs tiling / locks / painting - roof leaks.	Skip waste bins Signage Deep cleaning services Building Contractors	Completed (100%)

## Property Management

The Joburg Property Company Social Property Portfolio creates an enabling environment that promotes social and economic growth for the citizens of the City. It aims to create social development and employment opportunities within the City through community based services such as sport and recreation community facilities, libraries, churches, clinics, training, farming and food resilience projects, skills development centres, and early childhood development facilities. This is in line with the attainment of the City’s objectives to achieve poverty alleviation, Black economic empowerment, land reform, health care, safety, security, and a clean environment.

### Key Leases that were issued in the 2015/2016 Financial Year are as follows:

#### Erf 419 Klipspruit – Development Lease for Student Accommodation

Property Description	Expected Development	Development Objective	Anticipated Investment Value
ERF 419 Klipspruit	Student Accommodation	Alleviation of student accommodation shortage levels	R20 million



#### ERF 5205 Chiawelo

Property Description	Expected Development	Development Objective	Anticipated Investment Value
ERF 5205 Chiawelo	Community Centre, Drug Rehabilitation and Skills Centre	To promote social cohesion and create a community centre	R10 million

#### PTN 140 of Farm Klipfontein 203 IQ - Randburg home affairs parking lot

Property Description	Expected Development	Development Objective	Anticipated Investment Value
PTN 140 of Farm Klipfontein 203 IQ	Upgrade of the Randburg Home Affairs Parking lot	To optimise the available parking space owned by the City	R10 million

## Portfolio Profile continued

**PTN 130, 136, 137 Farms Alewynspoort 145 IR**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Portions 130, 136, 137 farm Alewynspoort 145 IR	Commercial farming and incubation of the emerging farmers	To catalyse the agricultural sector through the release of commercial-scale farming land	R55 million

**PTN OF ERF 426 Northcliff Ext 2**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Ptn of Erf 426 Northcliff Ext 2	Community Facility Sports Complex	Community involvement with the vulnerable members of the community.  Provides the base for a soup kitchen, after school care and skills centre	R80 000  R150 000

**ERF 348 Diepkloof**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
ERF 348 Diepkloof	Sports Complex	Establish a new multi-purpose sports, community centre focusing on Enterprise Development	(Phase 1) R10 million (Phase 2) R37 817 299

**ERF 6523 Eldorado Park**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
ERF 6523 Eldorado Park	Home Based Support Care Center	Provide Home Based Family support for children with intellectual, developmental, physical disabilities and delays	R50 000

**PTN 406 OF Farm Zandfontein 42 IR**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
PTN 406 of Farm Zandfontein 42 IR	Sports and Recreation Centre	Support of the proposed Bus Rapid Transit System on Rivonia	R500 000





**ERF 22237 Meadowlands**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 26332 Meadowlands	Establishment of a Training Facility	Providing a catering course to the community. NQF Level four qualification fully accredited by the Culture, Arts, Tourism, Hospitality and Sports Sector	R17 million

**Allocation of properties to the Department of health and Social Development for the purposes of establishing shelters for region B**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 2789 Newlands Erven 953 and 954 Windsor	Shelter for displaced persons	Provide shelter for displaced persons	R2 million

**ERF 560 and 561 Vrededorp**

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 560 and 561 Vrededorp	Establishment of a Multipurpose Community Centre	Provision of various skills training facility	R1.5 million



## Portfolio Profile continued

## RE of Holding 134 Glenferness A.H

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Re of Holding 134 Glenferness A.H	Establishment of an Early Childhood Development Facility	Provision of pre-schooling, educational amenities and job creation for the unemployed	R500 000

## Portion 1 and 2 of Erf 436 Linden and Remainder of Erf 437 Linden

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Portion 1 and 2 of Erf 436 Linden and Remainder of Erf 437 Linden	Establishment of a Tennis Academy	Provide a refurbished tennis facility	R135 000

## ERF 104 Dunkeld West

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 104 Dunkeld West	Reinvestment on a bowling facility	Provide a refurbished bowling facility	R70 000

## ERF 46 Buccleuch (E)

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 46 Buccleuch (E)	Community Facility	Create a place of worship and a community facility	R1.2 million

## ERF 11174 Ivory Park (A)

Property Description	Expected Development	Development Objective	Anticipated Investment Value
Erf 11174 Ivory Park (A)	Community Facility	Provide life skills programmes for the youth	R178 500

## RE of Portion 88 Farm Eikenhof 323 (F)

Property Description	Expected Development	Development Objective	Anticipated Investment Value
REM of Portion 88 Farm Eikenhof 323 (F)	Community Facility	Provide life skills programmes for the youth	R178 500

**Long term lease of twenty five years for portions 130, 136, 137 FARM Alewynspoort 145 IR for commercial farming and incubation of the emerging farmers.**

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

These centers will screen and train potential micro farmers to be placed via lease / usage agreements 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 catalyze 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 program.

In order to deliver on this mandate, Portion 130, 136 and 137 of the Farm Alewynspoort 145 IR were identified as potential portions for the commercial farmer who will also provide farming skills and supervision to the fifty emerging farmers that are being allocated fifty hectares. The allocation will be one hectare per one cooperative.

**Municipal Portfolio**

In order 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	Alignment to PIPS
19 servitudes for Sewer purposes 16 servitudes for Right of Way and Municipal purposes 13 servitudes for Sewer and Municipal purposes 10 servitudes for Municipal purposes 8 servitudes for Substation purposes 3 servitudes for Stormwater purposes 3 servitudes for Right of Way and Access purposes 2 servitudes for Water purposes 2 servitudes for the Restriction of Electrical Supply purposes 2 servitudes for Rand Water 2 servitudes for Road Widening purposes 1 servitude for Splay purposes 1 servitude for Right of Way and underground services 1 servitude for Right of Way for the General Public	The servitudes are required for the delivery of sanitation, roads, and municipal services to address the demand and to provide new infrastructure services to areas that do not have access to such basic services as well as to provide services to new property developments.	Registration is done to ensure that Council's services are protected within the servitude areas as the servitude gives the legal right to the Council to use the servitude areas for its services. This enables the Council to provide services to new property developments. It is during these developments that the servitudes are registered.	Investment attraction, retention and expansion Resource Sustainability Safer City

## Portfolio Profile continued

Types of Registration	Service Delivery	Impact	Alignment to PIPS
12 Notarial Ties registered	To ensure that two or more private properties are tied together to be regarded as one for development purposes	Development purposes	
The transfer of 7 Properties registered for Park and other Municipal purposes	To ensure that there are adequate public open spaces for the citizens of Johannesburg for recreational purposes as well as for service delivery	Without the transfer of land to the CoJ for park purposes, public open spaces would be inadequate. Land is also required for service delivery.	

## Municipal Owned Entities Projects

## City Power Projects

Acquisition Values	NOTARIAL Registration Investment	Impact to PIPS	Supported Department/MOE	Current Status
Substations Project	1.2m	Sustainable Human Settlements Economic Growth	City Power	Different portions of Council-owned land are being allocated to City Power for the construction of substations.
Pennyville Switching Station Project	Capex Spent	Sustainable Human Settlements Economic Growth	City Power	The Memoranda of Agreement relating to the Acquisition of Servitudes regarding the Farm Mooifontein 225IQ have been signed by both the owners and JPC and we are awaiting the Surveyor-General's approved Servitude Diagrams to enable JPC's Legal Section to appoint an attorney to attend to the registration of the servitudes in the Deeds Office.

### Joburg Water Projects

Acquisition Values	NOTARIAL Registration Investment	Impact to PIPS	Impact on the JPC Strategic Objective	Supported Department/ MOE	Current Status
Diepsloot Reservoir Project: Portion 984 Knopjeslaagte 385JR	1.5m	Sustainable Human Settlements	Supporting community development and social initiatives Utilising the property portfolio to address social imperatives and priorities Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders	Joburg Water	The Use and Maintenance Agreements relating to Erf 8107 Kensington and Erven 60 and 72 Lawley Estate have been drafted and forwarded to Johannesburg Water for their signature.
Bulk Water Pipeline Project – Steyn City	Capex Spent			Joburg Water	Valuations of the servitudes were done and letters sent out to the 25 affected landowners to inform them of the proposed compensation to be paid to them.
Bulk Sewer Pipeline Project – Kyalami	Capex Spent			Joburg Water	The required Notices of Installation of Pipeline were served in the second half of 2015, JPC has prepared Acquisition of Servitude Agreements which were delivered to the 13 landowners.

### JDA projects July 2015 – June 2016

Acquisition Values	NOTARIAL Registration Investment	Impact to PIPS	Impact on the JPC Strategic Objective	Supported Department/ MOE
Erf 519 Lehae (Region G)	1.26m	Sustainable Human Settlement	Supporting community development and social initiatives Utilising the property portfolio to address social imperatives and priorities Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders	JDA
Erven 868, 869 and 875 Marlboro (Region C)	34m	Investment Attraction Economic Growth Financial Sustainability and Resilience		JDA
Erf 1072 Rabie Ridge X1 (Region A)	4.2m			JDA
Erf 8370 Stretford X3 (Region G)	15m Capex Spend			JDA
BRT Alexandra bus depot Project	4.58m			JDA

## Portfolio Profile continued

### Outdoor Advertising

#### Transformation and Industry Engagement

Following the conclusion of the JPC 2040 Strategy, JPC's Executive Management accordingly initiated a process to produce the City's Outdoor Advertising Strategy and Implementation Plan in support of the Framework and to complement the City's GDS and the JPC 2040 Strategy. The strategy, as approved by the Board of JPC, identified the following key objectives, namely:

**Transformation:** To transform the ownership landscape of outdoor advertising on CoJ land and to create an environment in which access to the industry is not limited to the current few.

**Target:** That BBBEE SMME's, new entrants, women and the youth to account for 60% of revenue generated from outdoor advertising.

**Legalisation:** To legalise all forms of outdoor advertising in the City and rid all illegal advertising by end of 2017.

**De-Cluttering:** To reduce clutter in order to improve the aesthetics of the built environment of the City and to increase the value of the portfolio. To introduce street furniture in various areas and develop high value precincts as identified in the master plan over the next five years.

**Revenue Optimisation:** To restructure the portfolio and implement additional revenue streams in order to achieve R 80m in revenue in the short term to over R 100m and more in the long term to 2025.

**Process Redesign:** To create an efficient enabling environment that will also allow for fair access to the industry in the form of contracts alongside planning rights in terms of applicable laws within a period of at least ninety days.

The Outdoor Advertising Indaba was held on 10 May 2016 and the below resolutions were taken at the Indaba.

- The industry is to come forward and declare all their illegal signs to the City,
- The CoJ, through the JPC and Development Planning, agree to commit to timeframes to remove all illegal signs.
- That the CoJ commits to improving the turnaround times in respect of by-law processes.
- The JPC commits to being the applicant for by-law approval in respect to council owned land
- CoJ commits to consider the reduction of application fees for SMMEs
- The CoJ commits to develop a digital policy for the city. Certain areas have been developed in the Master Plan, and the policy is to follow.
- The CoJ will engage with Development Finance Institutions (DFIs) to assist SMMEs with funding requirements.
- The CoJ will engage with the industry with regards to the proposed outdoor advertising Master Plan as part of the outdoor advertising by-law review process.
- The CoJ commits to partner with the industry to invest in training and development in respect of outdoor advertising.
- The CoJ commits to set up targets in terms of transformation to assist in ensuring more SMMEs participate in the industry

### Dependencies

The following dependencies are critical in the implementation of the strategy for outdoor advertising to realise the objectives as per targets set:

- Finalization of the proposed amendment of the by-laws to give effect to the vision (implementation of the Master Plan) for outdoor advertising on CoJ land/assets and this is envisaged to be completed by December 2016. This process is driven by CoJ Legal and Compliance;
- JPC is depended on the City as the regulator or the City to remove illegal signs to reduce clutter and increase values;
- Successful stakeholder engagement and partnership development on the various components of the plan/ framework to ensure buy-in from all and sundry including intra-governmental co-ordination and co-operation;
- Budget provision to ensure removal of illegal signs, prepare and submit applications to CoJ and or litigation as and when necessary;
- Capacitation of the Company with appropriate skills to ensure delivery of projects remains a priority;
- Development of fora as a means to engage the industry on an ongoing basis on a variety of subjects including an Industry Charter or Code of Practice.

### Summary of outdoor advertising strategy progress

Key Performance Area/s	Implementation Targets	Progress to Date	Alignment to PIPS
Transformation and new business development projects	Set up a forum with Black owned Media Entities	An interim forum has been set up.  Outdoor Advertising Indaba was held on 10 May 2016	It was agreed that the City would rely on members of the industry to regularize their sites, to consult freely with the players in the City, and to ensure that a common goal is sought.  This will enable all to realise the proper margins on their portfolio as clutter and devaluing are done away with.  It was also agreed that another dialogue would follow from this in six months' time (by November 10th) to ensure that the industry would continue to work together.  Those on the database would receive regular communication from the City in the interim as a result of deliberations.  The media would also be utilized to achieve an on-going discussion with the residents and the City with regards the industry and their concerns.  Report to Maycom: Programme of Action Resolutions adopted at the Indaba

## Portfolio Profile continued

Key Performance Area/s	Implementation Targets	Progress to Date	Alignment to PIPS
	Tender for Taxi Ranks, BRT	TOR developed and finalised  Project delayed to allow for legal guidance on the TOR particularly BBBEE legislation and to allow inputs from Transformation and SCM	Appointment by September 2016
	Tender BBBEE Managing Agent	TOR developed and finalised  Project delayed to allow for legal guidance on the TOR particularly BBBEE legislation and to allow inputs from Transformation and SCM	Interim report by September 2016  At least 25% implementation (formalisation) by December 2016
	Conduct feasibility studies to set up a Localised Manufacturing Plant/s: Street Furniture and Amenities: The Outdoor City	Business case finalised  Transformation Project-SMME's development/new entrepreneurs (through Jozi@Work programme) in the following sectors:  Research and development for uniform designs, technology and alignment to the CoJ Smart City concept, rigging and construction of public amenities, printing and production  Recycling and solar for billboards and street furniture (support Green Economy), etc.	Project modelled and to be piloted around Public Toilets project (Jozi Toilets 2000)  Suitable land identified Finalise feasibilities by September 2016



Key Performance Area/s	Implementation Targets	Progress to Date	Alignment to PIPS
By law and law reform by COJ	Participate in review of By laws by CoJ Legal and City's Planning Department	<p>Submission made to CoJ Legal on the By-laws.</p> <p>Workshop on the Bylaws finalised in December 2015</p> <p>New By-laws being drafted by CoJ Legal</p> <p>Project timelines to be provided by CoJ upon finalisation of the draft that will include framework</p>	<p>Public Participation and or individual consultation</p> <p>Agreed with CoJ that Master Plan to be incorporated into CoJ By-laws and managed by CoJ Planning as part of CoJ SDF's</p> <p>Process of amending By laws expected to be finalised within 6 months by CoJ Group Legal Department and the City's Legislature (Speakers Office)</p> <p>Public participation required</p>
Restructuring of the portfolio	Financial Due Diligence	<p>Service Provider appointed</p> <p>Draft Report being finalised by Ad Hoc Committee under the auspices of JPC's Internal Auditor and Finance</p>	<p>Report by September 2016 by Service Provider</p> <p>Process to be finalised by December 2016</p>
	Portfolio restructuring	Depended on approval of Master Plan by Council and redrafting of By -laws	Report to Council alongside By laws and Master Plan process
Public amenities and WI-FI	Pilot project for public ablutions and park furniture in CoJ Parks	Engagement with CoJ not finalised	<p>To be incorporated into street furniture programme and the roll out of public ablutions facilities in CoJ</p> <p>Finalise Smart Park In Alexandria currently being circulated for comments to be funded by Gautrain/Bombela Consortium</p>

## Portfolio Profile 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.

Significant achievements by the unit in the year under review include:

The **Office Space Optimisation (OSO)** programme that 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.

## Highlights and Achievements for the 2015/2016 Financial Year

### Property Plans for 8 regional precincts in the Office Space Optimisation Program

As the first step in the development of the eight identified precincts, JPC has completed bankable business plans for each precinct. These plans include:

- Completion of site investigations involving a rigorous study of all conditions that may restrict or define the development of the site. The site investigation considers site conditions and restrictions in five areas:
  1. Physical
  2. Legal
  3. Servicing
  4. Social
  5. Economic
- Creation of a Development Proposal for the site
- A bankable feasibility/ viability assessment

A total of 801 967 m<sup>2</sup> of new development is proposed across all eight precincts as per the table below.

	Metro Centre	Region A: Midrand	Region B: Randburg	Region C: Roodepoort	Region D: Jabulani	Region E: Watt Street	Region F: Turffontein	Region G: Orange Farm/ Ennerdale
COJ Office	81 028	5 536	5 373	5 294	5 294	5 294	5 500	5 294
3rd Party Office	47 510	25 400	10 000	5 000	10 000	9 438	4 000	2 000
Retail	22 374	22 774	15 000	3 000	6 000	11 923	12 500	25 000
Residential	71 208	65 000	80 000	13 185	40 000	40 124	85 000	36 000
Hotel	15 658	1 229			1 000			
City Hall Caucus	3 031							
<b>Total</b>	<b>240 809</b>	<b>119 939</b>	<b>110 373</b>	<b>26 479</b>	<b>62 294</b>	<b>66 779</b>	<b>107 000</b>	<b>68 294</b>

Work will now begin on the preparation of sites for development as the second phase of the program. This preparation will include all activities required for the identified land to be development ready, including obtaining the required land use rights. Once preparation is completed, development partners can be sought to execute the development.

### **Superstructure of Council Chamber Completed**

The superstructure of the iconic New Chamber was completed this quarter, including the link bridge structure, as well as the first and second floors that together with the roof and are now ready for the installation of the specially designed glass façade and completion of finishes and fittings.

The chamber is the first phase of the Office Space Optimisation Program that aim to reconfigure and optimise Council's office accommodation in such a way as to catalyse redevelopment of marginalised areas and concrete the Corridors of Freedom.

### **Jabulani Square and Jabulani Amphitheatre**

Jabulani square is part of the "Cultural Heart" of the Jabulani CBD project. The "Cultural Heart" development will build on the success of the Soweto Theatre that was delivered by JPC in 2012. The objective of the development is to consolidate this 15ha precinct into a cultural destination precinct supporting a variety of cultural activities including the Vuyani dance studio, MK veteran's museum, and the Semenye Music School as well as variety of other cultural uses.

The historic Jabulani Amphitheatre is being redeveloped to become a functional performing arts venue to support programing in the Soweto Theatre. The upgrading includes various functional upgrades to ensure compliance with modern health and safety standards. The redevelopment started in May 2016 and will be completed in September 2016.

A new square was built to function as a focal point for the cultural facilities in the precinct and will function as an ad-hoc performing venue in its own right. The square was completed in May 2016.

### **The Cambridge, Bryanston X 78**

Cambridge is a 440 unit high density residential development with an expected investment value of R300 Million. The 1, 2 and 3 bedroom apartments (priced from 840 900 to 1.5M) will be a truly unique blend of trendy urban and chic style on a 5.8ha site in Bryanston. The development boasts walkways for physical wellbeing, an entertainment area for social wellbeing, as well as a restaurant for convenience of living.

Each wi-fi ready apartment comes with free appliances including a washing machine & tumble dryer, fridge and dishwasher, and has prepaid water, gas and electricity. The Cambridge development also includes:

- Lifestyle centre
- Restaurant
- Swimming pool
- Boutique gym

### **Bara Retail Shops**

This 1200m<sup>2</sup> retail development forms part of the Bara Central Precinct. The Precinct Development that was completed in 2013 is at a strategic location off Chris Hani Drive adjacent to the newly upgraded Bara Public Transit Facility and opposite the Baragwanath Chris Hani Hospital.

In order to capitalize on the precincts potential and maximize returns for the City, the redevelopment of the precinct into a vibrant, high density mixed use pedestrian orientated precinct with a high quality public environment was conceived.

The development comprises of a double storey retail centre with 4 line shops on the ground floor and possible single open commercial space on the 1st floor not exceeding 70% of the floor area.

The average shop sizes shall be +-150m<sup>2</sup> with pedestrian passageways in-between.

The R8 million development which provides retail space to local SMMEs was completed in March 2016.

## Portfolio Profile continued

### City Lodge Hotel Newtown

The development of a 148 room hotel for City Lodge is the final phase of the Newtown Junction development that is the largest investment in the Johannesburg CBD in its recent history.

The development is a key component of the Newtown Cultural Precinct redevelopment project that aims to revitalise the precinct as a heritage and cultural destination. The entire development embodies a holistic vision - connecting the past, present, and future of this built environment together with care and flair. Newtown Junction will be sustainable while preserving Joburg's history and revitalising its heritage, and creating a space that is relevant to those who live, work and travel in the city today.

The R99 million development now provides critical hotel accommodation and conferencing facilities and was completed in February 2016.

### Completion of Line shops, Kgoro Development Sandton

The completion of 16 Convenience retail shops fronting onto West and Rivonia Streets support the Gautrain Station and provide active frontages onto these streets to support "walkable" streets. The development entailed the fit-out of 680m<sup>2</sup> of retail space at a cost of approximately R10 Million and was completed in September 2015.

### Eldorado Park 4037

Affordable houses were delivered by an emerging developer on an on-demand basis. Three additional houses were built in the current year bringing the total number of houses built to twenty six.



Eldorado Park housing project

### Newtown Filling Station Upgrade Completed

The City of Johannesburg's rejuvenation of the Newtown Precinct into a safe, vibrant, and liveable mixed-use urban space has been given a major facelift. What was once an ordinary filling station along Bree Street, between Museum Africa-Mary Fitzgerald Square and the Oriental Plaza in Fordsbury, has been transformed into a modern mini-business complex boasting a 24-hour Sasol garage; Sasol Delight convenience store; Standard Bank, ABSA and First National Bank ATMs; a Mochachos chicken outlet; and a Mintys Tyres fitment centre. The upgrade with an investment value of R15-million was completed in May 2016.

### **Jabulani Brook Residential**

This 150-unit development is the next phase in the roll out of the high density residential development of over 4 200 new units that has been planned across six of the available residential development sites.

The R45million development will cater for the needs of the modern South African lifestyle in Soweto and is bringing more appropriate densities in close proximity to services amenities. The one and two bedroom units range in size from 56 -60 m2 with high quality finishes. These additional units have been bought by Madulammoho and IHS at R309 000.00 per unit and will be rented to prospective tenants.

### **Riverview Diepsloot**

The project is located on 270ha of land that previously formed farm of the Joburg Water Northern Farm. The land is strategically located between Diepsloot and Steyn City and as such offers a unique opportunity to integrate these economically diverse areas.

The development will comprise of mixed-land use development including residential, business, and retail and will deliver over 10 000 mixed income residential units with a total investment value of over R2 billion. A variety of residential opportunities are being provided to cater for a range of housing needs, including freestanding two and three bedroom FLISP houses ranging in size from 45-55m2, high density rental units, and high density Subsidy Scheme (RDP) units. The costs of units range from approximately R500 000 to "give-away" subsidy scheme units. All housing is being developed within a single community to ensure integration and social inclusion.

Progress to date:

- Phase 1 of the development has commenced and 430 stands are serviced with roads, water and sewer, over 200 houses have been completed to date. Construction of all houses in phase 1 is due to be completed by February 2016.
- Site Acquisition is complete.
- Town planning status: Section 82 was issued.
- Building Plans Approved, NHBRC Enrolments Received.
- Construction status: All Civil and Electrical services completed and handed over to COJ and Eskom.

### **Construction at Alex Mall**

Development of the new Alex Shopping Mall (30 000m<sup>2</sup> Area) Project will stimulate the local economy through a capital injection of ±R600 million and will strengthen operational abilities of GALXCOC. Development of the new Alex Shopping Mall will also create work opportunities to reduce unemployment levels and will create an attractive modern retail landscape utilizing Tsutsumani as the gateway to Alexandra via Vincent Tshabalala Road (London Road).

The project is being delivered by the Greater Alexandra Chamber of Commerce and Industry (GALXCOC) and will focus on local procurement during construction and operation, providing franchise opportunities to locals, formalizing informal trade opportunities, thereby creating large scale employment.

The superstructure of the phase one of the centre has now been completed.

## Portfolio Profile continued

### Orlando eKhaya Waterfront Park

The Waterfront is one of the catalytic projects within the Orlando Ekhaya Development Precinct that seeks to grow as a regional destination for retail, recreation, tourism, investment, and residential densification.

The Orlando Dam and Waterfront Park are at the heart of the precinct and will serve as a catalyst and inspiration for on-going development. The Park has been conceptualised as a high quality urban park with world class facilities provided in an urban setting. The development also includes three development sites earmarked for a restaurant, community facility, and tourism hub respectively.

JPC is installing bulk water, sewer, stormwater, electrical, and road infrastructure to the above development sites in addition to landscaping the park and developing a public toilet facility in the park. The servicing, landscaping, and toilet facility have been completed. The new entrance road will be completed in the new financial year.

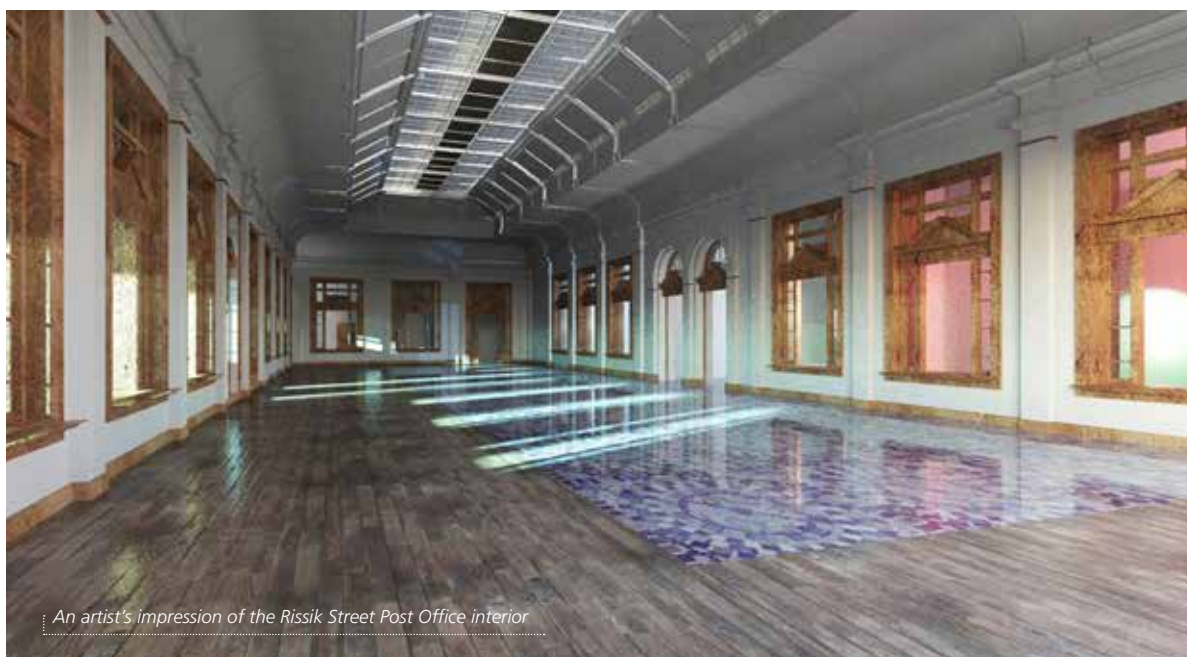
### Rissik Street Post Office

JPC is busy restoring this heritage building that was devastated by fire 1st November 2009. Remedial work, including replacing the roof and stabilizing the building, was undertaken by JPC after the fire in 2010-2011. JPC is now undertaking the first phase of the restoration that involves the clean-out of the building, establishing temporary power, and installing a structural steel skeleton inside the building to ensure the structural integrity of the building. This phase is due to be completed in October 2016.

The steel skeleton will form the basis of the adaptive reuse of the building that will be phase 2 of the restoration. At present JPC is investigating the use of the building as Mayoral offices. Designs are in development and JPC is actively seeking funding for this refurbishment.

The long term upgrade will involve the full heritage restoration of the building. All works will be undertaken in accordance with heritage guidelines, regulations, and public meetings provided by the Provincial Heritage Resources Authority - Gauteng (PHRA-G)

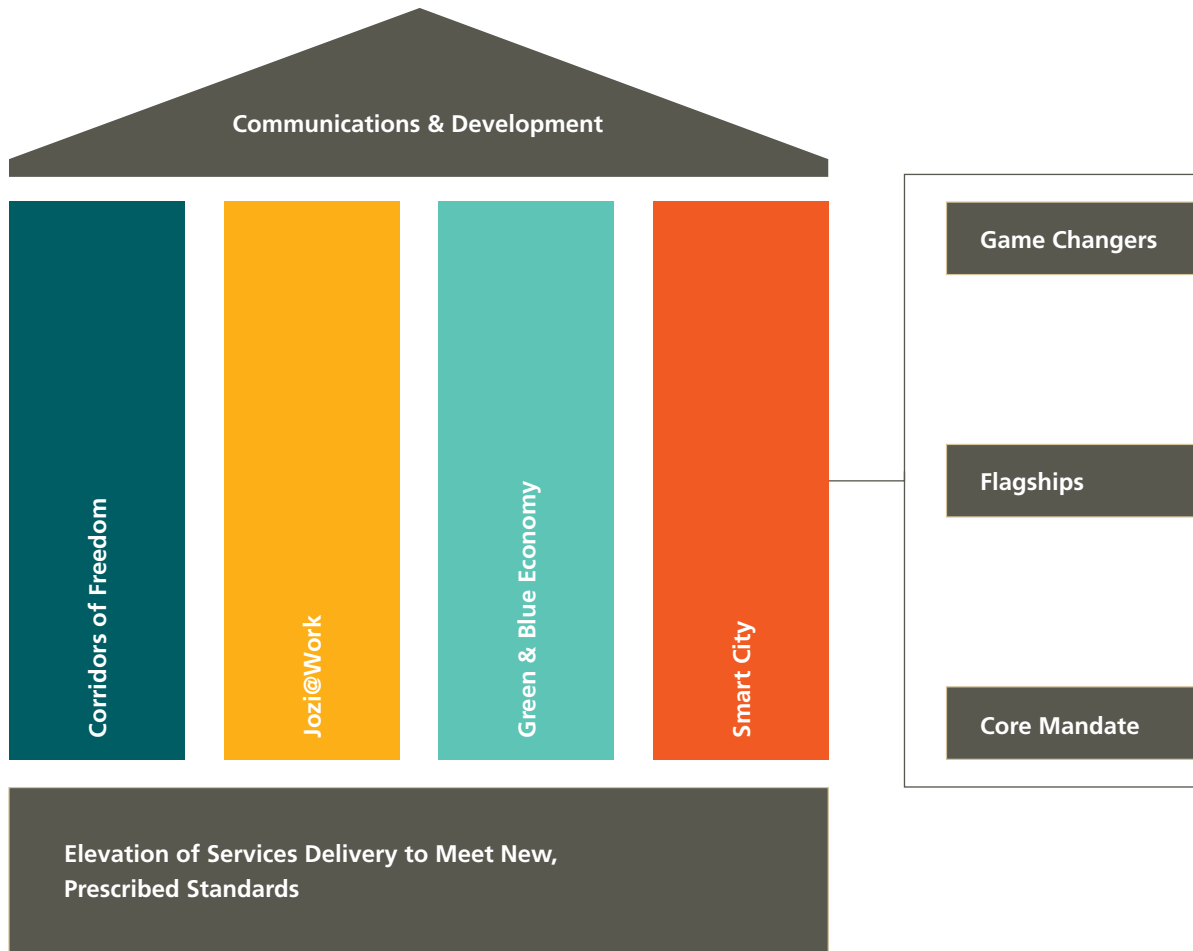
To date all steel required for the skeleton has been procured and fabricated and the foundation level on the south side of the building has been cast. Foundation work on the north side of the building has been delayed due to an unexpected water seepage problem. The source of this seepage is currently being investigated.



*An artist's impression of the Rissik Street Post Office interior*

### JPC Response to the “House”

The House below encapsulates the Priority Implementation Plans of the City. And JPC’s performance against the Priority’s set out



### Stakeholder Awareness During the Period Under Review

Client Relations attended a CoJ: Information Day initiative at Oriental Plaza representing JPC in August 2015. The information session was positively received by the public. JPC’s processes were communicated at the information session.

### Knowledge Management

Client Relations attended the CoJ Knowledge Management Forum meeting on 22 September 2015 on the ways and means to implement Knowledge Management at CBO. Corporate services are currently engaging on the implementation of the program within JPC.



## Portfolio Profile continued

### Executive Mayor Stakeholder Engagement Day Tirisano-Mmogo Visibility Public Programme

St. Mary's Cathedral presented a proposal for the creation of a Cathedral Precinct. JPC is required to participate in the block approach required by the Executive Mayor, and to contribute to the precinct plan in terms of the public ablution facilities, informal trading areas and public transport facilities managed by JPC.

The Ntirhisano Project meeting was held on the 11th and 12th May 2016 and the following issues were raised and are receiving attention:

- Erf 1074 Rabie Ridge
- Land required for residential in Rabie Ridge such as Erf 1169 Kaalfontein
- Erf 5323 Ivory Park
- Rabie Ridge multipurpose shopping centre land required
- Erf 4921, Bambanani Industrial site used for building rental houses for rental.
- The MEC suggested that JPC conduct an open day at Ivory Park.

CBO is currently preparing for the handover of Title Deeds in 5 regions as part of the Tirisano-Mmogo programme.

The Provincial Ntirhisano initiative was handed back to local government and is now known as the Ntirhisano Mmogo Programme. 99% of matters raised were regarding the delivery of basic municipal services which are outside the JPC mandate though JPC continues to participate.

### Members of Mayoral Committee and Councilors' Meetings

Various meetings were held with MMC's and Ward Councilors to escalate and expedite property related issues largely long outstanding matters. CBO continues to oversee the resolution of these.

### Other Stakeholder Engagements

#### Department of Public Works

A meeting was held with DPW officials to seek resolution to long outstanding matters namely Erf 4506 Johannesburg – Drill Hall, leases of police stations (current and future based on a study being undertaken), and the acquisition of two properties namely RE Ptn 78 Farm Langlaagte 224 IQ and Ptn 1 Erf 1 Diepsloot.



### Corridors of Freedom (Pillar 1)

As part of a Mayoral Priority Project, the CoJ has, through the COJ Department of Planning, mandated JPC to acquire properties along the Louis Botha, Empire-Perth, and Turffontein Corridors. The Planning Department identified and negotiated the acquisition of twenty seven 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 conveyancers.

Erf 28 Orange Grove	Transferred	Erf 5 Orange Grove	Transferred
Erf 247 Orange Grove	Transferred	Erf 229 Orange Grove	In process of transfer
Erf 36 Orange Grove	Transferred	Erf 243 Wynberg	In process of transfer
Farm Allandale No10	Transferred	Erf 256 Wynberg	In process of transfer
Erf 42 Orange Grove	Transferred	Erf 1663 Orange	In process of transfer
Erf 249 Orange Grove	Transferred	Erf 37 Orange Grove	In process of transfer
Erf 247 Orange Grove	Transferred	Erf 937 Orange Grove	Transferred
Erf 1656 Orange Grove	Transferred	Erf 300 Houghton Estate	In process of transfer
Erf 47 Orange Grove	Transferred	Erf 301 Houghton Estate	In process of transfer
Erf 46 Orange Grove	Transferred	Erf 336 Houghton Estate	In process of transfer
75 Unaville	In process of transfer	Erf 337 Houghton Estate	In process of transfer
Erf 245 Orange Grove	In process of transfer	Erf 227 Orange Grove	In process of transfer
Erf 1658 Orange Grove	Transferred		

### Jozi@Work (Pillar 2)

Item	Region	Work Packages	Number of Packages	Value (R)	Jobs
Council Chamber	F	Painting	1	785 770	5
		Floor Covering	1	306 352	6
Pikitup Office Refurb	F	Harambe youth (training)	1	42 500	17
Jabulani Amphitheatre	D	Demolitions & Alteration	1	218 514	8
		Excavations	1	127 487	4
		Plumbing	1	93 500	4
		Stormwater	1	289 000	4

Portfolio Profile continued

ITEM	Region	Work Packages	Number of Packages	Value (R)	JOBS
IOC Martindale	C	Demolitions	1	37500	15
		Cleaning	1	25000	5
		Painting	1	50000	10
		Tiling	1	20000	2
<b>TOTALS</b>			<b>11</b>	<b>1 995 623</b>	<b>80</b>

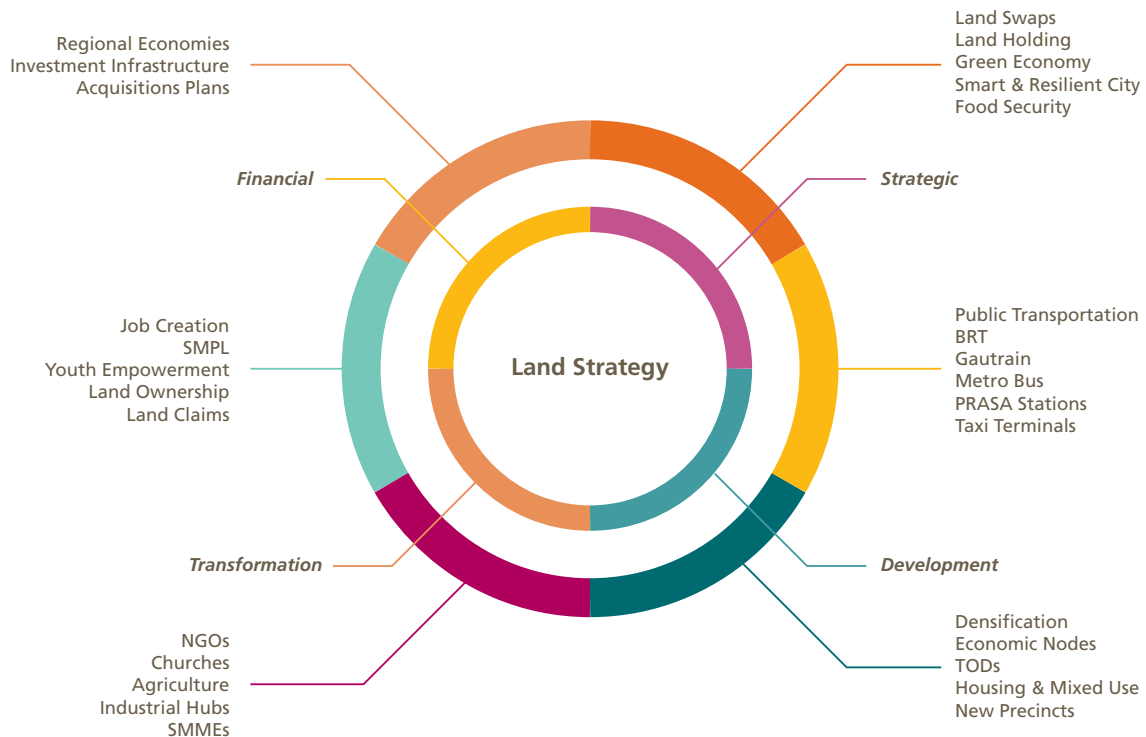
**Office Space Optimisation (OSO) (Pillar 3)**

**Phase 1:** JHB CBD Construction of the Council Chamber Wing in line with Green Principles. The building will be the pinnacle of “green building” practice and will be the first publicly owned building to be Green Star rated.

**Smart City: Land Strategy (Pillar 4)**

The JPC’s emphasis is that land must be viewed as a key resource that is fundamental in influencing and shaping desired spatial, social, and economic objectives. It is a key resource that can be utilised to achieve the City’s policies, goals, and objectives. JPC is the only municipal owned entity that manages the City of Johannesburg’s diverse and specialised property portfolio. To this effect, it is tasked with transforming and utilising the portfolio in a manner that will provide sound benefits and enable the City to achieve its economic, social, and transformational goals and objectives.

**A Dynamic Changing City**



In response to the City’s Growth and Development 2040 Strategy (GDS 2040), JPC developed a JPC 2040 Strategy “Transformation Through Property”, that will play a role in supporting the City’s strategic priorities, including economic and social development, as well as the City’s service delivery and transformation objectives.

JPC has therefore embarked on a strategic move to develop a Land Strategy that will guarantee that the utilisation of the property portfolio is in the interests of the City’s strategic and transformative objectives, so as to ensure that:

- The City’s properties are comprehensively well-managed;
- Decision-making on property related matters is faster but also well-considered within a sound strategic framework;
- There are well-considered public property developments supporting City’s strategy; and
- The Land Strategy supports all strategic frameworks within the City and responds to the City’s service delivery requirements.

### Land Strategy Progress

JPC embarked on a strategy to develop a comprehensive Citywide Land Strategy. The outcomes of the Land Strategy will ensure the effective and efficient management of JPC’s property portfolio, provide a platform for effective decision making within a sound strategic framework, and ensure efficient utilisation of land to support Smart City, Green/Blue Economy and Urban Regeneration Asset Register Movement.

The Land Strategy has taken shape and is currently progressing at a rapid speed and has been rolled out in the following phases that include the progress to date:

Phase No	Milestone	Progress	Due Date
1	Developing the Decision Making platform	Completed	
2	The Policy Framework	Completed – to be workshopped	
3	Research and Analysis	Completed	
4	Developing the Property Portfolio	In Progress	30 Sept 2016
5	Developing the Land Strategy	In Progress	30 Sept 2016 (draft)
6	Developing the Enabling Policies and Instruments	To take place after the workshop	30 Sept 2016 (draft)
7	Finalise Project Documentation and Close Out		31 Dec 2016

### Customer Relations Management

The purpose of the Client Services and Customer Care Unit is to provide a customer relations service for its citizens, the City and its entities that ensures the effective, reliable, and improved business efficiency within JPC, timeous resolution of customer enquiries, and tracking the progress of transactions relating to Council-Owned Properties and Facilities Management Services.

- Promote JPC as a professional, transformative and customer centric organisation.
- Effective, reliable and improved business efficiency within JPC.
- Position JPC as an employer of choice.
- Foster a corporate social investment and sustainability culture.
- Build and maintain sustainable relations with JPC stakeholders and the property industry at large.

## Portfolio Profile continued

The Company values have become an ethical foundation and are fundamental to the JPC's success. Such values define the company and set it apart from the competition. They underlie the Company's vision of the future, its business strategies, decisions, actions and behaviour. Company values form the backbone of any successful organisation and are not just important, but rather are crucial to the overall ascendancy of JPC.

Currently JPC stores all its property transactional information on the PIMS System, its financial / billing information on the Nicor System, and its asset register is maintained on an Interland System that is in process of migrating to the City's Land Information System. With the integration of the Nerve Centre Councillor Help Desk there will be one seamless system aligned to PIMS.

The Call Centre will be established on the SAP Platform that the City is currently utilising which will reduce the set up costs substantially.

In order for the call centre to be effective and efficient and to adhere to the turnaround times as set by the shareholder, it is required to have accessibility to all data bases that must be properly maintained and up to date. Without access to this up- to-date information, the call centre will not be in a position to respond to stakeholders immediately and matters would be required to be referred to a back office to gather this information.

The business processes have been mapped for all core and support functions:

- JPC Property Value Chain
- Transactional Activity
- Property Portfolio (acquisitions, servitudes, Municipal)
- Property Portfolio (Commercial, Social – lease renewal)
- Property Development
- Asset Management
- Facilities Management
- Finance
- Supply Chain
- Legal Services

Client Service Help Desk / Call Centre: The Technical specification and process have been developed and will be mapped to the core and support departments.

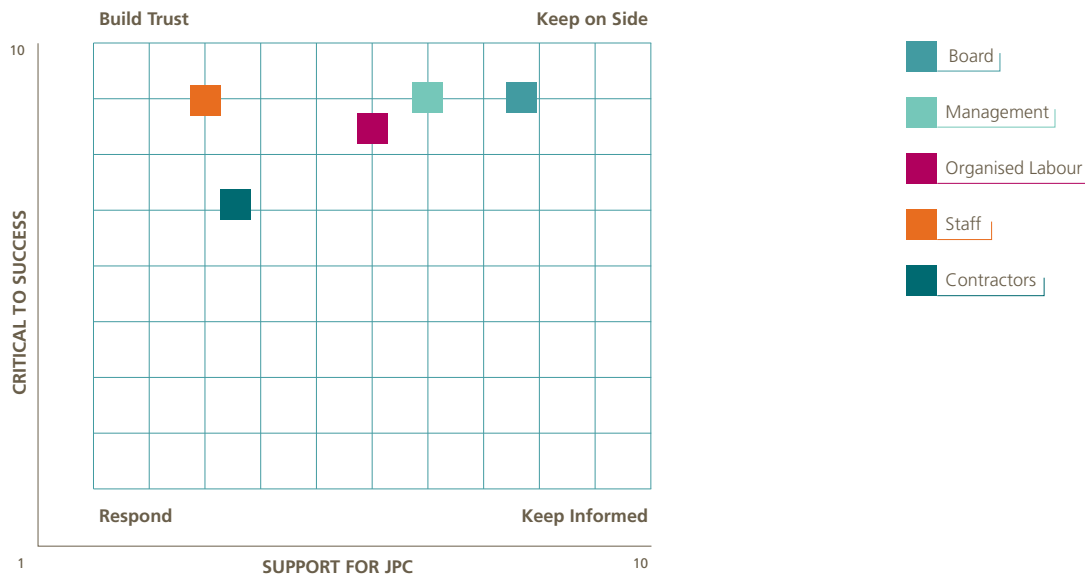
## Marketing and Communications

The JPC Marketing and Communications Strategy was approved in May 2015 and the focus for the department in the first quarter had a tactical component that looked at the brand within the organization, before looking to brand perceptions in the various external markets.

### Internal Communications

Internal communications included two staff newsletters that were created during the year. *Getting to Know You* was the first issue and had a focus on the team and their lives outside the office, their interests, hobbies and how long they have been at the JPC, whereas the second issue, *Staff Talk*, had a business operation focus.

Additionally, there was the celebration of birthdays on a monthly basis where each staff member was invited to join the CEO for tea and conversation. This initiative was specifically aimed at creating social cohesion amongst employees. These activities emanated from an internal stakeholder matrix that was developed to measure the influence the various activities have on the success of the marketing and communications strategy, as well as the current perceptions of the JPC.



### Tours of Developments

There are regular tours that are conducted to the developments that the JPC manages. In September a Board tour was conducted to eight developments, these were Orlando eKhaya, Bara Central, Paterson Park, Johannesburg Holocaust and Genocide Centre, 27 Boxes, Newtown; Kwa Mai-Mai, and the OSO Metro Centre Precinct.

The Auditor General commended the JPC after being taken on a tour of the following precincts; 27 Boxes in Melville, Phase 1 of the Potato Sheds Mixed-Use Development (Newtown Junction) valued at R1.3 billion, and the Council Chamber Development at the Metro Centre Precinct. This was for purposes of verification.

Two Media Tours were conducted in February and May 2016. The purpose of these tours was to share with the members of the media and subsequently the public, the work of the JPC and encourage the visitors to tell of their experiences at the developments and to interact with the development team. There was significant publicity generated from this journalists' tour. In February the sites visited were The Soweto Theatre and Amphitheatre, The Council Chamber, and Newtown Junction. In May the sites visited included the Council Chamber, Bara Central, the Johannesburg Holocaust and Genocide Museum, as well as Newtown Junction.

### Social Media

On the 1st of February, the JPC launched its four social media platforms; Facebook, LinkedIn, Twitter and Instagram. These are updated on a weekly basis to showcase the projects and share media coverage that is available about us with our followers. This allows for immediate and wide reach to the crucial stakeholders like councillors and citizens. These platforms are inexpensive and have allowed JPC topics to trend.

### Advertising

Press releases that were developed and issued to media gathered traction with various publications both print and online. The angle of these articles has been to position the JPC locally and globally as a leader in Property Portfolio Management and Outdoor Advertising Management.

The only paid for advertorial this year was in Leadership magazine in February 2016. The SAPOA Conference also provided room for JPC advertisements as part of the sponsorship agreement.

## Portfolio Profile continued

This year the JPC featured in the following online publications:

- Green News Development, feature discussed the Green Star Rating for the Council Chamber.
- CoJ website carried all the press releases featured on the developments.
- South African Property Owners' Association (SAPOA's) website featured the platinum sponsorship partnership that was addressed from April until June. Also, it made reference to the training programme that JPC offers its staff members.
- South Africa Institute of Black Property Practitioners (SAIBPP) featured the JPC as a gold member and also the efforts of the organization to transform the industry.

Media monitoring grew considerably in the period January to June 2016. Showing a vast growth in the organization's media presence. A number of property developments featured prominently in print media, and the CEO featured on a number of radio stations. The press media featured developments such as the Council Chamber, Newtown Junction, 27 Boxes, Public Convenience Facilities, Pimville, Jabulani, the Totem Project, the SAPOA Platinum Sponsorship and lastly.

The topic that received the most coverage by media however was the Outdoor Advertising Indaba and the issues of transformation in the industry as well as illegality of the many operators that exist. This was covered in the media, social media, and radio broadcasts – Talk Radio 702 and Kaya FM.

While the bricks and mortar projects were most sought after by media, there was also interest in issues such as the JPC's investment in staff through the Wits Built Environment courses.

There were a number of media queries that pertained to recreation facilities, council owned property.

Radio broadcasts were kicked off with the Talk Radio 702 broadcast interview on the JPC. This was followed by a few other interviews on community radio stations like Radio Today.

### External Events

- Outdoor Indaba – 220 delegates in May
- African Construction and Totally Concrete Expo
- SAPOA Platinum Sponsorship Announcement in Parktown in April
- CEO Stakeholder Dinner in June

### Internal Events

#### JPC Women's Day Breakfast

The theme of the JPC Women's Day was "Women Uniting in the Pursuit of their Destiny". The event served to heighten the pivotal role women can play in society as leaders, workers, wives, mothers, grandmothers, and daughters of tomorrow. In particular, the message encouraged JPC women to actively play a leadership role in the Company's renewal process by being proactive agents of change and creating opportunities for their own personal growth and development. This is in alignment with the JPC strategic objective of being "an Employer of Choice" who invests in employees who positively transform the workplace.

#### JPC Health and Wellness Programme

The primary objective of this series of regular events was to inform, educate, and create awareness of the sustained long-term benefits of leading a healthy and well-balanced life amongst all JPC Employees. The programme of events positioned JPC as an "Employer of Choice" who invests in their human capital and most valued asset. JPC is committed to providing avenues to encourage healthy living as a way of life.



Since September 2015 the JPC has taken a holistic approach to enhancing the well-being of employees by ensuring a well-balanced and productive workforce. It offered a pro-active “Wellness Service” to develop and improve employee self-esteem and morale, thereby creating a heightened consciousness of the sustained long-term benefits of committing to living a healthy, well-balanced life. This exercise built a sense of ‘belonging’ within an embracing and compassionate company.

On 02 October 2015, a comprehensive health screening and CANSA Shavathon for JPC employees was hosted at Braampark. The theme for the event was “Uniting Healthy Minds Results in a Productive Workforce.” The services offered on the day included a Shavathon, SANCA’s substance abuse talks and information booklets, testing of blood pressure, body mass index, glucose, cholesterol, haemoglobin, HIV, and smoking status.

During November 2015 Employees were educated about the risks of diabetes and the JPC Aids Day was commemorated during December. HIV/Aids Awareness brochures were printed and distributed to employees. A candle lighting ceremony was held at Braam Park and the various depots on Friday, 04 December 2015.

### **JPC Morning Teas with the CEO**

As part of the JPC Employee Engagement, a high tea for all employees was planned. Personalised JPC branded cards were designed and printed and branded invitations were sent out to birthday employees. The CEO greeted the birthday employees and treated them to cake and tea.

### **JPC Wits and SAPOA Awards Ceremony**

An awards ceremony for JPC students who enrolled in short term courses was held to recognise students’ achievements and milestones. The ceremony was held at the Wits Club and was hosted by SAPOA and Wits. Both the JPC and SAPOA CEOs addressed the students and internal marketing assisted with social media and photography at the event. There were individual and group photo opportunities thereafter.



JPC Certification Ceremony

## Portfolio Profile continued

### Internal Focus

The Marketing and Communications Unit had an internal focus as it entered the 2015/2016 period. This was a deliberate endeavour in support of various Change Management initiatives and for the embedding of core Values, Vision and Mission and Core Business of the Company. The Unit adopted an integrated employee involvement and participation approach. This approach has further been used in various Corporate Social Investment initiatives like the Mandela Day Programme, the Women's Day event and various Newsflashes.

Communication with employees, informing them of organisational change took place on multiple platforms. These included newsletters, online newsflashes, leaflets, competitions, and facilitated focus groups. A deliberate strategy was introduced to ensure that communication emanating from the organisation was translated into the vernacular. The latter was received well by employees located at JPC depot as the messages and themes immediately resonated with them, eliminating the need for an interpreter.

Campaigns were run on profiling individual employees, 'Getting to know you' about their hobbies, their family lives and favourite dishes etc. This had the effect of bringing about humour and a lighter side to the workplace and was a conversation point in the coffee and lunch breaks. A sense of connectivity was created amongst employees whom would have ordinarily not gotten to know that much about each other.

### Corporate Social Investment

#### JPC Mandela Day, JPC Children's Festive Event; JPC Senior Citizen's Lunch, and Bring Joy to Someone's Heart Gift Collection

A great sense of philanthropical spirit and unity was created at JPC when the Communications and Marketing team led the Mandela Day '6 crops and 7 gardens' which took place from 20 to 24 July 2015. JPC's purpose is to make a meaningful, tangible difference to communities and in so doing fulfil the Company's vision of enriching the lives of Johannesburg Citizens. Employees actively volunteered their time and worked in conjunction with communities in planting vegetable gardens across seven regions. In terms of strategic objectives, the event promoted a culture of corporate social investment in all 7 regions that the JPC serves.





*Children from the Day-By-Day Aftercare in Meadowlands, Region D strike a pose after having their faces painted at the 2015 JPC Children's Festive Event.*

### **A Multi-Platform Communications Medium**

A multi-platform communications medium was developed in conjunction with the University of Johannesburg that allowed for greater reach to JPC primary external stakeholders, inclusive of councillors and MMC's. The multi-platforms included social media like Facebook, Twitter, and WhatsApp. The solution also included the broadcast of JPC themes and messages on mediums such as DSTV. Economically the solution was very prudent and the communications team was able to negotiate a rate 50% below the market price.

The development and packaging of JPC products and services also took centre stage in the period under review. Extensive work was undertaken with regards to OSO, asset verification and the imminent land strategy. Marketing and Communications ensured the packaging and channelling of the products to market, enabling the successful role out of core business objectives and timelines.

### **Media and Public Relations**

The strategic thrust of JPC's Media and Public Relations is to build and develop relationships with the media and to constantly inform the public of the JPC's mission, policies, practices, and projects in a positive, consistent and credible manner. Through both proactive and reactive activities, Communications continues to position the JPC locally and globally as a leader in Property Portfolio Management and Outdoor Advertising Management.

Leadership Magazine was one of the publications that was identified to place advertorials and packaged messages to position the JPC brand externally. The publication provides insight, business intelligence, and interviews with business and government leaders. It is deemed as one of the most prestigious and powerful communication platforms that talks directly to government, business leaders and key decision makers in South Africa. With this understanding, the Marketing and Communications Department, in conjunction with Line Managers, developed an advertorial for publication in this magazine for February 2016. An interview with the JPC CEO on the business and its service offerings was conducted in March 2016.

The CEO of the JPC conducted roadshows with the various stakeholders in the City's regions to stimulate dialogue. The proposed schedule of events has been communicated to the MMC's office.



## Portfolio Profile continued

The media briefing by the CEO showed the media that the JPC is open to partnerships and that the CEO is accessible as is the Senior Manager Property Development.

Green News Development provided JPC with a platform to discuss the 5 Star Green Star Rating that is being worked towards when developing the Council Chamber. This was a complimentary double page spread in their e-zine. A media campaign was also made available on electronic billboards that highlighted the Council Chambers. This campaign was pro-bono, compliments of Alive Media who utilised our stills to prepare a 15 second video promoting the message; "The City of Johannesburg brings you the Council Chamber." The JPC logo appeared on five of the six frames.

Johannesburg City Parks & Zoo (JCPZ) partnered with a media agency to create a once off publication to celebrate its achievements and initiatives on environmental issues. The publication was placed as an insert in the Mail & Guardian, The Times, and Sowetan. The City's entities were approached to place sponsorship advertorials in the publication. A report to advise JPC on the return on investment for placing the advertorial was compiled and approved. Subsequently, the editorial content was prepared and approved.

Four press releases were prepared in the months of January and February 2016; these were for the OSO Council Chamber, Newtown Junction, Jabulani, and 27 Boxes. The releases have gathered traction and led to a number of articles and social media platform presence.

The CoJ utilised the OSO Council Chamber article to tweet on the day of the media tour,. Earth Works, a Cape Town based publication, ran a feature on the OSO project and actively engaged the JPC for additional information. While this was a niche publication it has a vast readership, and the article also appears on the JPC's website.

The Inaugural Outdoor Advertising Indaba was hosted on the 10th of May 2016 by the JPC for industry, the City and media buyers, where the main topics covered were; illegality of billboards, transformation, and the empowerment of SMME's. This forum created a host of media discussions in May, however this tapered off in May and a media plan will be implemented to ensure it has a six month intensive media presence.

A week later, the quarterly Media Tour took place and highlighted Bara Central and the newest phase that is under construction and that will complete the mixed used development through residences and offices. This was followed by a visit to the Council Chamber to showcase the development to date, followed by visits to 27 boxes in Melville, the Holocaust and Genocide Museum and finally wrapped up in Newtown.

### Corporate Advertising and Internal Corporate Events

As part of the JPC's outdoor advertising, a traditional billboard was erected in Sandton Square, above the library. This billboard is available to the JPC pro-bono and showcases the new Council Chamber, internal, external and aerial views. The billboard appears in the following picture. Street pole advertisements are also to be erected and rotated around the city.

### African Construction and Totally Concrete Expo

The aforementioned exhibition and conference took place on 9 – 11 May 2016 at the Gallagher Convention Centre. JPC participated by exhibiting as part of the CoJ's exhibition stand booked for the following Municipal Entities:

The OSO DVD and A0 Frames showcasing the Council Chamber at the Metro Centre Precinct were exhibited. The newly developed OSO Brochure was distributed at the event.

### Council Chamber Public Art

A drive to promote the Public Art Competition was undertaken with the distribution of pamphlets in the regions. Various facilities including schools, community halls, taxi ranks, informal trading facilities, and shopping malls were targeted. A media release was also sent to Caxton publications to communicate the extension of the closing date from 3 June to 17 June.

### Marketing

The departments in the organization constantly seek content to assist in profiling the organization and its projects. An outdoor advertising brochure and collateral for the OSO Totems Public Art Competition were produced namely, flyers, posters, and competition entry forms, along with the company profile and project timeline brochure.

### African Construction and Totally Concrete Expo

The aforementioned Exhibition and Conference took place on 9 – 11 May 2016 at the Gallagher Convention Centre. JPC participated by exhibiting on the CoJ's Exhibition Stand booked for Municipal Entities.

### Brand Identity Evolution

The brand identity has undergone a 16 year life-cycle with some distortion and confusion over the years pertaining to the company's name. The Company is at times referred to as Johannesburg Propcom, Propcom, JPC, Johannesburg Property Company, City of Johannesburg Property Company, City of Joburg Property Company or the Joburg Property Company. In addition to the above, the other challenge experienced is that the current logo does not emphasise the company name or the abbreviation "JPC." The logo also does not optimally incorporate the powerful CoJ mother brand that always co-exists with the JPC logo.

A Request for Quotation (RFQ) process was awarded for the Evolution of the JPC Brand Identity. The project entails identity evolution and the development of a Corporate Identity Manual. This will be presented at the next EXCO meeting in June.

### Promotional Items

Branded promotional items, have been produced to increase brand awareness at the various events and platforms. These items include, journals, memory sticks, fridge magnets, notebooks, and backpacks.



*A JPC lead Johannesburg Development Tour for SAPOA delegates. This briefing was at the new Council Chamber construction site in Braamfontein*

## Portfolio Profile continued

### SAPOA 50th Anniversary Convention and Property Exhibition

The JPC, as the 2016 Platinum Partner for the 50th Anniversary SAPOA Convention and Property Exhibition, was allocated a premium position and stand size of 54m<sup>2</sup> at the Sandton Convention Centre from 21 to 23 June 2016. An interactive and high-tech stand design was presented for build-up at the convention. The stand showcased the JPC's core services and projects via print and audio visual mediums.

As the Platinum Partner for the prestigious annual property industry platform that attracts international delegates, JPC received extensive brand exposure across multiple platforms.



*At the Opening Ceremony of the 50th Anniversary SAPOA Convention and Exhibition, from left, CEO of SAPOA, Neil Gopal, former Executive Mayor of the CoJ, Councillor Mpho Parks Tau, Former MMC for Economic Development of the CoJ, Councillor Ruby Mathang and CEO of JPC, Helen Botes.*

### Website and Social Media Statistics

The total number of sessions for the period under review, at the time of this analysis was 16,319. The total number of new visitors was larger than the number of returning visitors. The average duration of a session is 00:02:02 minutes. Although the bounce rate was high, this was considered a good indication of page layout and calls-to-action which exist on the website. This means that visitors are finding what they need quickly and efficiently.

## Information Technology IT infrastructure and equipment

JPC IT has appointed Two (2) service providers to supply and deliver IT infrastructure and equipment as follows:

<b>SAN Storage</b>	Data Storage to add on the existing infrastructure.
<b>Laptops, Thin Clients, Desktops and Monitors</b>	Renewal of all laptops and desktops for JPC users as they are currently out of warranty.
<b>UPS</b>	UPS batteries to extend the lifetime of current UPS system, allowing continuity of services for JPC and all its depots.
<b>SWITCHES</b>	Additional core switches to add onto existing infrastructure.
<b>IT Governance Tool</b>	Governance tool automated way for a clear audit trail of all network operations.

### Self Service Password Reset / Unlock

JPC IT implemented Self Service functionality for JPC users to reset and unlock their passwords by enabling them to perform self-account unlock.

All these activities are performed via a response authentication based on a series of questions and answers or through an OTP to ensure the integrity of the Active Directory security. All of which ultimately helps to protect critical data and eliminate unregulated access to resources. Ultimately this solution reduces IT workload through simplifying and delegating fruitless Active Directory management tasks.

With this solution, any enrolled employee can be granted the right to reset their password or unlock account without having to call the IT team. Through any web enabled devices domain users can perform self-service actions from any computer within the network using a web browser.

### Project Name: Awareness

IT has implemented a weekly “pop-up” banner on the website that focuses on a different tip for the users each week. This tip will focus on a specific topic / area that the users may be struggling with. The tip will be a video tutorial on how to resolve the problem. This will also be used to publish marketing “pop-up” that marketing provides IT to insert as often as possible that increases the awareness and communication for the personnel of JPC.