**WRAP-UP:**
TRANSPORT AS A TRANSFORMATIVE TOOL IN CITIES

Leading the Spatial Transformation Agenda >>

- A distinct developmental agenda:
  - **> The Joburg GDS 2040**

- What we want to achieve:
  - **> Sustainable Human Settlements**

- What needs to happen:
  - **> Places and spaces for live, work and play**

- Overarching philosophy:
  - **> Transit Oriented Development (TOD)**

- Making it happen:
  - **> Corridors of Freedom**

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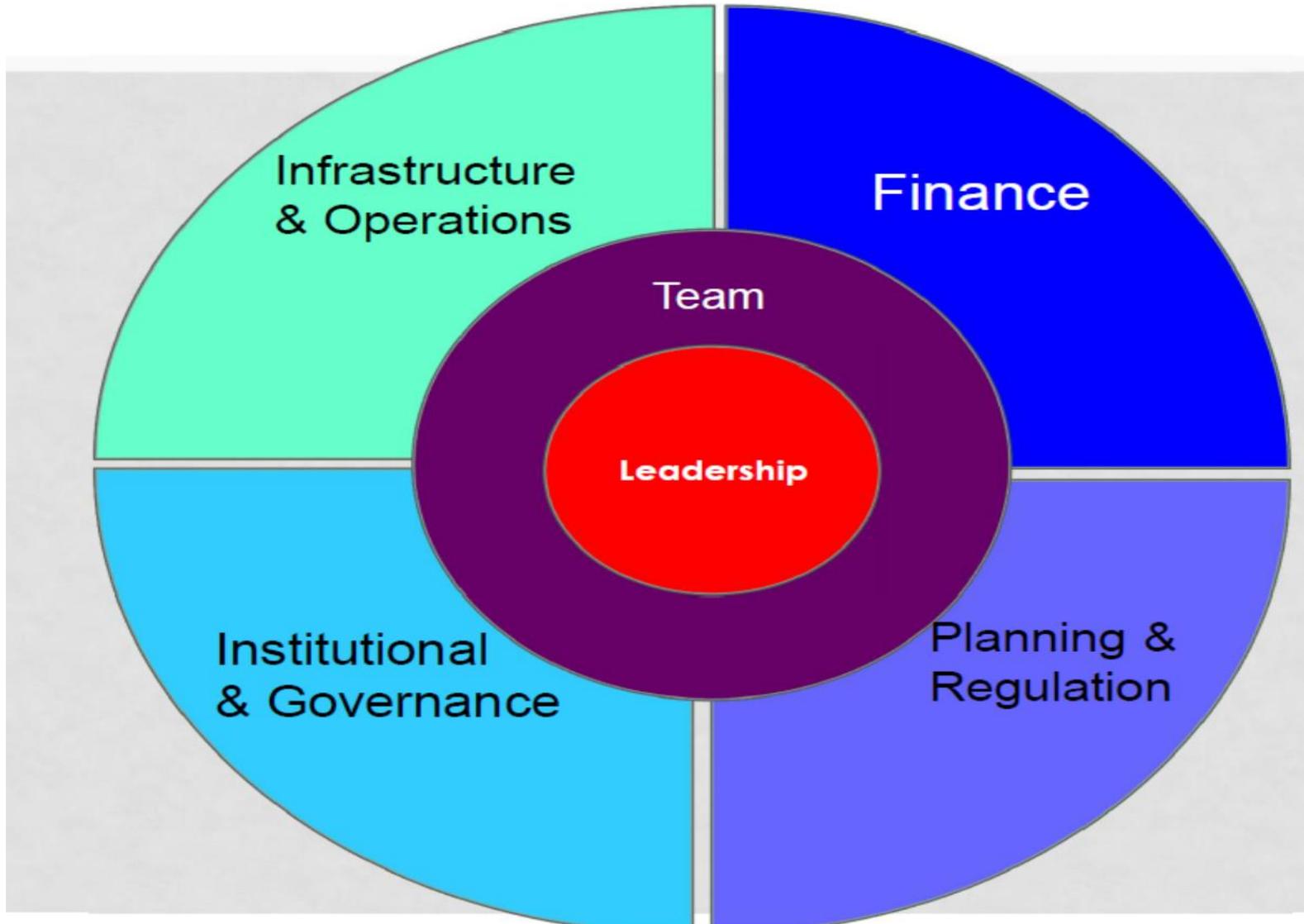
Lessons and awareness on "contagious ideas" >>

- Are we building infrastructure for maximum flexibility or just relative flexibility?
  - ➢ Don't let the mode of transit be the primary determinant.
- Consider what the 'magnets' within the corridor are, through social capital and land values maps.
- Design is key, but it comes 'later'. Get the big picture in order first.
  - ➢ Consider socio-cultural aspects in defining the boundary of your corridor.
  - ➢ The normative engineering standard of 800m is not the only determinant –
  - ➢ Also define the corridor in terms of the area of change that it will reach.
- Leading point: Don't let the logistics of operational theory and design predetermine the social transformation outcome that you want.
- **Signpost:** Stakeholder engagement, collaboration and partnerships.

Lessons and awareness on stakeholder engagement, partnerships and collaboration >>

- Pave the way by using Political Leadership to stir emotions, evoke interest and capture imagination.

- Understand your stakeholders and map the areas to which different negotiation strategies will need to be applied.

  - ➤ It is paramount that community members buy into the objective.

- Lael Bethlehem's insight on providing **clarity**, earning **credibility** and **building alliances** captures this duty succinctly.

  - ➤ Know what your partners are looking for and be able to respond to that!

- We need to have a serious conversation about our public participation strategy if we are to succeed with the Corridors of Freedom.

- **Signpost:** Institutional arrangements and governance – both internal and external

Lessons and awareness on institutional arrangements and governance >>

- Don't overload projects with too many objectives.

  - ➤ Doing this blurs priorities. Blurred priorities can lead to role confusion. Role confusion leads to business inefficiency. Business inefficiency makes the costs of running the business of local government expensive.

- Take realistic stock of what gets "de-prioritised" when more priorities are added.

- Create space for dialogue, both internally and externally. This allows individuals in the organisation to mature collectively.

- We need to stop majoring on the minors. Strengthen inter-municipal and intra-municipal dialogues and knowledge sharing.

- The 'Growth Staircase' – we need to find ourselves between Horizons 2&3, as this is the space of strategy and innovation.

- **Signpost:** Team work and leadership

Lessons and awareness on leadership and teams >>

- As a group, we describe our interaction as 'chilled'. Administrative and protocol-based leadership became organic and situational leadership.

- Leadership is also about accountability. We need more sub-delegation so that people at the lower levels become more accountable.

- Leadership's role in closing the fiscal gap through taking control of remuneration costs, reassessing business models, ramping up CAPEX.

- Being the conductor of the orchestra – bringing together the City's collective institutional machinery to achieve our strategic objectives is where we have to lead

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Support from National… >>

- Allocation of CAPEX – the burden of providing the service is on the City;

- Bus operating subsidy – is it part of the of grant?

- Transformation of the taxi industry – what kind of model could we have to subsidise the taxi industry?

- AFC system;

- Multi-year capital budgeting regulations;

- Developmental decisions versus administrative decisions;

➢ Because we are trying to build different cities

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Tools and mechanisms to improve >>

- Land use incentives
- Value Capture
- Urban Management
- Info-structure
- Partnerships and collaboration
- Infrastructure designed around people

CAMPUS SQUARE: SITUATION

Navigating the challenges to enable high density:
- **NIMBY**
- **Low economic activity**
- **Mechanisms to coerce vastly different interests and investments**
- **Starting a revolution**
- **Financing this investment in a low growth and long range development**

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The end… of the beginning >>

The cost of doing nothing is greater than the cost of doing something