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a world class African city



JOBURG  
PROPERTY COMPANY



OFFICE SPACE  
OPTIMISATION

Building our Future  
Uniting our City

## The Office Space Optimisation Programme

### *The dawn of a new era for the City of Johannesburg and its people*

The Office Space Optimisation (OSO) Programme is a flagship programme of Joburg Property Company (JPC), an agency of the City of Johannesburg (CoJ).

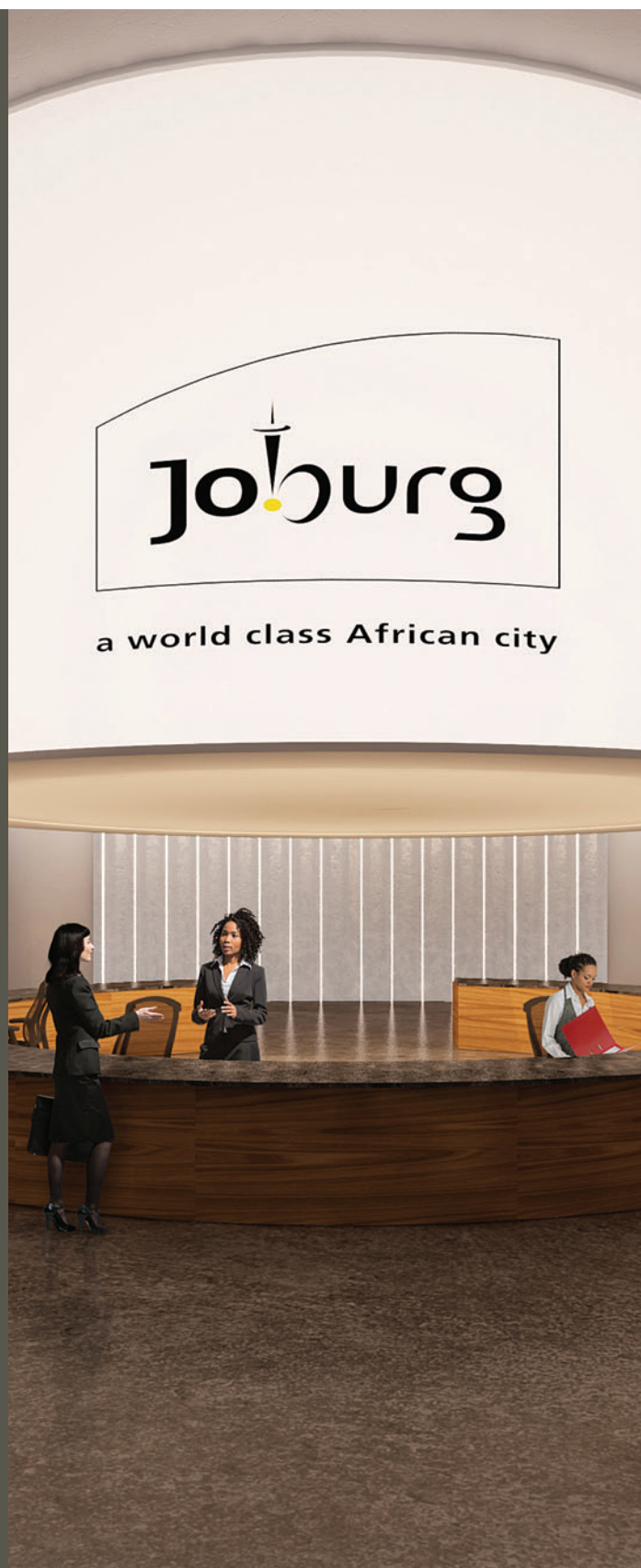
The programme aims to leverage spatial development to stimulate economic growth, accelerate service delivery and unite and empower communities of the City.

The restructuring of the City will be enabled by using investment in its own offices as a catalyst for redevelopment.

To this end, more than 900 000 m<sup>2</sup> of space has been earmarked for new development in eight precincts across all regions of the City. Each of these precincts will be delivered in accordance with the principles of new urbanism and include mixed-use, transit-oriented and recreational developments.

It will comprise council, government and private sector offices, with a people-centred design that offers extensive retail and residential capacity. These spaces will be vibrant, sophisticated, contemporary community hubs that feature multiple attractions to encourage our citizens to interact with the City.

Ultimately, the OSO Programme is set to create a launch pad to elevate service delivery and raise living standards and quality of life... not just for the residents of Johannesburg, but for all the people of Gauteng.



➤ **Metro Centre, Braamfontein**  
Proposed look and feel of reception area.

## About JPC

### ***The driver of the social, economic and financial value of Johannesburg's total property portfolio***

The JPC is a dynamic, visionary company mandated to manage and develop the CoJ's diverse property portfolio.

JPC's mission is to be the manager of the property assets of the CoJ, responsible for maximising the social, economic and financial value of the CoJ's total property portfolio and enhancing the efficiency of its use. JPC provides Property Asset Management, Property Management, Facilities Management, Property Development and Outdoor Advertising services and it interacts with the general public in respect of the property portfolio. JPC supports the achievement of the CoJ's strategic objectives, including economic and social development in the service delivery of the CoJ.

The JPC prides itself in being the CoJ's property agency that offers a comprehensive repertoire of property portfolio management services that have proven to leverage the City's property portfolio for positive socio-economic development outcomes.

## Showcasing a "world class African city of the future"

### ***A city that provides real quality of life***

The JPC's OSO Programme actively helps to drive and support the objectives of the Joburg 2040 Growth and Development Strategy to ensure that Johannesburg rises into a "world class African city".

The strategy describes a world class African city as: "a vibrant, equitable African city, strengthened through its diversity, a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society."

These mixed-use developments will consist of high-density accommodation that are supported by office buildings and include retail developments, as well as facilities for leisure and recreation.

In essence, the Corridors of Freedom will make it possible for all the people of Johannesburg to live closer to their workplace and be able to work, stay and play safely, without having to use private motorised transport. Instead, they will have the choice to walk, cycle or make use of safe, affordable and convenient buses.

This will in turn also reduce the City's carbon footprint and have a positive impact on our environment.

## Inspired by the Corridors of Freedom

### ***Defined by freedom of movement and economic freedom***

The OSO Programme is aligned with Corridors of Freedom that defines the future spatial vision of the CoJ.

The Corridors of Freedom will comprise well-planned transport arteries that are seamlessly linked to interchanges that lead to mixed-use developments.

Our Corridors of Freedom is a game changer that will unite us by making sure that everyone in the City of Johannesburg has equal, easy and affordable access to places to live, work and play in.



## Transformation and empowerment

### *Turning job seekers into creators of jobs*

As a vital enabler of Jozi@Work, the OSO Programme is poised to make a substantial contribution towards the transformation and empowerment of the people in our country. Jozi@Work is not a “hand out”, but rather a “hand up” initiative that is dedicated to enable socio-economic transformation, alleviate poverty and reduce inequality across all the regions of Johannesburg.

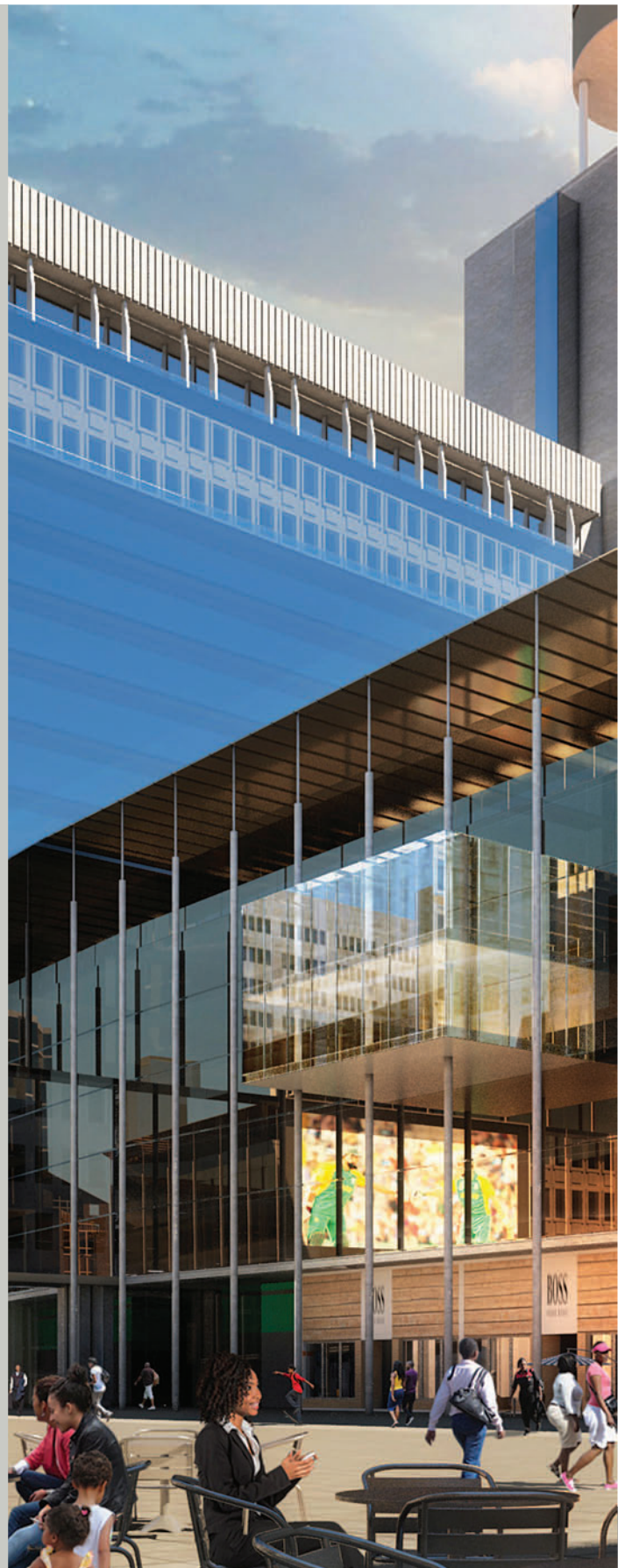
This is done by creating opportunities for members of the communities to partner with the City to deliver municipal services of high standard in their own neighbourhoods. As a result, new cooperatives and micro enterprises are established and more jobs are created. Essentially, seekers of jobs are becoming creators of jobs.

The OSO Programme will enable these objectives through an investment of around R12 billion plus indirect construction activities, of which around 30% will be allocated to local SMMEs. This is estimated to create more than 100 000 temporary jobs in the South African construction arena, as well as the direct, indirect and induced output of over R39 billion.

More importantly, a dedicated transformation plan is being developed for the OSO Programme that is based on the fundamentals of the Property and Construction Sector Charters and that supports our national priorities for Broad-Based Black Economic Empowerment (BBEE).

A key cornerstone of the transformation plan is to ensure the meaningful and sustainable transformation and empowerment of professional service providers in the construction landscape. This will amongst others be done through close monitoring, evaluation and management of all the transformation activities, as well as the efficient imparting of business knowledge and skills.

The OSO Programme is set to create in excess of 100 000 jobs through the generation of construction activities to the value of ± R12 billion for Jozi@Work. Around 30% of this will benefit local SMMEs.

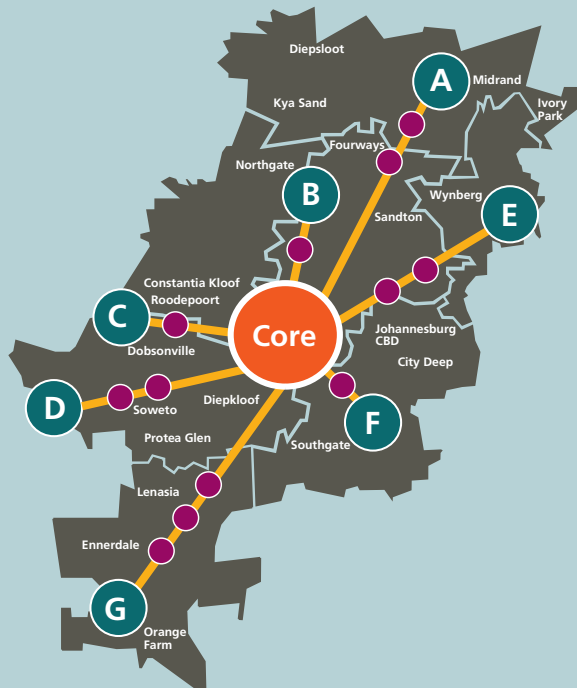


### **People's Square**

Proposed exterior of Metro Centre and People's Square, Braamfontein.



## Map of the Office Space Optimisation Programme Footprint



- Centralised Iconic Office (City Hall)
- Consolidated depots and serviced centres
- Regional Satellite Offices

## Eight precincts. One City

### Placing service delivery within all our people's reach

An analysis of the potential locations for the eight City precincts was concluded based on a study of the established nodal criteria. The criteria included:

- The strength of each node in terms of reaching the City's strategic planning objectives.
- The ability of the node to catalyse redevelopment of underdeveloped areas.

- Suitability for alignment with the Corridors of Freedom.
- Availability of land for development.

Subsequently, we opted to commence with the refurbishment of the core offices, City Hall and Council Chamber at the Metro Centre Precinct in Braamfontein. This will be supported by a strategically positioned network of regional and satellite offices in Midrand (the taxi rank/station triangle), Diepsloot, Randburg CBD, Roodepoort CBD, Jabulani CBD, Sandton CBD, the Turffontein Corridor of Freedom and Lenasia CBD. More information on the locations can be found at [www.jhbproperty.co.za](http://www.jhbproperty.co.za).

## Towards a Greener City

### Being mindful of our energy resources and environment

Green building elements are integrated in the very DNA of the OSO Programme to make sure that we take care of our environment, save our energy resources and create healthier spaces for our communities.

For this reason, the design, construction and management of all the buildings within the eight City precincts will be aligned with the Green Star South Africa Rating System of the Green Building Council SA.

A Green Star Rating represents a holistic approach to sustainability. It not only speaks to energy and water efficiency, but it also considers the quality of the indoor environment, resource efficient material selection and quality processes such as commissioning.

Due to the avant-garde approach to its design, the iconic new Council Chamber will be the epitome of such green holism. For optimum energy efficiency, the extensive façade uses highly advanced energy efficient glass, which allows light into the building while preventing heat from entering the space.

The Chamber itself is shaded from direct sunlight by the circulation area around it, providing an inherent passive shading feature to the building. Lighting within the Chamber was carefully designed to take advantage of the good natural light, adjusting the levels to optimal visual comfort while not using energy unnecessarily.



All the City precincts are purposefully located within the Corridors of Freedom to ensure that the developments are supported by public and non-motorised transport. There will be limited parking bays in all municipal buildings to further encourage the use of public transport.

The CoJ is also investigating the development of an innovative green precinct tool to monitor and measure the impact of its green initiatives for long-term sustainability.

The conscious implementation of energy conservation principles in the OSO Programme will not only reduce our carbon footprint and impact our natural environment positively, but it will also reduce overhead expenses and utility costs significantly.

Most importantly, the OSO Programme takes cognisance of the fact that the building process is not simply about environmental sustainability, but also about considering the impact holistically and promoting economic opportunities for local communities.

## Implementing Smart Technology

### ***The foundation for a Smart City with easy access to quality services***

The Joburg 2040 GDS defines a smart city as “a city that uses Information and Communication Technology (ICT) as an enabler, to merge dimensions of smart utilities, smart mobility, smart economy, smart environment, smart education, smart people, smart living, smart health, smart planning and smart governance”.

The “Smart City” concept brings together all the characteristics associated with organisational change, technological advancement, economic and social development, as well as other dynamics of a modern city.



### **People's Square**

*A view of the iconic tower – the highest point in the city.*

Research indicates that optimal deployment of ICT for example, can play a critical role in a city's development; enabling it to shift to a qualitatively higher state of development. Best practices from leading smart cities around the globe show how broadband can be a principal driver of growth and development in communities.

Lately even the urban poor have smartphones via which they can access the internet. For this reason, broadband holds the potential to bridge the great digital divide and place services, information and seamless support at all citizens' fingertips.

It is the vision of the CoJ to become such a smart city that utilises ICT and innovation to greatly enhance the delivery of public services in a transparent and sustainable way, whilst caring for the environment.

In line with the CoJ's aspirations to become a smart city, the OSO Programme is poised to leverage ICT as a vital means to bring about positive transformation, technological advancement and socio-economic development.

## New norms and standards for our office spaces

### ***A fundamental shift in the way we do work today and tomorrow***

To meet the ever evolving needs of our people, our office spaces need to evolve too. The OSO Programme marks a paradigm shift from the traditional office designs and spaces that are seen as "hierarchical planning" by modern urban designers – to a model that enables people growth and development in a much smarter way.

Amongst others, the designs follow a new approach that combines dual elements, namely "free seating" and "activity-based settings".

Free seating implies the flexible use of office space and activity-based settings provide for a variety of different spaces, as opposed to the more traditional dichotomy of just offices and open desks. Essentially this will completely transform the experience of working at CoJ.

Other factors that were considered in the new design strategy are:

- Improved productivity and effectiveness through a choice of workspaces that is appropriate for a variety of work dynamics.
- An environment that stimulates learning, mentoring and affiliation through transparency and seamless access to colleagues.
- Targeted support for collaboration and innovation, with minimal disruption to others.
- An enhancing work and recruitment experience that retains staff and attracts highly skilled individuals.
- Improved visibility of and access to leadership.
- Spaces that promote and facilitate the balance of high-intensity work with relaxation and break time.
- The enablement of quick shifts between individual work, working in pairs, and group work.
- The most suitable tools, services and technology to empower teams for performance, inside and outside of the offices.
- Facilities that are flexible enough to accommodate people growth and development.

Recent studies and global practices demonstrate that such an intelligent approach to office space design accomplishes remarkable results in enabling maximum productivity and optimal efficiency, at minimal cost.



## A Council Chamber of the highest global standards

### *An embodiment of the spirit of Lekgotla*

First on the OSO Programme agenda will be the refurbishment of the spaces and places where our local authorities meet to decide on and administer the affairs of our City.

This involves our existing City Hall and Metro Centre Precinct, as well as the construction of a new Council Chamber. The design of the new Council Chamber is creatively modelled on the circular Lekgotla concept, which means “meeting place” or “meeting place of leaders”.

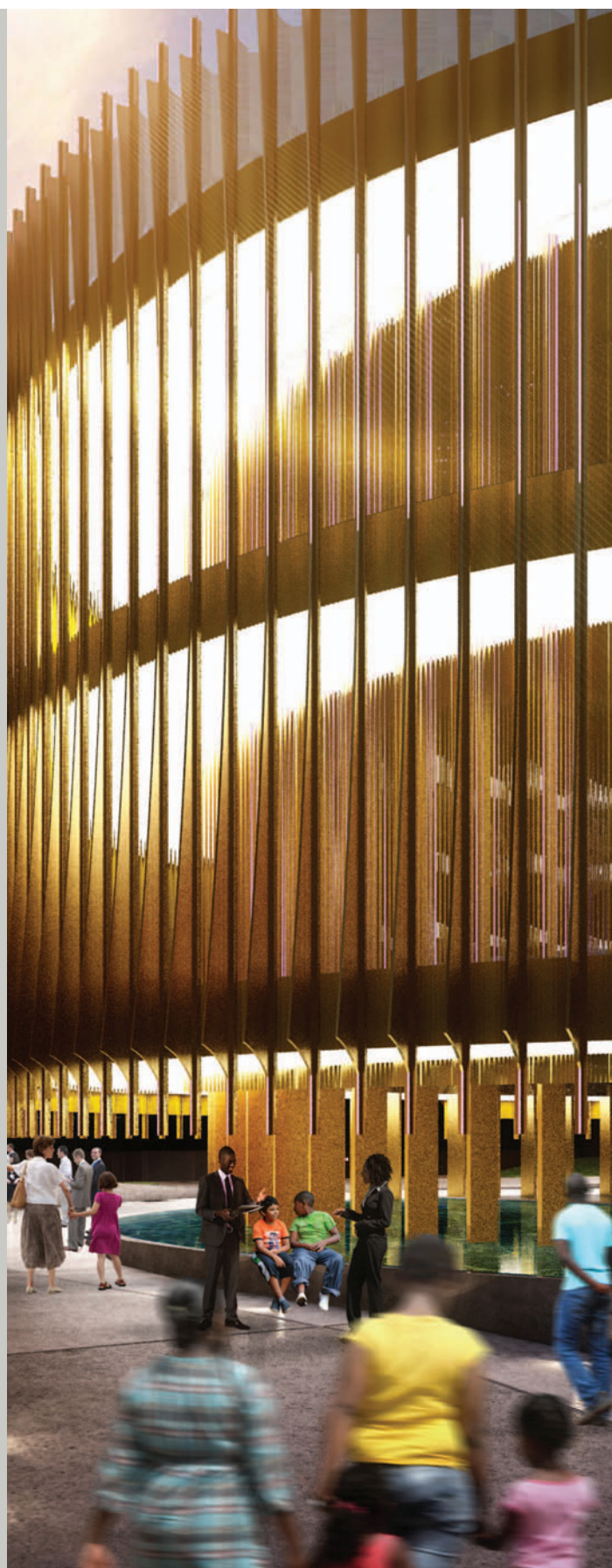
## The People’s Square

### *Connecting people and opportunities*

The Lekgotla concept extends beyond the Council Chamber and into the creation of the adjoining People’s Square – a vibrant, social and convenient “place for the people”, boasting extensive retail and public amenities.

The construction of medium-rise courtyard buildings will yield 170 000 m<sup>2</sup> of additional office space. These buildings will all be 5-star rated on the Green Star SA rating system and have SMART infrastructure that link them to the regional precincts.

The design focus is on creating an inspiring work environment, with standards based on an open-plan system that mirrors the City’s open and collaborative philosophy.



**Council Chamber Exterior**

## ***A ± R12 billion investment in a people-centred cityscape***

Essentially the OSO Programme aims to reconfigure office accommodation into a rational and optimised geographic framework of seven City precincts, clustered around a single core precinct (City Hall). The aim is to redefine the way in which municipal offices are perceived in the City.

The model further makes provision for “satellite” facilities (such as depots and “touch points”) to be set up within communities surrounding the regional offices to provide the City with a basis from which to deliver accessible services to all its citizens.

The investment will be delivered in the form of high density, transit-orientated, mixed-use developments, which will include Council offices, other government offices, private sector offices, retail, residential, public amenities and public squares.

## **The OSO office model**

The OSO model identifies three types of office accommodation as indicated in the diagram and description below.

### ***1. City Hall and Council Chamber***

Consolidated, high-density office located at the Metro Centre Precinct. As a principle all municipal accommodation will be provided in this core with the exception of offices and functions that are best located in the regions for optimal support.

## ***2. Consolidated Regional Offices***

The following essential functions will be located in regional centres:

### ***2.1 Customer service centres***

These will serve as a link between the community and local government and will grant residents easy access to a one-stop service point for government services.

### ***2.2 Regional community facilities***

Facilities such as a regional library, clinic, community hall and Council Chamber are provided for.

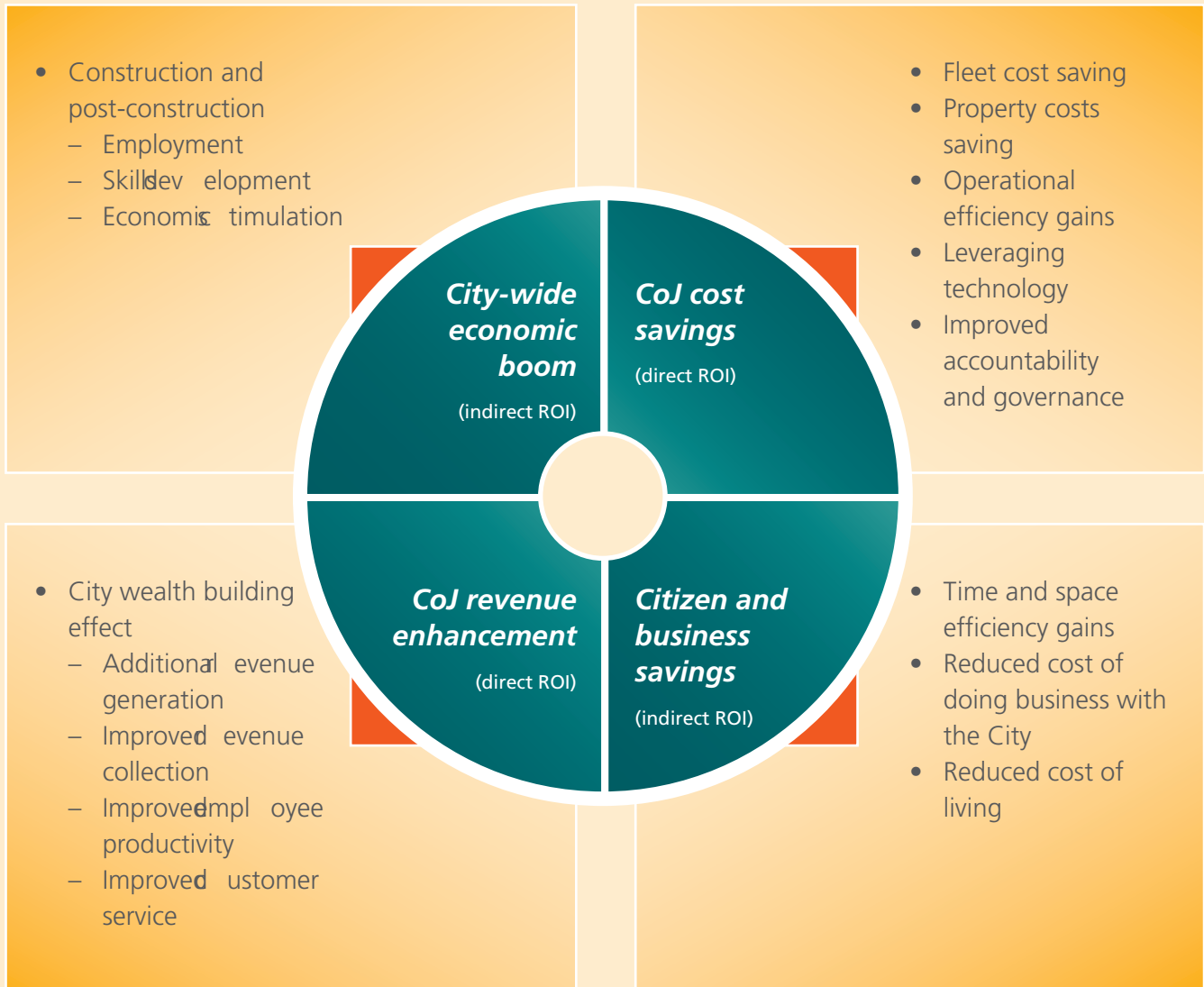
### ***2.3 Offices***

Offices will be constructed at specific points where officials have to deliver hands-on services to a specific region, such as conduct daily site visits.

## ***3. Satellite Regional Facilities***

For enhanced service delivery and optimal operations, there will be a number of stand-alone Council facilities located within the seven regions to best support the regional service centres or local communities.

Four components of value for the programme are identified as per below:



In principle, the OSO Programme will consolidate as much office accommodation in the core precinct as possible, with additional offices in outlying regions and communities to support service delivery, township redevelopment and the revitalisation of central business districts.



## The OSO Programme in numbers



*900 000 m<sup>2</sup> of space to be developed.*



*An induced investment output of ± R39 billion.*



*R12 billion to be spent on direct construction activities.*



*Creation of 100 000 temporary jobs.*



*± 10% – 15% increase in operational efficiency for enhanced service delivery upon completion.*



*CoJ to own debt free accommodation of ± R35 billion in ± 20 years.*

## Opportunities for investment

### ***The value of money is determined by the dreams it helps to achieve***

The OSO Programme will be funded via innovative, value-capture funding mechanisms, which aim to leverage the investment of the private sector to deliver the required public infrastructure.

The principle is to “capture” the “unearned value” (increases in land value which otherwise would profit private landowners, cost-free) generated by public investments and convert it into public revenue.

Three areas of value capture are being targeted in the programme:

**Land value capture  
(of adjoining developable land in the precincts)**

**Capitalisation of existing rental costs**

**Tax increment financing**

The JPC invites interested investors to join us as we set out to redevelop our City. Take the lead and become a part of the OSO Programme journey today.



➤ **Council Chamber**  
Circulation stoa.





City Hall and Council Chamber  
At Metro Centre Precinct.





**City of Joburg**  
**Property Company SOC Ltd**

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